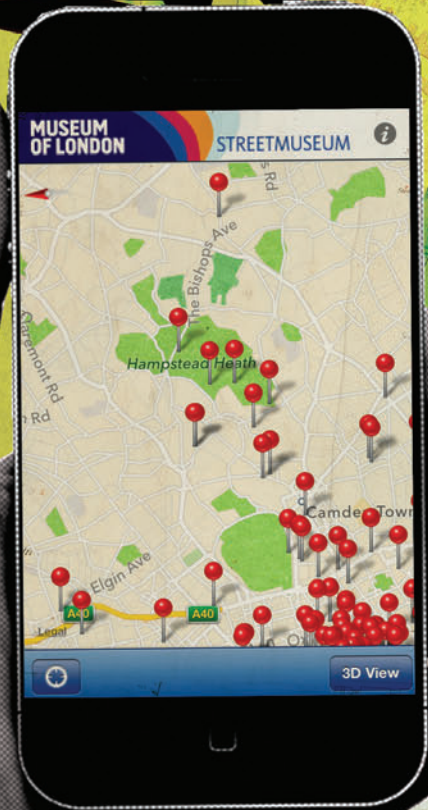




INSPIRING A PASSION FOR LONDON

STRATEGIC PLAN 2013-2018





Our vision

Our passion for London is infectious and is born out of commitment to exploring the ever-changing story of this great world city. We want to inspire such passion in others, and get people thinking about London in new ways. Our goal is to be a part of every Londoner's life from an early age and to contribute to the city's international, educational, cultural and economic impetus.

This Strategic Plan sets out our direction for the next five years. It will be the road map for our activities so that we can be even better at what we do and contribute even more. Our five strategic objectives will ensure that the Museum of London delivers the very best for our audiences.

Like London itself, our ambitions are bold. The challenges of the time demand strength of vision and a future plan that will capture the imagination of many. Success will depend not just on deploying our own talent creatively, but on our partners, supporters and co-conspirators who share the same boldness and determination. With the continuing support of the Greater London Authority, City of London Corporation, Arts Council England and others, the Museum of London in 2018 will have leapt forward towards a long and sustainable future.

Like London itself,
our ambitions are bold

Our strategic objectives

1. Reach more people
2. Become better known
3. Stretch thinking
4. Engage every schoolchild
5. Stand on our own two feet

By 2018 we will:

- Attract 1.5 million visitors each year to our two museums: Museum of London and Museum of London Docklands
- Get involved in ten big London issues, so more people know who we are, where we are and what we stand for
- Grow the use of our collections for research and increase our research activity and its impact
- Engage and inspire over 850,000 schoolchildren
- Generate £100m total income



A great place to start

We embark on our new Strategic Plan from a strong base, with many examples of success and recognition. In recent years we have reached more people, sharpened our content, developed award-winning learning activities and made a real difference to the wider London economy and environment.

REACH

- **600,000 people** visit us each year
- **5 million** page views annually of our Collections Online
- **17,000** Friends on Facebook and **29,000** Twitter followers
- **400,000** downloads of Streetmuseum, our **award-winning app**

CONTENT

- Over **one million** objects in our **internationally-renowned** collections
- The **£20.5 million Galleries of Modern London opened** in 2010, the Museum's most ambitious project ever
- The London Archaeological Archive and Research Centre (LAARC) is the **world's largest**, and the main research resource about early London
- An estimated **90%** of all research into pre-medieval London is undertaken in association with the Museum
- **66,000** objects are accessible via Collections Online

LEARNING

- We welcome **10,000** babies, toddlers, parents and carers to special sessions every year
- Schoolchildren form a higher percentage of our total visitors (15%) than at any other UK national museum
- We work with **80 universities** each year, reaching **12,000 students**
- **1.6 million** page views of our online learning resources annually
- We handle **6000 enquiries** and **2000 research visits** to our collections each year

BEYOND OUR WALLS

- As a **Major Partner Museum of Arts Council England**, we deliver sustainability, resilience and innovation in the museum sector
- Our acclaimed **Volunteer Inclusion Programme** has helped **370** disadvantaged Londoners develop skills for the workplace
- **Brazil, Korea, France** and **Australia** have sent delegations to study us as a model city museum
- Our commercial income **doubled** between 2010 and 2013
- Green roofs, energy-efficient lighting and rainwater-harvesting are **lowering our costs** and **environmental impact**

Deploying our assets

Our people, our collections, our information and our buildings will drive the success of our Strategic Plan. With thoughtful management and investment, we know that the Museum of London can make the most of its valuable assets.

OUR PEOPLE

By being creative, entrepreneurial and collaborative, our staff and volunteers will make the difference. Our people are powerful ambassadors for what we do. We have a huge range of expertise – from award-winning visitor hosts and fundraisers, to specialist curators and conservators. Considering the skills we need now and in the future will be critical. Potential areas for innovation include digital, commercial and research. Greater flexibility and a willingness to experiment will help us to develop talent and identify new skills.

OUR COLLECTIONS

We hold the 'DNA' of London. Our collections are formally designated as being of international importance, an essential part of Britain's heritage. We care for over a million objects – from a Roman 'bikini' to Tom Daley's swimming trunks. The intellectual development of these collections will inform our programming. Care, storage and access are crucial elements. We will make tough decisions about rationalising the collections and meet benchmarked standards of care.

OUR INFORMATION

We know how to bring the value of the past into the present. Our knowledge gives meaning to our collections and is an invaluable resource for the world we live in today. In our increasingly networked environment, information is live. Managing our information assets effectively, keeping them up-to-date and of the moment, will ensure that the Museum of London remains relevant and talked about. We want to continue to be at the heart of research and thinking about the capital. Investing in our information technology, from our website to commercial systems for ticketing and events, will keep us working smarter and more efficiently.

OUR BUILDINGS

Our three very different buildings in the City, Docklands and Hackney include public spaces, corporate hire areas, green zones, stores, offices and more. At the London Wall building we will be able to welcome more visitors, reduce operating costs and realise the inspiring intellectual prospects of bringing more of the collection together in new ways for the public. All projects for which we will fundraise will include infrastructural works. This will offset costs for which we would otherwise not have funding. We will work with the City of London to identify infrastructure priorities. Our long-term aim is to vacate Mortimer Wheeler House in Hackney, reducing our buildings from three to two.



Challenges

The constraints of the next five years are already with us. Wider social and financial pressures provide the challenging context for our high ambitions. But we can still achieve excellence with a strong vision and a strategy that speaks to everyone across the capital.

SOCIAL CHALLENGES

At a time of fast-paced change, when society faces many challenges, we are determined to meet those challenges in ways that **transform people's lives**. We will play a more **leading role in education** in the capital; provide world-renowned galleries free of charge; and contribute to the **understanding of what it means to be a citizen**, how our nation developed and its impact on the world.

We will **build skills** through volunteering, enabling people to become more employable. We will also give **generous support** to museums and archives across London. **Overall we will foster social cohesion, creativity and economic success in London and the UK.**

FINANCIAL CHALLENGES

In an environment that is financially constrained, we recognise that we need **to be canny, swifter and provide greater value for money**. This will entail a stronger commitment to commerce, a more dynamic approach to fundraising, the development of new income sources, and greater success with grants in the EU and further afield. It will also necessitate strong cost control and a reduction in our workforce. We are determined to take bold measures to **stand more firmly on our own two feet**.

INFRASTRUCTURAL CHALLENGES

Like many museums, our buildings **require significant investment**. We need to change the Museum's profile at London Wall. Our external face is not welcoming or indicative of the excellence contained within. **More accessible public spaces and pedestrian routes** around it would have wider economic benefits, uniting the Museum, Barbican Centre and Guildhall School of Music & Drama into a **cultural hub**. Opportunities are also arising from new residences near the Museum of London Docklands.

ENVIRONMENTAL CHALLENGES

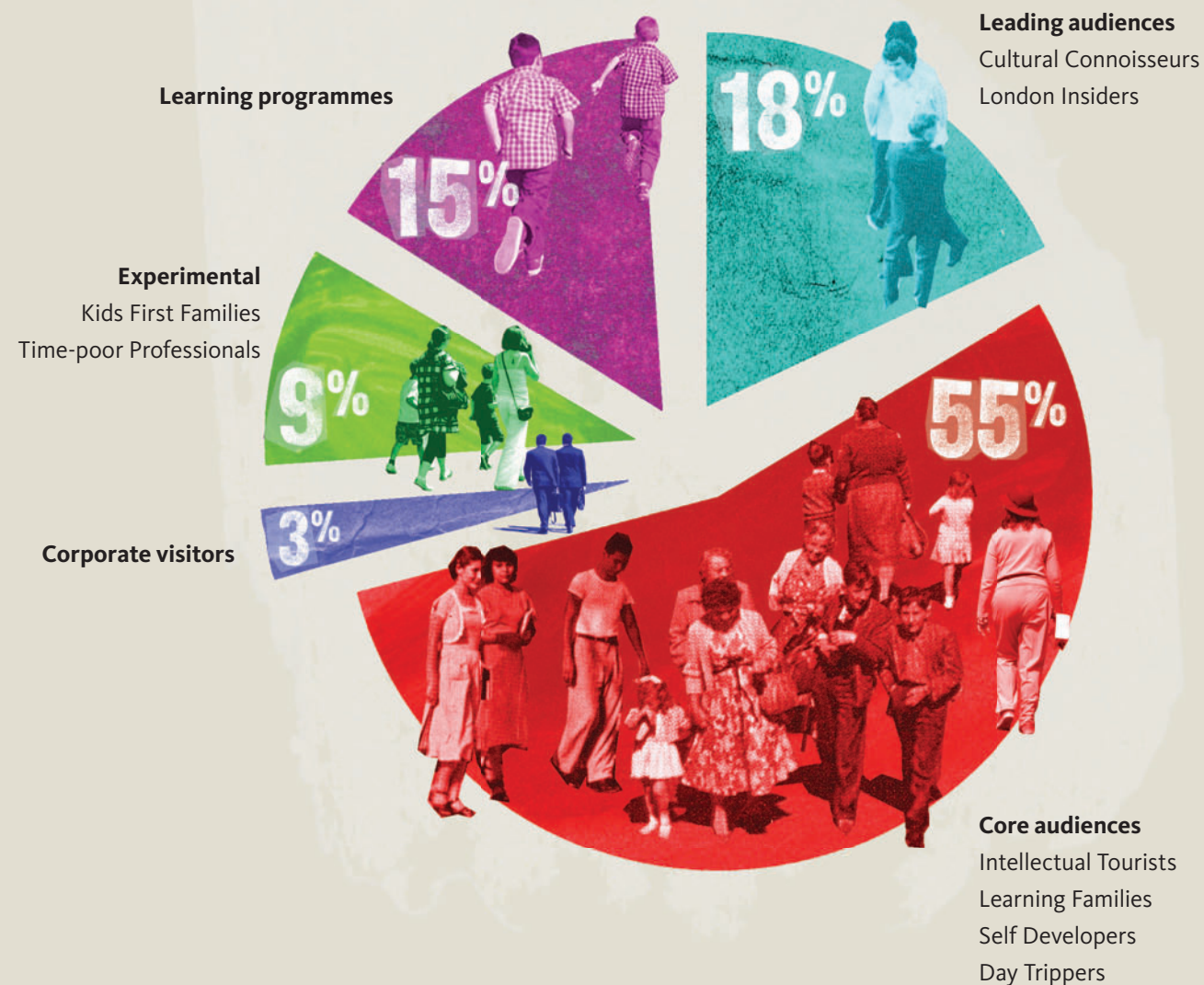
We are committed to playing our part to improve London's environment. So far our approach has been innovative and **the next stage is to meet the huge challenges of reducing our energy consumption**.



1 Reach more people

We want to transform lives. We want more people to enjoy, be inspired by and connect to London, the world's greatest city. Reaching more people gives us greater impact: on individuals, on London and on society.

DEVELOPING OUR AUDIENCES: OUR 5 YEAR TARGET



AUDIENCES

Putting audiences at the heart of what we do is the only way we will reach our target of 1.5 million annual visitors by 2018. Our **audience development strategy, We Are London**, will inform every aspect of our programming and communications. Growth across all our audiences will be needed to meet our ambitious targets and we will begin to shape our audiences by targeting specific groups.

PROGRAMMING

With innovative exhibitions and events, and a greater focus on the contemporary, we will retain our current audiences and increase them. We want our programming to lead our visitors to new places, **to challenge them in ways they might not expect**. We will build a **new, expanded space for changing exhibitions, increase the number of our major exhibitions** and explore opportunities to tour exhibitions. Plans include the first display in over a century of the entire Cheapside Hoard, and exhibitions on Sherlock Holmes (Museum of London) and contemporary art inspired by the Thames Estuary (Museum of London Docklands).

GALLERIES

We will continue to transform our galleries. In 2010, we opened our popular Galleries of Modern London. Our attention now turns to the upper-floor galleries covering prehistoric London through to the Great Fire of 1666. Reallocating space is central to the new plan. The Roman Gallery will incorporate the latest research on life in Roman London, while expanded space will be devoted to Shakespeare's London and the world-famous Cheapside Hoard jewels. At Museum of London Docklands, a new introductory gallery will create a more exciting beginning for visitors to the museum.

VISITOR EXPERIENCE

We want the on-site visitor experience to be second to none. Personal interactions with our staff, from the welcome to the goodbye, are a distinct strength for us. We will continue to invest in this, ensuring that as numbers grow, the quality of the visit remains high. We will create more informal spaces for socialising and improve our attractions for children.

DIGITAL PLATFORMS

Life online offers all museums an extraordinary chance to reach new audiences. Our Collections Online material already attracts millions of website visits, and downloads of our apps such as Streetmuseum continue to grow. Digital platforms also offer the chance for real dialogue with our audiences, from Twitter to crowd-sourcing. Making collections information available online remains a priority. A new website, support for mobile web access and further app development are central parts of our digital plans.

VOLUNTEERING

We want to help individuals develop new skills through volunteering, improving their career prospects and connecting people with their city. Volunteers in turn make a real difference to the Museum, investing their time, energy and talent in us. With Arts Council funding we will deliver a new volunteering strategy. We will expand our award-winning LAARC Volunteer Inclusion Programme, as we work alongside Team London (the Mayor's volunteer programme) to get Londoners volunteering.



2 Become better known

We want to be known for who we are, where we are and what we stand for. As the only museum for London, we will establish ourselves as the place to go for information, debate and discussions on London and city life.

COMMUNICATING

We intend to make our presence felt. Getting heard in a city like London is no simple task. We will communicate more visibly and regularly to mark out our position in London's busy cultural marketplace. **We will be seen in places you would expect, but also in places that you wouldn't.** This will require ongoing investment, but is essential for reaching and reshaping our audiences.

LONDON CENTRAL

We want to be the 'go to' place for knowledge about London. We will talk with authority on our subject and speak out on London issues. We will reach out and grab every type of Londoner there is – the people who live or work here, those who feel at home here, or anyone whose life has been moulded by the city. We want to explore London as a starting point for adventure and discovery, championing Londoners and raising consciousness of what it is to be one.

FACING UP TO THE BUILDINGS

Our physical connection to the City defines how we are seen. Creative use of the exterior – including the highly visible rotunda – will help us to be more visually prominent. We will build on our ties with the Barbican Centre and Guildhall School of Music & Drama to develop a vibrant cultural hub in the City. Longer term we want to work with our partners to reimagine the entire physical approach to the Museum, reaching out in all directions, particularly to St Paul's and Farringdon. Exciting masterplans will be developed for each of our buildings.

MAKING CONNECTIONS

Working with the Greater London Authority, City of London Corporation, Arts Council England and others, we will make our **mark in the vibrant arts sector that makes London a leading world city.** We will connect with museums across the capital, providing leadership and sharing skills, and raise our profile with the professional and financial communities on our doorsteps in the City of London and Docklands. We will support government agendas for economic growth and tourism. We aim to establish new European partnerships, pursue relevant EU funding and build **strong international relationships.**

3 Stretch thinking

We want to stretch thinking – our own and everyone else's. How we present the collection, what's in it, the research that supports it – everything we do should engage with the 'big' questions about London and about its place in the world.

MEANINGFUL COLLECTIONS

What we collect affects every aspect of our programming. A new **content masterplan** will reshape how we organise and deliver our content, and how we organise ourselves. As we strive to be relevant to modern London, the strengths and gaps in our collections will be clearly identified. We will be savvier about collecting for tomorrow, identifying those objects we must acquire today that will be the 'stars' of our collections in years to come.

SCHOLARSHIP WITH IMPACT

The information we hold can inform present debates and challenge thinking on almost any aspect of London life. By pushing the boundaries of what we know and what we say, we can demonstrate our relevance to contemporary London. We want to cast our intellectual net widely and find ways to open up our collections to all those who can help us create exciting content that speaks to today. We also want to have much greater academic impact and attract funding for research. To do so, we will establish a **high-profile Academic Board** to oversee research at the Museum and engage with greater numbers of students by drawing on our university partners.

The exciting possibilities that derive from our strategic partnership with MOLA (Museum of London Archaeology), London's largest archaeological practice, enables us to connect with history as it comes out of the ground. In partnership we will seek new ways of connecting people and place through archaeology.





4 Engage every schoolchild

Engaging young Londoners goes to the heart of our social purpose as a museum. We want all children across the capital to be fascinated by the history and heritage we share, and grow up excited by what they can discover in the Museum of London.

REACHING MORE SCHOOLS

Through schools we engage with every community in London. Our collections – ‘real things’ accessible to children regardless of their age or ability – have a magic that differs to the classroom. Demand for our learning provision is high, and we are at capacity for the Clore Learning Centre at the Museum of London and at Museum of London Docklands.

To **reach more young people**, we will rethink our model of engagement, working flexibly and playing to our strengths. London is our subject, and we want every pupil to understand their importance to the life of the city and the nation. We will establish ourselves as **the first choice of teachers in London** by ensuring we understand their changing needs. With the Greater London Authority, we will develop the London Curriculum, and we will work with the City of London Corporation on its educational strategy.

FAMILIES

In a busy urban environment, **our museums offer safe, creative spaces for families to be together**. We want to attract more families by encouraging children to return with their family after a school visit. Enhancing our attractions for children will include redeveloping Mudlarks, the family gallery at Museum of London Docklands. As one of only a handful of museums that specialise in early years programming, we will do even more for the under-fives. We are pioneering how to introduce very young children to museums and foster their awareness and understanding of the world around them.

5 Stand on our own two feet

We are committed to creating a self-sustaining museum. Our public grants remain vital to us, but we need to enhance that funding through commercial activities, grants and fundraising. Increasing our financial resources will enable us to do more, deliver better value for money and have a greater impact.

COMMERCIAL ATTITUDE

Our teams are attuned to financial imperatives as part of their work, but **we could do better**. Robust and consistent frameworks for applying charges will be developed. **Commercial opportunities will be integrated within all the work we do**. As we increase our usual income streams – retail, catering and corporate hospitality – we will also build new networks for growing the Museum's clientele.

VISITOR VALUE

Every visitor has the chance to contribute to the Museum in many different ways. What we offer in our shops, cafés and restaurants must exceed their expectations. Further research is needed: to tell us what visitors enjoy, what new initiatives they might respond to and how they prefer to support us. Ambitious plans for our retail, licensing and catering sit alongside our projected visitor increases.

FUNDRAISING

Donors are critical to realising the Museum's potential. We cannot deliver this plan without them. We are inspired by the strong support and affection for the Museum among current sponsors and want to build on this, widening our networks, creating new connections and rallying fresh support around our well-loved brand. We will be ambitious but flexible. We will find the right fit between our donors' agendas and our own, and offer a range of sponsorship inspirations, including our work with schools, digital innovations, special exhibitions, galleries, showcases and more – a compelling offer we are confident will attract funds.

SUSTAINABILITY

Creating sustainable cities is a major issue. Less dependence on others means being more sustainable ourselves and we want to find ways to reduce our environmental impact and our costs. Working in line with initiatives by the Greater London Authority and City of London Corporation, we have introduced green roofs and energy-efficient lighting. Energy consumption remains by far our biggest challenge. We will push ourselves to work more sustainably across all that we do and will seize every opportunity to improve our buildings with sustainable solutions.



At the Museum of London, we are passionate about exploring the ever-changing story of this great world city. We want to inspire such passion in others, and get people thinking about London in new ways

The Museum thanks the people of London, City of London Corporation, Greater London Authority and Arts Council England for their support.



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