

Staffordshire County Council

AUDIENCE DEVELOPMENT POLICY & STRATEGY 2009

Preface and Introduction: An Audience Development Policy and Strategy for Staffordshire County Council

Staffordshire Arts And Museum Service “works to create opportunities for people to get involved in and to benefit from the arts and from museums; and supports others involved in developing and promoting museums and the arts in Staffordshire.”

The Service provides guidance and advice for county-wide arts and museum development and advisory and grant support for Staffordshire’s arts and museum communities. It develops audiences for museum and art exhibitions

The Service manages the Shire Hall Gallery, Stafford (the leading venue for contemporary art and craft in Staffordshire); stores, maintains and interprets the County Museum Collections (both through permanent displays at the County Museum and Shugborough Park Farm and touring community exhibitions); works in partnership with other County and Metropolitan Borough Councils in the West Midlands to develop Museum on the Move (a fully equipped vehicle which tours rural and urban locations across the County) and works to increase access to quality arts and museum experiences for all through the development of thematic projects targeting specific audiences and user groups. The Arts Development team works to support artists and creative industries through partnership initiatives and joint promotion of the arts.

A strong element of education, outreach and encouraging access for Staffordshire communities is fundamental to the work of the Service. The Museum Service has a strong reputation in encouraging access to its collections (virtual and real) and also in community touring and outreach activities.

In delivering its mission, the Arts and Museum Service aims to be a driving force in the development of accessible, user-focused, sustainable arts and museum provision in Staffordshire and to become a regional beacon of excellence and innovation.

- Stimulating and supporting **learning** for people of all ages and abilities
- Promoting **access** and encouraging **inclusion**
- Ensuring **sustainability** whilst recognising opportunity
- Maximising impact through **partnership** working
- Encouraging **innovation** and striving for **best practice**

Policy statement

The Audience Development policy is applicable to all SAMS services, sites and creative products which exist to provide arts and museum experiences for Staffordshire's communities. Staffordshire Arts and Museum Service is committed to the development of excellent services for existing customers and the provision of new opportunities to those sections of the community who do not currently access its resources.

Audience development is at the heart of all of SAMS initiatives and is the concern of the entire organisation. All staff work to gather information about current and potential audiences. The Audience Development team works in partnership with all teams to develop consultation, provide advice, employ marketing initiatives, and deliver programming and educational activities to maximise attendance and participation and make the service relevant and attractive to all sections of the community.

The purpose of this policy paper

This document will provide an important planning link between the County Council's Corporate Strategy, SAMS Arts and Museums Policies and the SAMS Service Action Plan. It will also provide a link between the work of SAMS and key legislation, best practice and national standards. It is intended to guide the future planning and development of services for current, potential and non-users.

This policy draws together the policies and strategies that enable SAMS to identify and engage with new and existing audiences and illustrates how SAMS can remove barriers to participation and deliver its key service objectives.

The policy provides a detailed review of the key strengths, constraints and opportunities available to the service, establishing the relationships between Audience Development and the local Area Agreement, County and Divisional Plans and National and Regional documentation. The strategy summarised at Section 3 sets the framework for the main areas of action during the next three years 2009-2012. The Action Plan at Appendix 1 provides some detail about proposed implementation, and more detailed allocations of staff and financial resources are in the internal Service Plans and individual Work Plans.

A more user friendly summary of the policy and strategy will be prepared for a wider public including for use on the County council's website and for other public information and advocacy purposes.

The corporate policy context

Staffordshire County Council's Audience Development Policy sits within the corporate objectives set by the wider policy and planning framework, including:

- The Community Strategy
- The Local Area Agreement
- The County Council Strategic Plan
- The aims of the Children and Lifelong Learning Directorate

Through all of these, there is a clear focus on:

- Children & Young People
- Healthier Communities and Older People
- Safer & Stronger Communities
- Economic Development & Enterprise
- Sustainable Communities

The aims and objectives of the Culture and Libraries Division's service delivery plan are:

1. To build a well-managed, efficient and successful Culture and Libraries Division, which is innovative in its service delivery
2. To engage communities and individuals in accessible cultural activities which promote and encourage participation
3. To improve standards of enjoyment and achievement, with a particular focus on vulnerable children and young people
4. To develop opportunities for lifelong learning through engagement with individuals, communities and learning providers
5. To promote a programme of activity which celebrates the richness and diversity of Staffordshire's cultural identity and promotes a sense of belonging and place.

The County Council's **aspiration** is that:

- The educational and social value of arts and museums will be recognised right across the work of the County Council, through both the Arts and Museum Service and other services
- The importance of arts and museums in helping to understand and communicate the culture, heritage and creativity of Staffordshire will be recognized and represented in corporate strategy
- The importance of arts and museums as vital visitor attractions and as leisure time, educational, community and tourist destinations.

The **policy** of the County Council is to develop and support opportunities for everybody in Staffordshire:

- To be able to take part in and experience a wide range of quality arts and museum services
- To have access to cultural collections and resources which are cared for, managed, developed and interpreted to high standards
- To be able to share in the social, educational and economic benefits which arts and museums provide.

The Audience Development Policy is delivered not only through the County Arts and Museum Service, but also through other services including:

- Museums, Libraries and Archives Council (MLA)
- Renaissance West Midlands
- Arts Council England
- The Shugborough Estate
- Staffordshire and Stoke on Trent Archive Service
- Libraries & Information Service
- Staffordshire Arts Development Officers Group (SADOG)
- Schools, and the work of the School Improvement Division
- Development Services (DSD)
- Social Care and Health
- Adult and Community Learning

- Staffordshire Performing Arts Service
- The New Vic Theatre
- Make Some Noise
- Live & Local
- Staffordshire University
- Keele University
- Other local authorities in the West Midlands
- The Service also offers specialist support and advice to the county's 40 museums, which are managed by district/borough councils, independent trusts and volunteers.

Vision, or 'direction of travel'

Given the current strengths of the Arts and Museum Service, and the considerable potential outlined in Section 2 of this review, it is important to be clear about the long term vision of the Service and what it seeks to achieve.

A vision for the next five years is to achieve and sustain a position at which:

- **Formal and Informal Education Opportunities:** The Service further develops learning opportunities through the development of new resources (both virtual and physical) and the development of partnerships with learning organisations to provide an accessible programme of formal and informal learning opportunities to people of all ages, abilities and backgrounds.
- **Access and Inclusiveness:** The Service undertakes focus group research and evaluation in order to create welcoming and accessible environments. Interactive content is developed to stimulate engagement and a two way dialogue opened with users to create high quality feedback. Targeted programming provides cultural opportunities to identified non-users and equality and diversity are further integrated into the planning process.
- **Advocacy:** The Service will place greater emphasis on strategic leadership, partnership building and commissioning, advocating arts and museums for their own sake, as well as for their educational, social, economic and environmental benefits they offer.
- **Quality Service Provision:** The quality of service provision to members of the public and school groups is increased as the service enrolls on further accreditation programmes with structured standards and guidelines. The Service takes advantage of training opportunities to ensure high customer standards. By working as a community leader, the Service will make a contribution to the quality of services across the county.
- **Marketing and Promotion:** Public awareness of the service is increased as the relationships between projects and project partners are strengthened. The Service takes full advantage of press and publicity opportunities through the implementation of the Marketing Plan and development of combined marketing initiatives.

- **Volunteers and Work Experience:** The Service works closely with training providers to develop mutually beneficial work experience placements and opportunities, enrolling volunteers of all ages who can contribute toward the development of resources, activities and exhibitions.
- **Support by the County Council:** The Service is adequately funded, with stable budgets. It will work closely in partnership with Staffordshire and Stoke on Trent Archive Service, the Libraries & Information Service, the School Improvement Division, Development Services (DSD), Social Care and Health, Adult and Community Learning and Staffordshire Performing Arts Service through the development of joint project opportunities. Arts and museums are well understood and represented in County Council corporate planning and policies. There is strong and consistent advocacy within the county Council, by the Head of Service, the directorate and the elected members.

PART 1: CONTEXT FOR THE REVIEW

1.1 Introduction

This paper presents the findings and recommendations of a review of audience data and statistics, evaluation documents and visitor analysis gathered in the period 2006 to 2007.

The objectives of the review were:

- To identify and analyse the key strengths of the service by defining current visitor trends and audiences
- To identify new target audiences and develop existing audiences, both in Staffordshire and further afield
- To measure and analyse achievements in audience development and create action points
- To investigate data collection methods and ascertain the reliability and effectiveness of data collected
- To explore strengths, weaknesses, opportunities and threats and to seek developmental opportunities.

1.2 Audience Development and the Local Area Agreement

Through identifying and engaging with new and existing audiences and by aiming to remove barriers to participation, Audience Development supports the key themes of the County Council:

1.2.1 Children and young people:

The importance of young people benefiting from access to inspiring and accessible learning environments is increasingly recognised within formal learning agendas. Engaging with culture can inspire and enlighten, resulting in raised achievement and standards. This supports the LAA targets within the priority of 'a vibrant, prosperous and sustainable economy'.

The National Curriculum reflects the value of using cultural resources to illustrate and stimulate learning in all subjects. The 'Learning Outside the Classroom Manifesto'¹ and a recent HMI/Ofsted report² endorsing this approach will continue to encourage schools to make the most of the cultural resources in their locality.

A familiarity with museums and galleries is something children and young people take with them into adulthood and leads to a habit of lifelong learning. Museums and galleries also support the work of universities in under-graduate and post-graduate programmes.

1.2.2 Healthier communities and older people:

Museum objects provide a trigger for people's memories and provide opportunities to make inter-generational links, rendering the past more legible. Facilitating these dialogues through the provision of interpretation and information is a key role of the

¹ *Learning outside the classroom manifesto*. DfES, November 2006.

² *Learning outside the classroom – how far should you go?* Ofsted, October 2008.

Audience Development Team. Both historic collections and contemporary exhibitions can also be used to raise awareness and increase understanding of issues relating to health, addressing the LAA priority of 'improved health and sense of well-being' in an engaging way.

Museums and galleries also help people to recognise and articulate their own cultural identity and understand other cultures in a neutral space.

1.2.3 Safer and stronger communities:

Community projects, exhibitions and consultations provide a focus for involvement within local communities. Many local museums were started by and depend on the regular commitment of volunteers and therefore have strong community roots, whilst many Arts Development projects are focussed on specific communities. All of these projects reinforce 'sense of place' and the distinctive identity of particular places, traditions or industries, and thus contribute to community cohesion and the quality of life.

1.2.4 Economic development:

The provision of workshop opportunities and placements for artists, performers, educators and project workers - and volunteering opportunities to assist career development, contribute to the LAA priority of 'a vibrant and prosperous economy'. Through educational work they raise awareness of careers and raise aspirations for young people to achieve.

Through the targeted promotion of museums and galleries and the development of facilities, Staffordshire Arts and Museum Service can add more to the cultural offer of an area – making it an attractive place to live and work and for businesses to invest.

Museums, galleries and cultural venues all contribute to an impressive portfolio of visitor attractions, stimulating the county's internal economic regeneration and defining Staffordshire as a potential visitor destination.

'The cultural sector is vital to the economic competitiveness and regeneration of the West Midlands region. It accounts for 10.1% of all regional employment, 14.5% of all businesses in the region and 12.5% of total regional Gross Value Added, from a turnover of nearly £18 billion p/a. But our cultural businesses also shape our local identity as well as our national and international image, and help make this a better place to live, work and do business. The strength of the cultural sector, and the unprecedented opportunities for growth, make it a key component of the regional economy. Culture West Midlands (CWM) believes that culture – the arts, sport, heritage, libraries, tourism, parks and green space, play and the creative industries – is central to sustainable regional development.'³

1.2.5 Performance management

SAMS supports four of the 35 priority National Indicators within the Staffordshire LAA:

- NI 4 Percentage of people who feel they can influence

³ Growing the Cultural Economy in the West Midlands, 2007

- NI 6 decisions in their locality
- NI 6 Participation in regular volunteering
- NI 7 Environment for a thriving third sector
- NI110 Young people's participation in positive activities

Plus

- NI 10 Visits to museums or galleries
- NI 11 Engagement in the Arts
- NI 136 People supported to live independently through social services (all adults)

In addition the work supports the portfolio of education indicators within the LAA and also works towards other indicators through projects and targeted activities.

1.3 National and Regional Context

Museums and galleries have gained national recognition for their ability to inspire, enthral, develop and educate people of all ages, all abilities and from all walks of life. They are no longer regarded as traditional institutions linked to formal education strategies such as the National Curriculum, but also as opportunities for self-guided learning in informal situations.

1.3.1 United Nations

- Convention on the Rights of the Child (1990) - Article 31 of 'The Rights of the Child' states that '1. States Parties recognise the right of the child to rest and leisure, to engage in play and recreational activities appropriate to the age of the child and to participate freely in cultural life and the arts. 2. States Parties shall respect and promote the right of the child to participate fully in cultural and artistic life and shall encourage the provision of appropriate and equal opportunities for cultural, artistic, recreational and leisure activity.'

1.3.2 National Government

- Green Paper, Every Child Matters (2003) - Key outcomes sought in this policy for young people are 'enjoying and achieving: getting the most out of life and developing the skills for adulthood' and 'making a positive contribution: being involved with the community and society'.

1.3.3 Department for Culture, Media and Sport (DCMS)

- The DCMS is committed to opening institutions to the widest possible cross section of people and ensuring that children have the opportunity to enjoy a vibrant cultural and sporting life. It considers learning as fundamental to the role of museums and galleries. 'Learning can be a powerful agent in combating social exclusion by giving people the abilities, skills and confidence to engage with society. There is an increasing recognition that learning can take place outside the classroom, is a lifelong process growing out of our everyday experience and that the cultural sector can make a large contribution. Informal learning has a key role to play in broadening people's understanding and awareness, and providing them with a first step on a learning journey... Museums and galleries are there to educate, stimulate and

fascinate: they make a hugely important contribution to education and to the social and cultural identity of communities, as well tourism.⁴

- Amongst current DCMS initiatives are the 'Five Hour Offer' which seeks to offer all children at least five hours of high quality arts and culture per week and the Cultural Olympiad, which supports cultural, artistic, educational and sporting activities across England in the lead up to the 2012 Olympic and Paralympic games.

1.3.4 The Department for Education and Skills

- The DfES highlights the role museums and galleries can play in helping schools provide a broad and rich curriculum, as well as opportunities for out-of-hours learning and study support. It also stresses the importance of family learning programmes in supporting parents to help their children learn.⁵

1.3.5 Museum, Libraries and Archives Council

- The MLA is the lead strategic agency for museums, libraries and archives. It advises government on policy and priorities for the sector, acts as a national advocate, and promotes innovation and change. Strategic aims of the MLA are to increase and sustain participation and to put museums, libraries and archives at the heart of national, regional and local life. Alongside the Museums Association (the professional body for museums) and the Group for Education in Museums (a network for museum educators and for museum professionals involved in education work), the MLA is advocating the implementation of the Learning outside the classroom manifesto which aims to ensure that all young people have a variety of high quality learning experiences outside the classroom environment.
- 'Learning is a process of active engagement with experience. It is what people do when they want to make sense of the world. It may involve the development or deepening of skills, knowledge, understanding, awareness, values, ideas and feelings, or an increase in the capacity to reflect. Effective learning leads to change, development and the desire to learn more... We believe that museums, archives and libraries have a central role to play in sustaining and developing cultural, social, educational and economic well-being'.

1.3.6 Arts Council England

- The Arts Council's ambition is that everyone should have the opportunity to develop a rich and varied artistic and creative life, to ensure that more high quality work reaches a wider range of people, and to support artists and arts organisations.
- The Artsmark Award - 'The Artsmark scheme encourages schools to work in partnership with artists and arts organisations. The arts can transform lives and raise aspirations. Improving opportunities for young people and encouraging their local communities to engage with the arts is a key priority for Arts Council England.'⁶
- The Creative Diploma and Arts Awards – Accredited national qualifications recognising young people's individual achievements and supporting their development as artists and arts leaders.

⁴ Policy guidance: 'Centres for Social Change: Museums, Galleries and Archives for All', 2000

⁵ Excellence and Enjoyment: A Strategy for Primary Schools, 2003

⁶ Recognition for Schools Making an Outstanding Commitment to the Arts, 2006

- 'Our ambition in the West Midlands is to foster a creative learning culture, enabling arts experiences to play a formative part in lifelong learning and in developing young people's creativity. We believe this is the way forward in developing high-quality provision and opportunities for young people to enable them to determine their own creative progression.'⁷

1.3.7 National Youth Agency

- Hear by Right - 'There are so many opportunities for children and young people to take an active part in shaping where they live, the services they use and the running of local and national organisations. They have a right to be involved in the decisions that affect them... Standards need to be a catalyst for developing and evaluating an action plan for change, a long-term journey many will have already started. Hear by Right is a tried and tested standards framework for organisations across the statutory and voluntary sectors to assess and improve practice and policy on the active involvement of children and young people.'⁸

⁷ West Midlands Regional Strategy (2006)

⁸ Standards for the Active Involvement of Children and Young People, 2005

PART 2: REVIEW

This part of the document evaluates each of the outer facing services offered by SAMS, outlining their key strengths, constraints and available opportunities.

2.1 Staffordshire Arts and Museum Service

SAMS has 22 full time staff, 8 part-time permanent staff, 4 casual staff and a range of volunteers on an ongoing and project basis. This includes work experience students, student placements and Community Service Volunteers (CSV).

There are two established exhibition venues – The Shire Hall Gallery, Stafford and the County Museum and Servants' Quarters at Shugborough. The Shire Hall Gallery is the largest contemporary visual art and craft venue in Staffordshire and is housed in the Grade 2* listed Shire Hall building which is also home to Stafford District Library. It comprises of exhibition spaces, a coffee bar, craft shop, and a historic courtroom and multi sensory room. The Gallery operates a free admission policy and attracts 90,000 visitors each year. The County Museum & Servants' Quarters are managed by the Shugborough Estate through a partnership agreement with the Arts and Museum Service. Displays at the County Museum and Shugborough Park Farm cover Staffordshire's local, social and agricultural history over the past 300 years as well as interpreting the domestic quarters at Shugborough. There is an admission charge and the site attracts 120,000 visitors each year.

Much of the Museum Service's work takes place away from their base at Shugborough. Outreach work includes a talks and enquiry service, loans to other museums and organisations, touring community exhibitions, Museum on the Move (a fully equipped vehicle which tours rural and urban locations across the County), reminiscence work, advisory and grants for Staffordshire's museums, advocacy, partnership projects, support networks and websites.

SAMS also has an Arts Development Service which advocates the arts and seeks to increase access to quality arts experiences for all through active participation in projects often developed to target specific audiences and user groups. The team works to support artists and creative industries through partnership initiatives and joint promotion of the arts and provides funding to individuals and community groups through the Arts Grants scheme.

All Staffordshire Arts and Museum Service Staff share responsibility to engage with new and existing audiences - although the Audience Development Team play a central role in ensuring the provision of learning and access, in all their forms, for all SAMS' activities and products.

2.1.1 Key Strengths

SAMS is the leading body for arts and museums provision in Staffordshire, fulfilling an advisory role and cultivating community and regional partnerships. The service has good links with other Staffordshire County Council departments, the Schools Improvement Division (SID), schools, museums, businesses, funders and community partners as well as strong links with the corporate communication department, attracting regular press coverage. The service is tailored to fit the needs of its

customers and charges are supplemented or kept low to enable access from all parts of the community. SAMS is a member of Audiences Central (the audience development regional agency), the Group for Education in Museums (GEM), the Museums Association, Heart of England Galleries Group and Engage in the Visual Arts and able to draw on available knowledge and expertise from within the sector, sharing information on practitioners, projects, training opportunities and useful contacts across the service and with partner organisations. Communication amongst SAMS staff at all levels is encouraged through the Staff forum and away days.

2.1.2 Constraints and Opportunities

The service is part of Staffordshire County Council and as such follows the corporate branding guidelines, operating under the banner of Staffordshire County Council. "SAMS" is only used internally and has no logo and therefore no overall identity in the public mind. Instead, the service signposts other quality marks, such as the Family Friendly scheme, and national initiatives, such as Adult Learner's Week and Heritage Open Days.

The service operates as an advocacy body, providing advice and leadership, commissioning artists and services and supporting other agencies to deliver services across the county. In addition, there is a strong programme of talks, touring exhibitions, Arts Development projects and outreach, designed to engage hard to reach audiences.

To date, research into non-users has been relatively infrequent, although opportunities to work with other divisions to reach and consult with non-users are growing. With a co-ordinated approach to the use of promotional opportunities, the service could market itself as a unit and increase public awareness of the opportunities it provides.

The Audience Development Team undertakes education delivery as part of a wider remit. The team works with the Exhibitions Management Group and Schools Improvement Division to produce two schools exhibitions each year at the Shire Hall Gallery and works alongside the Shugborough Estate to increase formal education provision as well as providing advice and guidance to other organisations across the county. A Schools information Pack is currently in development to promote self-guided visits to the Shire Hall Gallery and increase school engagement.

2.2 Shire Hall Gallery

The Shire Hall Gallery (SHG) is the leading venue for contemporary art and craft in Staffordshire. The Gallery is managed by the Arts and Museum Service and is housed in the Grade 2* listed Shire Hall building which, since August 1999, has also housed the District Library for Stafford.

The Gallery hosts an annual programme of between 11 and 16 self-generated and bought-in exhibitions featuring the work of local, regional and national artists and makers as well providing access to the county collections. Two exhibitions per year are designated as schools exhibitions and are accompanied by an education programme which links to the National Curriculum. All major shows are designed to develop target audiences as identified in the exhibitions policy and to provide access to contemporary visual art and craft. A supporting programme of Art Market and

Coffee Bar exhibitions introduces contemporary craft by local, regional and national designer-makers to the Gallery: these exhibitions are essential to generate income.

The Gallery also has a Historic Courtroom and a Multi Sensory Room⁹. The Courtroom is a registered museum open to the public free of charge on a daily basis which is used by school groups participating in the 'Court in Action' programme, for police witness training exercises and is available for hire both as a film location and meeting venue. The Multi Sensory Room is available free of charge during normal gallery opening hours and provides a stimulating but stress-free environment for children and adults with special needs and the sensory development of babies and toddlers.

The Gallery hosts approximately 30 programmed workshop and activity sessions targeting a range of user groups each year– with the addition of regular 'ArtCart' activities in the gallery space itself. The Shire Hall Gallery is a Family Friendly venue which provides a dedicated children's activity area complementing the themes of the exhibition programme. These activities, along with family workshops are free of charge to encourage all visitors to participate and engage creatively with the exhibitions. There is also a Friends scheme which rewards membership with a discount in the shop and invitations to private view events.

2.2.1 Key Strengths

The Shire Hall is the only gallery in Staffordshire with a Craft Shop on the National Register of Craft Shops and Galleries. It works with a wide variety of partners (including local artists, businesses and press) and is a member of the Own Art¹⁰ scheme.

The Gallery is a well known venue in a central, busy location. It shares the building with a library, coffee bar and museum and is able to pick up on passing trade, particularly as entry is free and it is open seven days a week. A rapidly changing programme of high quality exhibitions and targeted workshops and activities, supported by regular leaflet and publicity mailouts, encourages high numbers of repeat visitors.

The Gallery is a Family Friendly venue with a dedicated Children's Area and interactives, whilst the Coffee Bar offers bottle warming facilities. There is a publicly accessible Multi Sensory Room to aid the development of babies, toddlers and special needs visitors, and there is good access for visitors with physical impairments (within the restrictions of the historic building). Staff are trained in disability awareness issues and exhibition information is offered in a variety of formats.

The views of visitors are regularly reviewed and acted upon through survey and comment book data and positive visitor feedback is regularly received.

⁹ Multi Sensory Rooms have been shown to enhance sensory development (hearing, sight, taste, smell, and touch), increase hand/eye co-ordination, promote language development and encourage relaxation.

¹⁰ The Own Art scheme is designed to make it easy and affordable for everyone to buy contemporary works of art and craft including paintings, photography, sculpture, glassware and furniture. You can borrow up to £2,000, or as little as £100, and pay back the loan in 10 monthly instalments - interest free. The scheme is available through a network of over 250 participating venues across the country.

2.2.2 Constraints and Opportunities

In compliance with the planning restrictions placed on the historic Market Square, the Shire Hall Gallery has little exterior signage. However, a new signage strategy is currently under development and plans will shortly be submitted for listed building consent.

The Gallery distributes publicity material through the Staffordshire Destination Management Partnership, Stafford Tourism Bureau, Audiences Central and Heart of England Galleries Group and also has an extensive customer database for targeted mail outs. However, the Gallery is mostly reliant on these external partners for leaflet distribution and there are limited opportunities to develop this further. Unfortunately, this has led to a lack of awareness of the Gallery amongst non-attenders. The Audience Development Team is working in partnership with the Gallery to identify methods of raising the Gallery's profile within the West Midlands and encourage more first time visitors, within existing budgets.

The constraints of the building have an impact on the Gallery: toilet facilities are limited in number and located in an area without CCTV so access needs to be controlled with a key; music and noise from the Sensory Room can interfere with some visitors enjoyment (particularly those sitting on the coffee bar balcony) and the lack of running water and low light levels in Court Two can constrain workshop activities. There is no dedicated lunch space for visiting school groups and the formal education programme is limited to four weeks each year as Court Two must also be available for exhibition storage and workshops. In addition, there is limited disabled access to Court One owing to its historic layout. An Access Audit, which may propose new solutions to some of these issues is pending and automatic doors are due to be installed - but accessible information for visitors with hearing/visual impairments needs to be improved.

Although the Gallery continually gathers feedback from visitors in the form of a survey, the need to undertake wider consultation has been identified: with current users to develop facilities and services, with non-users to find out more about their needs, with local communities to investigate exhibition themes and content, and with children and young people through development of more suitable feedback methods. Some data has been collected, although the Gallery must take advantage of available opportunities to achieve this, such as the recently appointed Graduate Management Trainee, who has undertaken one-to-one consultations with young people, the results of which will inform the exhibition programme for the future.

The Gallery is working in partnership with both Library and Information Services and County Catering to provide a consistent level of service to the members of the public visiting the Shire Hall. A Service Level Agreement with the Coffee Bar, the development of opportunities within the exhibition programme and regular Baby Bounce sessions have been developed in partnership and are proving successful but further opportunities for joint working and promotion need to be identified and developed.

Following a service wide restructure in 2008, which resulted in a reduction in the number of Front of House staff, there is limited capacity for staff to undertake further development work on exhibitions and within the Craft Shop.

General upkeep and maintenance of the Shire Hall building is the responsibility of Development Services (DSD) and the Gallery has no input or control over the prioritisation of work schedules. As such there are areas of the building which require attention and it is a challenge to manage this in the face of public expectations.

Income generation through funding bids and sponsorship opportunities may serve to provide the Gallery with new opportunities for exhibitions, activities and evaluations.

2.3 Craft Shop

The gallery shop stocks contemporary craft by British designer makers and has a wide range of jewellery, glassware, greetings cards, textiles and ceramics.

2.3.1 Key Strengths

The Craft Shop is the only dedicated contemporary British Craft Shop in Stafford. It is registered on the National List of Galleries and Craft Shops, assuring a quality standard. The craft shop supports both new and established makers and is key in helping to promote business in the local economy. The Shop is respected by craft makers and artists and has a knowledgeable and committed team of staff.

The Shop stocks handmade, original work by British designer-makers, much of which has already proven popular in craft exhibitions. Stock is actively sourced to differ from the high street and stock control software allows sales reporting which can be used to plan orders and product retention.

The shop is dedicated to supporting and promoting British contemporary craft within the community. It is a member of the Own Art scheme, which offers interest free loans to enable the purchase of larger objects and runs a Friends Discount Scheme, which encourages repeat spending and allows buyers to be mailed direct. Additionally, sales made to Friends are catalogued, enabling shop to build up spending profiles although these profiles are not yet used to create targeted marketing.

The Shop benefits from its central location and close proximity to the Library as it is able to draw in passing trade. It is open seven days a week and is proven to attract repeat visits.

2.3.2 Constraints and Opportunities

Although the Shire Hall building is well known, the Shop faces the same issues as the Gallery in regard to external signage and ability to attract new customers. Additionally, the Shire Hall building lacks street level windows in which to display shop stock and a small publicity budget has meant that few advertisements and flyers have focused on the Shop. However, with the redevelopment of the Shire Hall Gallery's leaflets and drafting of a Marketing Schedule, the Shop is now receiving better coverage, with advertisements and promotions placed during key gifting periods. Staff availability and budget have also affected the Shop's ability to promote itself at trade shows, fairs and local events.

The Shop is also restricted by the amount of space available within Great Hall and extending it would reduce the amount of available exhibition display space. However, external floor space outside the shop area is utilised for card displays and jewellery

cases and complimentary craft displays are an integral part of the exhibition programme, as well as and the advertisement of catalogues, books and DVDs.

Handmade items are extremely popular but competition is provided by other outlets in the town stocking imported or mass-produced goods at lower prices which compete for sales. Perceived high prices may discourage customers unfamiliar with the cost of quality handmade items but the shop has actively sought to increase the range of high quality but inexpensive items on offer. Having previously stocked a range of printed souvenir items, the decision not to renew has been made as souvenirs represent risky bulk buying and do not generate a high volume of sales.

The Shop does not currently target pupils on school visits as its size and layout cannot accommodate groups of this size. Finding a solution to this issue could potentially increase the number of low value sales.

2.4 County Museum Service

The County Museum Service cares for and maintains the county's collection of social history, agricultural items, costume and textiles, photographs, fine art and contemporary crafts. It is based at the Staffordshire County Museum (SCM), which is based at and managed by the Shugborough Estate (part of Staffordshire County Council's Development Services Directorate) through a partnership agreement with the Arts & Museum Service. The SCM has two aims: to interpret the Servants' Quarters buildings at Shugborough; and to celebrate the local, social and agricultural history of Staffordshire. As part of the Service Level Agreement with the Shugborough Estate, SAMS provide curatorial services at the County Museum and Shugborough Park Farm.

There is an annual programme of gallery changes which is agreed with Shugborough Estate staff, via Shugborough's Museum or Site Development meeting. The annual temporary exhibition interprets an aspect of the history of Shugborough Estate. Programming includes both temporary and permanent exhibitions which aim to provide access to the County Museum Collections and to explore issues and themes of relevance to local and social history at Shugborough and within the County. The museum and art collection catalogue is publically available via the Gateway to the Past website, managed by the Staffordshire & Stoke-on-Trent Archive Service.

The County Museum Service manages an outreach programme, curating touring exhibitions and promoting a talks programme which explores relevant themes to life at Shugborough and in Staffordshire across the county. On top of this, it manages the Staffordshire Past Track digital image archive, provides an enquiry service to the public and gives advice on funding, best practice, collections care and access and learning issues to Staffordshire's 40 or so museums. The museums range in size from large independent and local authority services to small sites run by volunteers and have collections of different sizes covering a wide variety of themes. Funded by the Museums, Libraries and Archives Council (MLA) and Renaissance West Midlands, SAMS runs support projects such as grant schemes to improve collections care and access, teacher placements in museums, online resource development for teachers, training events and the Staffordshire Museums Network to which all the museums are invited.

Both Museum on the Move (a mobile museum) and the touring exhibitions programme provide access to the County art and museum collections. Museum on the Move is funded by Renaissance West Midlands and is a partnership with the County and Metropolitan Borough Councils in the West Midlands. One of the key roles of these projects is the generation of audiences who fit the profile of non-users of the two main venues or who may not previously have participated in the arts or in museums. Therefore, these projects focus on themes, and media which may attract traditional non-users. SAMS has compiled a list of suitable venues for Museum and visual arts touring opportunities that is regularly updated, e.g. libraries, prisons, community centres, churches, car showrooms, museums, heritage centres, village halls, hospitals, leisure centres, schools and country parks.

2.4.1 Strengths

The County Museum Service has a strong collection of items related to Staffordshire, with a high proportion of the collection (33%) on display at the County Museum, Shugborough Park Farm, and through outreach activities and a rolling exhibitions programme. Catalogue entries for all 27,000 objects and 39,000 photographs are available on the Gateway to the Past website, and images of 15% of the collection are available on Staffordshire Past Track. Touring exhibitions visit both traditional and non-traditional venues, whilst outreach projects make the museum service accessible to the wider community with the talks programme proving very successful. Exhibition information is routinely offered in a variety of formats to ensure inclusion.

The Service maintains a good relationship with the National Trust and the Lichfield family through its presence on the Shugborough Estate and it is able to draw on the specialist skills and knowledge of a large team from the Estate. The County Museum has Registered Museum status, and is applying for Accreditation (the replacement standard) in 2009. Information about exhibitions in the County Museum & Servants' Quarters are included in both the Shugborough and National Trust publicity. A large number of school children visit the Servants' Quarters exhibitions.

The Service has a County wide presence and a good regional profile, fostering strong links with other organisations, library & information services, archive services, Social Care & Health, community organisations and funding bodies, as well as supporting other Staffordshire museums through its Cross-Domain working. Additionally, Service staff have a wide range of skills and a large knowledge base and are supported by a volunteer workforce which shows high interest levels in the work of the Service. Provision of work experience placements are also proving popular amongst students in all forms of education.

2.4.2 Constraints and Opportunities

The County Museum Service is a non-statutory service. With only a very small professional staff team, and limited budgets to support new developments, it has a reliance on external funding and the shift of the cultural focus to sport in the lead up to the 2012 Olympic Games may reduce the availability of external funding, although the service is linking its exhibition themes to the Cultural Olympiad and Olympic history wherever suitable. Talks and other out of hours activity stretch available human resources, although other members of the SAMS team have undergone talks training as CPD in an effort to relieve some of this pressure from the central team.

The County Museum Service has a Service Level Agreement with the Shugborough Estate but due to the nature of the historic buildings at Shugborough there is a lack

of space for development or storage. Shugborough is also relatively difficult for the public to access by public transport and access to the County Museum & Servants' Quarters is by paid admission to the Shugborough Estate. The service is reliant upon others to carry out maintenance, develop physical access to the collections and improve signage within the estate, although a refreshed access audit would be of benefit. Nevertheless, the Museum Service could also take advantage of opportunities offered by the Estate with an increased involvement in relevant special events, greater presence on the Shugborough website and promotion of the handling collection to visiting school and community groups who are already engaging with the exhibitions. Handling boxes for loan are being developed which will further increase outreach opportunities.

Museum staff do not have any direct contact with school groups visiting SCM and there is no formal feedback system in place for the costumed interpreters who guide both schools and members of the public around the estate. However, since the development of a new secondary Curriculum and the estate's 2008 Sandford Award review, Shugborough's education team have been working more closely with SAMS Audience Development and this is an issue which could be tackled in future.

As access to exhibitions on the Shugborough Estate is facilitated by the Estate's visitor services team as part of the Shugborough package, it can be difficult for the museum service to obtain accurate information as to who is accessing the SCM: ticketing and surveys record statistics for the whole estate, rather than the museum. Although surveys were revamped for the 2008 season to provide better profiles on existing visitors and more information on the areas of the estate accessed during a visit, this method relies on individual visitors to complete and return surveys. It is also difficult for the service to collect visitor figures from venues participating in outreach work as publicly accessible buildings with a high traffic flow are often chosen. The County Museum Service has identified a need to consult with communities and user groups to determine exhibition themes and content as well as useful facilities and services and it may be possible to find a joint solution to these problems.

2.5 Arts Development

The common thread throughout Arts Development work is to increase access to quality arts experiences for all. The Arts Development Team work on a wide range of thematic projects across the county which have a broad audience base and encourage active participation in the arts, often providing opportunities to target specific audiences and user groups. The team works to support artists and creative industries through partnership initiatives and joint promotion of the arts.

Projects managed by the Arts Development Team follow the agenda and objectives of SAMS as well as those of the Arts Council and other arts organisations such as Staffordshire Arts Development Officers Group (SADOG)¹¹. (Arts Policy and Strategy Review, July 2008)

¹¹ SADOG was established as a forum for Local Authority Arts Officers in Staffordshire to network, share intelligence about strategic initiatives and activities in member districts, share best practice and establish collaborative cross-borough arts projects. The organisation has proved an invaluable support mechanism for Staffordshire arts officers and has enabled the group to develop a broad range of highly

- **Arts Grants Scheme:** The Arts and Museum Service fund projects which are open to all as well as projects which target certain groups or sections of the community who for a variety of reasons find it difficult to participate in the arts. The scheme also funds and supports organisations and people who provide opportunities for participation in the arts.
- **Consultation through Creativity toolkit:** Funded by Arts Council England West Midlands, Staffordshire Arts & Museum Service and the Customer First team at Staffordshire County Council, this project culminated in the publication of a guide aimed primarily at non-arts professionals who wish to explore using the arts as a means of consulting with hard-to-reach groups. The publication provides useful information on running and designing a project, from recruiting artists to final outputs. It is aimed at health authorities, councils, social services, schools, universities, community groups - any organisation that needs to consult with the people they serve. We have recently completed two case studies which will be used in the guide to highlight the planning process and the dos and don'ts of running such a project.
- **Creative Remedies** is an Arts & Health website for health professionals, arts development organisations and artists across the West Midlands. Led by Staffordshire County Council and Arts Council England, West Midlands it aims to showcase existing good practice in Arts & Health work and offer information, advice and networking opportunities for those working in the field.
- **Explore!** aims to tour three unique wall-mounted sensory sculptures designed to encourage stimulation through touch, smell and sound to informal education settings where participants with learning difficulties could benefit from their sensory nature as well as participate in hands on creative activities in response to quality art work within their own setting.
- **Making Moves** is an inspiring arts project being led by Staffordshire Arts and Museum Service in partnership with Craftspace, Stoke-on-Trent City Council, East Staffordshire Borough Council, South Staffordshire District Council, Staffordshire Moorlands District Council, Newcastle Borough Council and Cannock Chase District Council. The project builds on the legacy of the 'Handmade' scheme, which has an established reputation in touring quality contemporary crafts to non-arts venues across Staffordshire. It involves a programme of development, residency and exhibition opportunities for graduate and established craft makers across the West Midlands.
- **Sonic [dB]** involved young offenders in music making, developing skills in music technology and gaining an understanding of the music industry. It took place in Staffordshire and Stoke-on-Trent Young Offender Institutions and was a partnership between Staffordshire County Council and Make Some Noise. Make Some Noise were 1 of 24 Youth Music Action Zones (in England and Wales) providing activities across Staffordshire and Stoke on Trent for children and young people with little access to music making.
- **Bordermoves 2** was a ground breaking urban arts delivery project which brought free workshops in Djing, MCing, Break-dancing and Street Dance to hundreds of young people across Staffordshire. A true partnership incentive, BM2 was a joint project between Staffordshire County Council's Arts and

successful, collaborative arts programmes. These project activities are developed and managed by specific SADOG sub-groups.

Museum Service, Staffordshire Youth Service and its neighbouring authorities of South Staffordshire, East Staffordshire, Cannock Chase, Tamworth, Staffordshire Moorlands District Council and Make Some Noise, Youth Music Action Zone for Staffordshire and Stoke-on-Trent, managed by Punch Records.

- The **Artist Professional Development Programme** aimed to support artists from a range of art forms to develop health- based work. It was managed by a consortium of Staffordshire Arts Development Officers Group (SADOG) Arts Council England West Midlands, the Birmingham and Black Country Strategic Health Authority and Staffordshire University

2.5.1 Key Strengths

Arts Development has developed a diverse range of projects which are able to target specific audiences, increasing access to the arts and opportunities to participate and engage with them across Staffordshire. These projects actively seek out traditional non-users (e.g.: rural audiences, young offenders, socially excluded groups) and encourage them to get involved in the arts. Projects can act as consultation exercises to answer specific questions for community partners, increase awareness of social issues or have a positive impact on the community (e.g.: through the creation and installation of public art).

The Arts Development Team has cultivated good relationships with local artists, craftspeople, funding bodies, schools and community groups and seeks to undertake multi-agency partnership working. The team also encourages professional development and an artist's database is being developed for use across the service.

2.5.2 Constraints and Opportunities

Arts Development project activities are externally funded by organisations such as Arts Council England, who allocate money to projects which best match their funding criteria. The recent appointment of an External Funding and Relations Officer has enabled the service to build effective partnerships capable of generating relevant funding. The availability of appropriate funding coupled with shifting arts sector priorities has potential to reduce the scope of the projects the team is able to facilitate.

Arts Development projects often have a short term project lifespan as they are developed to deliver key strategic objectives as identified by project partners. The Arts Development Team pilots new methods of working practice and conducts action research, producing documentation which advocates the use of arts within non-arts organisations and encourages best practice amongst arts professionals and individual artists.

The Arts Development Team is without an overarching logo, identity or independent website address to include on publicity material as projects often have their own website addresses, and are individually branded and badged with the logos of all project partners, with the work of the service represented by the Staffordshire County Council logo.

Although there is a lack of internal and external awareness of the role of Arts Development, the value of positive outcomes from individual projects are recognised and the Arts Development Team has strong relationships with local authority arts officers, Arts Council England West Midlands, arts professionals and other project

partners. Sharing findings and information about traditional non-users across the Service and within SCC could help to raise further awareness of the team's achievements.

2.6 Arts and Museum Service Website

The SAMS website is one of the primary methods of communication with members of the public. Containing up-to-date information on each area of the service along with job and exhibition opportunities, news and exhibition and workshop dates, it aims to keep the public constantly informed and updated.

2.6.1 Key Strengths

The SAMS website raises the profile of SAMS in the public eye and points visitors to other related sites such as Past Track, SMART, Gateway to the Past and Creative Remedies. As the website is administered in house, it can be constantly updated and tailored to the needs of the service whilst user activity is easily monitored and detailed statistics can be produced. An online form allows visitor comment (although visitors are not asked to share demographic data) and, as part of the SCC network, the site may be allowed to extend and develop without size limitations.

2.6.3 Constraints and Opportunities

As part of the SCC network, the SAMS website adheres to the corporate website template and has menu options with set fonts and image sizes. Although there is currently no capacity for online sales or interactive elements such as games, this is something which is being considered for development by the SCC webmasters as other independent sites may look better and may draw custom and sales away. However, more tie-ins between the SAMS website and SAMS venues may draw more traffic to the site whilst the creation of online competitions, exhibitions and children's content could encourage more return visits.

Within SAMS, web authors are reliant on staff to forward news, opportunities and images, as well as ensuring that their own pages are up to date.

PART 3: AUDIENCE DEVELOPMENT STRATEGY

3.1 Strategic Themes and Objectives

The strategic objectives are grouped around five themes, with clear objectives and a focus on outcomes.

<i>Theme</i>	<i>Objectives</i>	<i>Outcomes</i>
1. Access to quality arts and museums provision	<p>To ensure that people have access to high quality cultural provision, through:</p> <ul style="list-style-type: none"> • Supporting the Shire Hall Gallery as a venue for the visual arts and crafts • Interpreting the County Museum collections, both through exhibition and virtual content • Supporting the development of content for touring exhibitions, including Museum on the Move • Supporting outreach initiatives • Representing SAMS in a national and regional capacity 	<ul style="list-style-type: none"> • Quality facilities and accessible provision • Increased opportunities to engage with high quality arts and heritage
2. Formal and informal learning	<p>To encourage the use of arts and heritage to support formal and informal learning opportunities, through:</p> <ul style="list-style-type: none"> • The delivery of formal learning opportunities, including a successful schools programme • The development of outreach projects • Informal opportunities for learning, particularly within family groups 	<ul style="list-style-type: none"> • Quality learning opportunities at all levels • Raised aspirations and increased skill levels through engagement with arts and museums professionals • Support of high quality arts provision within Staffordshire schools
3. Inclusiveness	<p>To promote the role of arts and heritage in making a healthy and more caring, fairer and safer society, through:</p> <ul style="list-style-type: none"> • Enabling physical access • Enabling intellectual access • Encouraging engagement with arts and heritage 	<ul style="list-style-type: none"> • Equal opportunities to engage with arts and heritage provision • 'Closing the gap' leading to increased participation • Welcoming and friendly environments

	<p>amongst the elderly</p> <ul style="list-style-type: none"> • Raising awareness and understanding of cultural diversity • Encouraging engagement with arts and heritage in rural areas • Encouraging engagement with arts and heritage by children and young people • Encouraging the use of museums and galleries by identified non-visitors 	<p>with an understanding of the needs of service users</p>
4. Economy, regeneration and the environment	<p>To promote the role of arts and museums in contributing to economic and social regeneration, the environment and sense of place, through:</p> <ul style="list-style-type: none"> • Tackling and explaining environmental issues • Ensuring competitively priced services • Researching audiences to improve and define service provision • Making a contribution to regional tourism and marketing 	<ul style="list-style-type: none"> • Contribution to tourism initiatives • Economic benefits for Staffordshire • Raising cultural profile of the region • Understanding of the demands of service users in a competitive environment
5. Leadership and partnerships	<p>To provide leadership for arts and heritage in Staffordshire, and to develop partnerships which promote best practice and which make best use of resources, through:</p> <ul style="list-style-type: none"> • Delivery of co-ordinated projects through cross service working • Development of issue based projects and creative consultation through internal partnership projects • Contributing to tourism and raising the regional profile of SAMS through partnerships within the West Midlands • Making the best use of available skills, knowledge and funding through involvement in national partnerships 	<ul style="list-style-type: none"> • Better co-ordination • Increased focus in use of resources • Raised profile internally, regionally and nationally

3.2 Children and Lifelong Learning Directorate aims

Links to the Directorate's aims are summarised in the following table:

<p><i>Aims of the Children and Lifelong Learning Directorate:</i></p> <p><i>Aims of the Audience Development Policy:</i></p>	Be healthy	Stay safe	Enjoy and achieve	Make a positive contribution	Achieve economic well-being	Effective and efficient service management
1. Access to quality provision						
Supporting the Shire Hall Gallery						
Interpreting the County Museum Collections						
Development of touring exhibition content						
Supporting outreach initiatives						
Representing SAMS						
2. Formal and informal learning						
Delivery of formal learning						
Development of outreach						
Informal opportunities for learning						
3. Inclusiveness						
Physical access						
Intellectual access						
Engagement amongst the elderly						
Raising awareness of cultural diversity						
Engagement in rural areas						
Engagement by children and young people						
Encouraging use by non-visitors						
4. Economy, regeneration and the environment						
Explaining environmental issues						
Competitively priced services						
Researching audiences						
Making a contribution to the region						
5. Leadership and partnerships						
Co-ordinated projects						
Development of internal partnerships						
Contributing to tourism						
Involvement in national partnerships						

Appendix 1: ACTION PLAN 2009-2012**Notes to the Action Plan:**

1. Lead responsibility sits with the Arts & Museum Service except where otherwise stated.
2. Timescale is indicated as follows:
 - Short term = within one to two years
 - Medium term = within three years
 - Long term = may take five years or longer
3. More detailed allocations of staff and financial resources are set out in the internal Service Plans and individual Work Plans.
4. This Action Plan should be updated annually to take account of achievements and changing circumstances.

Theme 1: Access to quality arts and museums provision

Objective:

To ensure that people have access to high quality cultural provision, through:

- Supporting the Shire Hall Gallery as a venue for the visual arts
- Interpreting the County Museum collections, both through exhibition and virtual content
- Supporting the development of content for touring exhibitions, including Museum on the Move
- Supporting outreach initiatives
- Representing SAMS in a national and regional capacity

Outcomes to include:

- Production of wide reaching interpretation, capable of engaging a variety of identified audiences
- Better product integration with other services
- Development of successful feedback mechanisms
- Collection of valuable user data, including positive evaluation and feedback

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
1.1 Shire Hall Gallery	• Providing of free exhibitions and free or low cost workshops and activities	Ongoing	<ul style="list-style-type: none"> • LAA NI 11 Engagement in the arts • Increased visitor figures • Positive evaluation • Anticipated audiences reflected in demographic data 	<ul style="list-style-type: none"> • Shire Hall Library • Visit Britain • Adult and Community Learning • Staffordshire DMP 	Within existing and planned resources A&CL grant to fund the redevelopment of Court One
	• Developing interpretation suitable for a broad range of identified audiences (e.g.: families, ethnic minorities)	Ongoing			
	• Developing appropriate feedback and evaluation methods to assess success in reaching identified groups	Ongoing			
	• Assessing and redeveloping interpretation in Court One to create a Family Friendly exhibition	Short term			
	• Ensuring visibility through targeted	Ongoing			

	<ul style="list-style-type: none"> marketing campaigns and press releases Increasing joint initiatives with Shire Hall Library to create a coherent events package Maintaining the VAQAS quality standard and participating in other mystery customer schemes 	<p>Medium term</p> <p>Ongoing</p>	<ul style="list-style-type: none"> Maintenance of VAQAS award and relationship with Staffordshire DMP 		
1.2 County Museum and Servants' Quarters	<ul style="list-style-type: none"> Interpreting objects from the collections to facilitate self guided learning at all ages Developing appropriate feedback and evaluation methods to assess success in interpretation methods Providing of subsidised talks programme Integrating SCM more fully into the Shugborough experience through increased presence on website and at special events, development of trails across the estate, familiarisation of costumed interpreters with new displays, etc 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Long term</p>	<ul style="list-style-type: none"> LAA NI 10: Visits to museums or galleries Positive evaluation Increased recognition of the work of the Museum Service 	<ul style="list-style-type: none"> Shugborough Estate 	Within existing and planned resources
1.3 Touring Exhibitions	<ul style="list-style-type: none"> Reaching rural and isolated communities and ensuring feedback through touring shows and MOTM Developing appropriate feedback and evaluation methods to assess success in reaching isolated audiences Consulting communities regarding the format, content and location of touring exhibitions 	<p>Ongoing</p> <p>Ongoing</p> <p>Long term</p>	<ul style="list-style-type: none"> LAA NI 10: Visits to museums or galleries Positive evaluation 	<ul style="list-style-type: none"> Dudley, Sandwell, Walsall and Wolverhampton Borough Councils 	Within existing and planned resources

1.4 Outreach Initiatives	<ul style="list-style-type: none"> • Providing opportunities to interact with objects from the County Museum collections • Contributing to the development of outreach activities through the development of suitable formats • Developing and linking website content to provide coherent information on the work of SAMS and its partners and ensure appropriate feedback mechanisms in order to collect visitor demographics. 	Ongoing Ongoing Ongoing	<ul style="list-style-type: none"> • Increased community engagement • More informed audiences 		Within existing and planned resources
1.5 Representing SAMS	<ul style="list-style-type: none"> • Advising related organisations on interpretation, evaluation and audience research • Developing relevant website content in order to inform potential users of SAMS services 	Ongoing Ongoing	<ul style="list-style-type: none"> • Increased regional status • Increased unique website users 		Within existing and planned resources

Theme 2: Formal and informal learning

Objective:

To encourage the use of arts and heritage to support formal and informal learning opportunities, through:

- The delivery of formal learning opportunities, including a successful schools programme
- The development of outreach projects
- Informal opportunities for learning, particularly within family groups

Outcomes to include:

- Engagement with professional artists
- Quality assured standards
- Increased contributions from schools to exhibition programme

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
2.1 Formal learning	• Reinforce the primary themes of the Cultural Olympiad through the provision of relevant learning experiences	Long term	• LAA N10: Visits to museums of galleries	• Professional Artists	Within existing and planned resources
	• Provision of opportunities to work alongside professional artists	Ongoing	• LAA N11: Engagement in the arts	• Arts Council England	Grant from Arts council England to support content development
	• Guarantee of quality through commitment to accredited schemes such as Arts Award and the Creative Diploma	Ongoing	• LAA N110 Young people's participation in positive activities	• Staffordshire Education Business Partnership	
	• Provision of work experience placements for teachers, trainees and students of all ages	Ongoing	• NI 6: Participation in regular volunteering	• Schools Improvement Division	
	• Provision of educational advice and assistance to partner organisations and local museums	Ongoing		• Department for Schools, Children and Families	
	• Build relationship with local schools and teachers through personalised mailouts,	Ongoing			

	<ul style="list-style-type: none"> • telephone calls and private view invitations • Building on a strategic relationship with the Schools Improvement Division (SID) • Advocating the use of arts and heritage in formal education as a cross curricular experience • Promotion of the SMART website • Promotion of facilities at the Shire Hall Gallery to schools as a whole, including information on customised visits and sessions, both through the SAMS website, QLS and development of teacher's information packs • Promotion of the ArtsMark scheme to schools and helping them to achieve it • Promotion of the Learning Outside the Classroom (LotC) scheme, and quality badge award • Increase the amount of school led exhibition content • Develop more in house educational opportunities and outreach initiatives relating to exhibitions at the Shire Hall Gallery • Develop formalised feedback systems for front of house staff and interpreters to enable visitor queries to be answered and resolved • Increase and update downloadable resources for schools, including a teacher's pack 	<p>Medium term Ongoing</p> <p>Ongoing Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Long term</p> <p>Long term</p> <p>Medium term</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Engagement of professional artists • Increased number of work experience placements • Increased number of SMART website hits • Increased amount of schools driven exhibition content 	<ul style="list-style-type: none"> • Staffordshire schools 	
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2.2 Outreach	<ul style="list-style-type: none"> • Create further outreach opportunities linked to exhibition content to reach engage communities • Promote and develop handling collection and loans boxes • Provision and development of subsidised formal and informal learning opportunities for voluntary groups, care associations and charitable trusts • Development of tailored packages for special needs and foreign language groups • Development of packages for groups who are unable to attend during normal opening hours (e.g.: late opening, after hours talks) • Provide training opportunities for students, police, amateur dramatics clubs, etc • Development of the Explore project, which targets Special Needs Schools • Maintain and develop links with colleges and universities to advocate arts and heritage • Increase interactive elements of SAMS website to engage and educate virtual visitors • Continue to develop reminiscence work within existing resources in partnership with Libraries and Information Services and Social Care and Health 	<p>Long term</p> <p>Long term</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Medium term</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • LAA N11: Engagement in the arts • Increased use by identified audiences • Relationships formed with local special needs schools • Deeper involvement with colleges and universities 	<ul style="list-style-type: none"> • Staffordshire Police • Stafford College • Wolverhampton University • Staffordshire special needs schools • Libraries and Information Services • Social Care and Health 	<p>Within existing and planned resources</p>
2.3 Informal learning	<ul style="list-style-type: none"> • Provision of free opportunities for family learning, including Baby Bounce and Art Cart, Activity Zone (real and virtual) and family workshops 	<p>Ongoing</p>	<ul style="list-style-type: none"> • LAA N10: Visits to museums of galleries • LAA N11: 	<ul style="list-style-type: none"> • Staffordshire Library and Information Service 	<p>Within existing and planned resources</p>

	<ul style="list-style-type: none"> • Provision of free and subsidised opportunities for adult learning including exhibition interpretation, publications, talks programme and portfolio sessions • Provision of opportunities to engage with professional artists through workshops • Provision of opportunities for sensory development through Multi Sensory Room • Support the personal development of all staff in the provision of informal learning opportunities and raise awareness of issues • Rebrand drop-in workshops to increase number of participants • Increase awareness of informal learning opportunities through integrated marketing in exhibition spaces, publicity material, websites and so on 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Short term</p> <p>Ongoing</p>	<p>Engagement in the arts</p> <ul style="list-style-type: none"> • LAA N110 Young people's participation in positive activities • Increased workshop attendance • Better customer relationships 	<ul style="list-style-type: none"> • Adult and Community Learning • MLA 	<p>Grants for family learning activities acquired from Adult and Community Learning</p> <p>Training subsidised by MLA</p>
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Theme 3: Inclusiveness

Objective:

To promote the role of arts and heritage in making a healthy and more caring, fairer and safer society, through:

- Enabling physical access
- Enabling intellectual access
- Encouraging engagement with arts and heritage amongst the elderly
- Raising awareness and understanding of cultural diversity
- Encouraging engagement with arts and heritage in rural areas
- Encouraging engagement with arts and heritage by children and young people
- Encouraging the use of museums and galleries by identified non-visitors

Outcomes to include:

- Physically and intellectually accessible spaces
- Better understand of the cultural needs and wants of young people
- Well trained staff with high levels of awareness
- Engagement with traditional non-users

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
3.1 Physical Access	<ul style="list-style-type: none"> • Renew Access Audits • Ensure buildings, exhibitions, activities and displays meet DDA requirements 	Short term Ongoing	<ul style="list-style-type: none"> • Access to as much content as possible 	<ul style="list-style-type: none"> • Stafford Blind Centre 	Within existing and planned resources
	<ul style="list-style-type: none"> • Improve internal and external signage • Conduct focus group research with disabled visitors in order to understand how the service might adapt to suit their needs 	Short term Ongoing			
3.2 Intellectual Access	<ul style="list-style-type: none"> • Ensure text is of a suitable reading age • Develop online interpretation • Increase proportions of visitors from low 	Ongoing Ongoing Ongoing	<ul style="list-style-type: none"> • Better understanding of exhibited 	<ul style="list-style-type: none"> • Playtrain 	Within existing and planned resources

	<p>attendance groups through the creation of targeted marketing, workshop opportunities and exhibition content (e.g.: young adults, male visitors, isolated communities)</p> <ul style="list-style-type: none"> • Develop multi-sensory provision in Shire Hall Gallery to include gallery space and encourage exploration by special needs visitors • Develop family friendly interpretation of the building and courtroom areas 	<p>Short term</p> <p>Short term</p>	<p>material</p> <ul style="list-style-type: none"> • Increased interaction and engagement 		
3.3 Social Care	<ul style="list-style-type: none"> • Contribute to the development of reminiscence and oral history projects • Ensure that exhibitions, activities and displays cater for the needs of elderly users/adults with special needs 	<p>Short term</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • LAA NI 136: People supported to live independently through social services 	<ul style="list-style-type: none"> • Archive Service • Library and Information Service 	<p>Within existing and planned resources, but subject to additional resources</p>
3.4 Cultural Diversity	<ul style="list-style-type: none"> • Use exhibition content to tackle diversity issues • Ensure front line staff have been trained in cultural awareness • Provision of resources in a variety of languages • Investigate possible connections between the Shugborough Estate and black and ethnic minority populations in order to make the museum experience more relevant to people of different cultural backgrounds 	<p>Ongoing</p> <p>Ongoing</p> <p>Long term</p> <p>Long term</p>	<ul style="list-style-type: none"> • Increased awareness and understanding of diversity • More resources in other languages • More relevant exhibition content and interpretation 		<p>Within existing and planned resources</p>
3.5 Rural Areas	<ul style="list-style-type: none"> • Engage rural communities through use of the Museum on the Move and touring exhibitions located in community venues 	<p>Ongoing</p>	<ul style="list-style-type: none"> • LAA NI10: Visits to museums or galleries 	<ul style="list-style-type: none"> • Dudley, Sandwell, Walsall and 	<p>Within existing and planned resources</p>

				Wolverhampton Borough Councils	
3.6 Children and Young People	<ul style="list-style-type: none"> • Conduct focus group research to gain a better understanding of the cultural interests of young people • Renew and update child protection procedures and policy • Ensure front line staff are trained in child protection • Develop a variety of feedback methods to ensure that children and young people are able to respond to exhibitions and activities 	<p>Short term</p> <p>Short term</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Focus group work undertaken and report completed • Increased awareness amongst staff • Valuable feedback 		<p>Within existing and planned resources</p> <p>Additional funding to support the development of feedback methods</p>
3.7 Non-Users	<ul style="list-style-type: none"> • Raise awareness with a wide variety of user groups through targeted distribution of marketing materials, advertising and press releases • Develop tailored services for special needs adults, foreign language groups and other groups who find it difficult to access cultural provision • Increase the number of first time visitors through marketing initiatives (e.g.: cultural targeting, drivetime focus) 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • LAA NI10: Visits to museums or galleries • Increased awareness 		<p>Within existing and planned resources</p>

Theme 4: Economy, regeneration and the environment

Objective:

To promote the role of arts and museums in contributing to economic and social regeneration, the environment and sense of place, through:

- Tackling and explaining environmental issues
- Ensuring competitively priced services
- Researching audiences to improve and define service provision
- Making a contribution to regional tourism and marketing

Outcomes to include:

- A good understanding of the needs, wants and opinions of service users and non-users
- Creation of a Marketing Policy and Strategy
- Building a national and regional profile
- Environmental awareness

<i>Workstream</i>	<i>Action</i>	<i>Timescale</i>	<i>Target/PI</i>	<i>Partnership links</i>	<i>Resources</i>
4.1 Environmental Issues	<ul style="list-style-type: none"> • Tackling and explaining environmental issues through exhibitions and workshops • Promoting recycling within exhibitions and workshops • Promote recycling through responsible publication of marketing materials on recycled paper stock 	Ongoing Ongoing Ongoing	<ul style="list-style-type: none"> • LAA NI110: Young people's participation in positive activities 		Within existing and planned resources
4.2 Competitive Pricing	<ul style="list-style-type: none"> • Create a service wide Marketing Policy and Strategy to ensure co-ordinated marketing efforts • Ensure free or subsidised access to collections, exhibitions and events, whilst ensuring sustainability through non- 	Short term Ongoing	<ul style="list-style-type: none"> • LAA NI 10: Visits to museums or galleries • Creation of a Marketing Policy 		Within existing and planned resources

	<p>compulsory income generation</p> <ul style="list-style-type: none"> • Availability of discounts to Shire Hall Gallery visitors for shop purchases and workshop bookings • Bringing business to the area by offering facility hire for corporate events, filming, etc • Develop online sales facilities for photographs from the County Museum Collections and outline opportunities for publication or broadcast to focus interest on the region • Create distinct marketing campaigns and develop online sales facilities for publications and arts & crafts to advocate the work of local authors, artists and designer/makers 	Ongoing			
		Ongoing			
		Ongoing			
		Long term			
4.3 Audience Research	<ul style="list-style-type: none"> • Use a variety of research, feedback and evaluation techniques to better understand the views of real and virtual users of all ages and abilities in order to plan future service developments • Specific investigation into more appropriate methods of data capture for child and teen audiences • Review and develop data capture methods, particularly in regard to touring exhibitions and the Servant's Quarters • Gather data on the use of the Shire Hall Gallery from Craft Shop, Coffee Bar and Library users to increase partnership 	Ongoing	<ul style="list-style-type: none"> • Structured service development 	<ul style="list-style-type: none"> • Audiences Central 	Within existing and planned resources
		Short term			
		Ongoing			
		Medium term			

	them within local communities (e.g.: Critical Friend; Their Past Your Future; Yes, We Have No Bananas)				
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Theme 5: Leadership and partnerships

Objective:

To provide leadership for arts and heritage in Staffordshire, and to develop partnerships which promote best practice and which make best use of resources, through:

Delivery of co-ordinated projects through cross service working

Development of issue based projects and creative consultation through internal partnership projects

Contributing to tourism and raising the regional profile of SAMS through partnerships within the West Midlands

Making the best use of available skills, knowledge and funding through involvement in national partnerships

Outcomes to include:

Raised profile on internal, regional and national levels

Increase in number of working partnerships and delivery of partnership projects

Service seen as innovative leader, with staff commissioned to advise and consult

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
5.1 Cross Service	<ul style="list-style-type: none"> Contribute to the strategic objectives of SAMS 	Ongoing	<ul style="list-style-type: none"> Attainment of objectives 		Within existing and planned resources
5.2 Internal partnerships	<ul style="list-style-type: none"> Contribute to the strategic and corporate objectives of SCC and the LAA Developing joint marketing and promotional opportunities with related services, particularly the Libraries and Archive service, Shugborough Estate and Make Some Noise Continue development of reminiscence schemes and oral history recording with Social Care and Health and Libraries 	<p>Ongoing</p> <p>Ongoing</p> <p>Medium term</p>	<ul style="list-style-type: none"> Attainment of objectives Increase in number of working partnerships and delivery of partnership projects Development of 	<ul style="list-style-type: none"> Libraries and Archives Shugborough Estate Make Some Noise Social Care and Health Youth Offending Team 	<p>Within existing and planned resources</p> <p>Additional funding to support the development of reminiscence and recording</p>

	<ul style="list-style-type: none"> Working with Adult and Community Learning to develop a funded family learning programme Providing informal or alternative educational opportunities for Young Offenders and NEETs through partnership working with the Youth Offending Team Developing cross domain opportunities through involvement in the Children and Young People's partnership Promote the value of culture across SCC 	<p>Long term</p> <p>Long term</p> <p>Ongoing</p> <p>Ongoing</p>	<p>a Service Level Agreement with A&CL</p> <ul style="list-style-type: none"> Increased number of inter-departmental queries 	<ul style="list-style-type: none"> Children and Young People's Partnership 	<p>schemes</p> <p>Funding from Adult and Community Learning to support family learning programme</p>
5.3 Regional Partnerships	<ul style="list-style-type: none"> Working with Staffordshire Destination Management Partnership to raise the profile of Staffordshire as a tourism destination Work alongside Stafford Borough Council/the Ancient High House to promote activities, events and venues within Stafford Working with Staffordshire Education Business Partnership to foster relations between schools and businesses and create a structure for interactions Build upon existing partnerships with key bodies (e.g.: Staffordshire police, Stafford college) to develop services Forming partnerships with neighbouring authorities to share expertise and deliver projects working in the West Midlands Strengthening relationships with Staffordshire museums by leading the Cross Domain networking group and providing 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> LAA NI 10: Visits to museums or galleries Increased number of room hire bookings Increase in number of working partnerships and delivery of partnership projects Increased profile within the West Midlands 	<ul style="list-style-type: none"> Staffordshire DMP Stafford Borough Council Staffordshire Education Business Partnership Staffordshire Police Stafford College Audiences Central Heart of England Galleries 	<p>Within existing and planned resources</p> <p>Additional funding to support the development of regional projects</p>

	<p>training opportunities</p> <ul style="list-style-type: none"> Developing a regional profile through involvement in joint initiatives and campaigns (e.g.: Big Picture, Heart of England Galleries) 	Ongoing			
5.4 National Partnerships	<ul style="list-style-type: none"> Working with the MLA and Arts Council England to develop funded projects and provide training opportunities for museum staff, teachers and young people Involvement in national campaigns such as Museums Night, Adult Learner's Week and Heritage Open Days to raise profile and promote key cultural themes Promote unique and innovative projects through presentations and case study examples in magazines, on websites and through the MLA 	Ongoing	<ul style="list-style-type: none"> Increased national profile 	<ul style="list-style-type: none"> MLA Arts Council England 	MLA and Arts Council funding to support involvement in projects and incentives