

Victoria Art Gallery Forward Plan 2018-21

Name of museum: Victoria Art Gallery

Name of governing body: Bath & North East Somerset Council

Date on which the policy was approved by governing body: June 2018

Date at which this policy is due for review: three years from date above

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1. Introduction.

In the three years from 2014 to 2017 the Victoria Art Gallery has undergone fundamental change in the way it is funded and fully integrated within the Council's Heritage Services department. The process has taken place within the context of an increasingly challenging funding climate for local authorities. Putting together this document has presented us with the opportunity to reflect on our priorities and identify a vision for the Gallery that is aligned with the Council's vision and key objectives, and then ensure that key stakeholders are signed up to it. Although good work has been done to increase awareness of what the Gallery does, there remains a need to engage with the harder to reach communities within the district.

2. Statement of Purpose.

The Victoria Art Gallery is here to enrich people's lives by preserving, developing and making accessible the important public art collection held in trust by the Council. It makes a positive contribution to the cultural life of the area by organising ambitious exhibitions and learning programmes.

3. Review of the Previous Plan.

The most recent Forward Plan expired in March 2018. Whilst most of the actions embedded in that document have been delivered on time and within budget, outstanding issues include:

- Install flat screen monitor with attractive images and information about the Gallery's services;
- Install new version of collections public access software;
- Prioritise additions to on line database;
- Develop vision for extending community involvement and engagement in tandem with collections development projects;
- Recruit new delegates to sit on Gallery's exhibitions panel and focus group

Progress has been made on the first and last of the above projects, whilst the other three have been hampered by the delayed release of an updated version of the collection management software used by the Gallery. All five projects have been carried forward to the new Action Plan that accompanies this document.

In 2015 the Gallery waived its charges to local residents, reintroducing free admission to temporary exhibitions for holders of the residents' Discovery Card. At the same time the Gallery was added to the saver ticket option that previously included the Roman Baths and Fashion Museum, whilst revised opening hours were

introduced with the addition of Sundays and Bank Holidays in order to tie in more closely with the other two sites. These measures have dramatically increased footfall at the Gallery, from local residents as well as tourists recognising the value of a slightly better than three-for-the-price-of-two deal. The Gallery recoups ten per cent of the price of every saver ticket sold. The installation in 2017 of a new reception desk and ticketing tills allows for much more sophisticated performance monitoring than was possible with the old till system.

Also in 2017 David Clarke Associates completed the business case for the development of the Gallery building into the void space between it, the Guildhall and the indoor market. Projected revenue costs for an extended Gallery with much improved visitor facilities demonstrate the potential for increased income through catering, retail, room hire and works of art sales. The capital costs of just under £7,000,000 would deliver a vastly improved building and visitor experience. The next step is to engage in discussions with Council leaders and other key stakeholders.

4. Development of this Plan.

Consultations on the content of this updated Plan have been conducted, involving Gallery staff, the Head of Heritage Services and the Chairman of the Friends of the Gallery. Following feedback from these individuals, a draft version of the document was amended and expanded. New consultation with users is scheduled for March 2018.

5. Monitoring this Plan.

Progress towards the actions identified in this Plan will be monitored on an ongoing basis with an update report being prepared for the Head of Heritage Services in April 2019. Milestones will be set for each of the objectives to assist with progress monitoring. A full review of the Plan will be undertaken at the end of March 2021 and action taken accordingly. Implementation of this plan will be the responsibility of the Gallery Manager overseen and approved by the Head of Heritage Services.

6. Current Situation.

a. Organisation Structure:

The Gallery is part of the Heritage Services division of Bath & North East Somerset Council, which also includes the Roman Baths & Pump Room, Fashion Museum & Assembly Rooms and Bath Record Office. The work of the division is governed by a rolling 5-year Business Plan, a conventional Service

Plan and site-specific Forward Plans. All these documents have received Council approval.

b. Public Opening:

The Victoria Art Gallery is open all year round, Monday to Sunday 10.30-5.00 including most Bank Holidays. Admission to the permanent collection and small exhibitions gallery is free, whilst a charge applies to non-residents for the large temporary exhibitions gallery. Visitor facilities include a shop, a lift, a hot drinks machine, comfortable seating in all areas, and toilets. The Friends of the Victoria Art Gallery is a registered charity that supports the work of the Gallery through volunteering and hosting private views, to which all members are invited.

c. Staffing:

On a site-specific basis the Victoria Art Gallery has equivalent 2.0 curatorial staff (Gallery Manager, Collections Manager and Museum Exhibitions Assistant) plus 1.0 Gallery Administrator. There is also equivalent 1.0 Technical Officer and 3.8 Visitor Services staff. As part of Heritage Services, the Victoria Art Gallery also draws on the assistance of the Learning & Participation Manager, Business Manager, Commercial Manager, Facilities Manager, Retail Services Manager and HR/IT support staff.

In 2017/18 Gallery staff were assisted by 80 volunteers working mainly as guides and invigilators in the public areas (4,550 hours), with another four volunteers working on collections.

All new staff and volunteers complete an induction programme managed by their immediate supervisor.

Recruitment of staff and volunteers is handled with the aid of the Council's People Services and Human Resources sections. All vacancies are advertised on the Council's website and are handled in accordance with the Council's Equal Opportunities Policy. Automatic reminders are sent at every stage in the process. Performance reviews are carried out annually for all staff, with training needs recorded at these one-to-one sessions. The Council offers a wide range of training sessions for all staff, and topics falling outside the scope of the central provider are organised separately.

As nearly half the Victoria Art Gallery staff is within five years of the normal retirement age, the opportunity is being taken to review job descriptions to ensure they accurately reflect current roles and responsibilities, in advance of posts becoming vacant.

d. Audience:

The Victoria Art Gallery was visited by 175,000 people in 2017, of which 32 per cent are residents of Bath & North East Somerset, 16 per cent overseas tourists

and another 52 per cent from other parts of the UK. Visitor satisfaction ratings are 83 per cent either satisfied or very satisfied. In financial year 2016-17 income totaling £400,000 was contributed by day visitors and sales of works of art to offset running costs and overheads of £645,000.

The Gallery plans to broaden its range of users by showing more contemporary art that will draw a younger audience (*On Paper* from Arts Council England's collection in 2018-19 and *Approaching Thunder* from The Hepworth, Wakefield in 2019), and by putting on family-friendly shows (*Sharmanka Travelling Circus* in 2019 and *Myths and Monsters* in 2020). From April 2015, all Roman Baths and Fashion Museum visitors were given the opportunity to purchase a combined ticket which now includes the Victoria Art Gallery. Experience has shown that sales are stronger when the subject or artist covered by a given exhibition resonates with tourists as well as local visitors. Accordingly, populist exhibitions are actively sought to add to the Gallery's forward programme.

The Gallery offers a wide range of talks, tours and other activities to its visitors. These include workshops for schools on curriculum-related themes, holiday activities for families, monthly talks for visually impaired people, monthly tours of the art stores with curators, and tours of the displays and exhibitions led by Volunteer Guides. In 2016-17 there were 1,400 children attending teaching sessions and workshops, and 1,650 adults attending family activities, tours and talks.

e. **Access:**

The Victoria Art Gallery's access statement can be downloaded from its website at http://www.victoriagal.org.uk/visiting/special_needs.aspx

f. **Environmental Sustainability:**

The Council has developed a Sustainable Community Strategy through the Local Strategic Partnership. This has been formally approved by Councillors and sits at the top of a pyramid of other strategic policies and plans to guide the development of the Council and its constituent parts such as the Victoria Art Gallery.

Current good practice includes the application of a Sustainable Procurement Code which is underpinned by the following principles:

- a Banning the use of products that damage the environment when an alternative is available.
- b Promoting the use of the least environmentally-damaging products.
- c Awarding contracts for environmental alternatives based on whole life costing - this means paying higher up-front costs based on the anticipated lifetime savings that more environmentally sustainable purchasing can achieve (eg. through reduced energy consumption, reduced waste disposal costs etc.).

- d Understanding that buying environmentally is part of a process of continuous improvement.
- e Considering running costs when evaluating tenders.

Within the context of this wider strategic and policy framework the Victoria Art Gallery has a local site-specific Environmental Sustainability Plan and an Environmental Sustainability Statement is published on the website.

g. Finance:

Heritage Services operates as a separate business unit within Bath & North East Somerset Council. Although collectively the Service returns a surplus to the Council, the Roman Baths and Pump Room drive this performance, whilst the Victoria Art Gallery, as a partially free venue, is not expected to cover its costs.

Since 2013, as the Council responds to the need to make substantial savings, the Gallery recruited a team of volunteer guides to work in a public-facing role, and charges were introduced for temporary exhibitions. This last measure was intended to make the Gallery more resilient.

Other options for bringing in funds from outside the Council include sponsorship, fundraising activities by the Friends of the Victoria Art Gallery (a registered charity), and support from the Heritage Services Development Manager.

h. Collection:

The collection ranges from the 15th century to the present day and includes British and European oil paintings, watercolours, drawings, prints, miniatures and silhouettes, sculptures, ceramics, glass and watches. Most items have a Bath connection, whether through their subjects (Bath views and Bath people), their artists or their provenance.

To a significant extent the collections tell the story of art in the city of Bath and the surrounding area, reflecting the demand from visitors and residents alike for pictorial records of themselves, the local landscape and architecture. Most of the 10,500 items in the collection were acquired by way of gift and bequest, although judicious purchasing of modern pictures and sculptures has augmented the 20th/21st century holdings.

Fine Art: the bulk of the collection consists of British drawings, paintings, watercolours and miniatures and silhouettes from the 17th to the 21st century. There are also small collections of sculpture and of European works of art. Of particular significance are the collections of prints, drawings and watercolours associated with Georgian Bath. Reflecting the history of artistic practice in Bath, the Gallery holds a large collection of portraits produced by artists who worked in the local area, including Thomas Gainsborough, Johann Zoffany and Sir Thomas

Lawrence. The Kimball Collection consists of 19th and 20th century prints by British and Continental artists. Of particular note is a small collection of rare early lithographic stones by Thomas Barker of Bath.

Decorative Art: the collections include porcelain, pottery, watches and glass dating from the 17th to the 19th century. The bulk of this material is British and the collections of Delftware and of English drinking glasses are of particular note.

Governing documents: our work on collections is guided by the Heritage Services Collections Development Policy (adopted February 2015, due to be updated November 2018), a Collections Care Policy and a Collections Management Plan.

Percentage of collection on display: decorative art 50 per cent; oil paintings 50 per cent; works on paper 1.5 per cent.

Standard of presentation: wall surfaces and display cases are all in a good state of repair and decorative condition. Directional spotlights are used to light oil paintings and sculptures clearly. Exhibits are regularly dusted and floors cleaned and polished. These processes are undertaken and/or overseen by the Gallery's full-time Technical Officer.

Percentage of collection catalogued: 100 per cent in digital form and 100 per cent in paper form.

Methods of interpreting collections: a mixture of short labels, long labels and interpretive text panels is used, thus giving different levels of information and catering for different audiences. We also use QR codes in the upper gallery which bring up digital versions of the long labels on mobile devices. Guided tours are regularly given by staff and volunteer guides, including monthly tours for visually impaired people.

Encouraging research about collections: interest is stimulated via gallery leaflets, an illustrated guidebook, our website, the permanent collection display and temporary exhibitions profiling items not normally on display. Staff research is generally centred around collections-based temporary exhibitions in the ground floor galleries. We also actively encourage enquirers to find out more about our collections by an appointments system for viewing works in store, and by promoting participation in our monthly store tours. Gallery volunteers are introduced to our research facilities and encouraged to use them.

i. **Security:**

The Gallery is equipped with cctv, portable radios, 'panic buttons' at reception desks and a burglar alarm linked to an alarm monitoring station and the police control room. Staff are trained in incident response as well as being alert to suspicious behaviour. The Gallery's security provisions are to the standard

required for Government Indemnity and, as such, are regularly checked and updated on behalf of the National Security Adviser. The most recent check took place on 4 November 2014.

j. Tourism:

As part of Heritage Services the Gallery is a member of Bath Tourism Plus, thereby ensuring the venue is promoted to enquirers in person as well as via digital media and print. In addition, the Gallery is promoted via e-newsletters sent to 70,000 holders of the Resident’s Discovery Card.

For visitors from abroad we provide information sheets about the collection in French, German, Japanese and Spanish, whilst commentaries in Mandarin can be accessed by scanning QR codes using a portable device.

k. SWOT / PESTLE analysis:

Strengths	Weaknesses
Is a purpose-built late Victorian art gallery and grade 2* Listed Building as well as a museum collection.	Accommodation provided for schools and formal learning is of a poor standard.
Positioned at the heart of the World Heritage Site next to the River Avon and Pulteney Bridge.	City centre location imposes constraints on operational activities such as deliveries and parking.
High quality collections mostly donated by local individuals.	A small shop and no café.
Good community links with free admission for local residents, and via a focus group for local people.	Mobility impaired people have to use a different entrance from able-bodied people.
Has good access to professional support services within Heritage Services and the wider Council.	External signage is limited due to planning constraints.
Included in the 3-way saver ticket with the Roman Baths and Fashion Museum.	As a discretionary service the Gallery, like all other local authority museums, is vulnerable.
Has a culture of partnership working with other public and private bodies and individuals to realise projects.	Access to the works on paper collection is limited due to physical constraints and light levels.
Has a charitable support arm in the Friends of the Victoria Art Gallery.	The Victorian décor of the main first floor gallery does not lend itself to the display of modern works of art.
Identifies and records risks and takes actions to mitigate them.	As a local authority service, it is challenging to attract sponsorship and

	private trust donations.
<p>Opportunities</p> <p>Joint marketing through the Bath Museums Partnership and the Bristol & Bath Cultural Destinations project.</p> <p>Representation of the Gallery and its collections in the new World Heritage Centre.</p> <p>Greater turnover of collections in order to attract repeat visits. Opportunities to work with national museums.</p> <p>Potential to extend the Gallery into the void behind it and link with the Guildhall Market, improving the Gallery's financial sustainability.</p> <p>Build on the Gallery's reputation as a family-friendly venue offering child-centred events and exhibitions.</p> <p>Strengthen links with Bath Record Office, Fashion Museum and Roman Baths in order to share expertise.</p>	<p>Threats</p> <p>Good quality touring exhibitions are less common and more expensive due to higher carriage costs.</p> <p>The air conditioning plant is un-reliable and needs to be replaced.</p> <p>Loan applications may be made dependent on stringent conditions the Gallery would struggle to meet. A downturn in tourism, at a national or local level, would impact on the Roman Baths as well as its sister sites within Heritage Services.</p> <p>Severe reductions in central government grant to the local authority could impact on the Gallery.</p> <p>With growing competition from other local heritage attractions the Gallery could struggle to attract sufficient front-of-house volunteers.</p>

7. Future priorities.

In order to become more financially sustainable, the Victoria Art Gallery needs to subject each of its large temporary exhibitions to scrutiny via a business model, projecting both income as well as expenditure and only taking those projects forward that can demonstrate a good return on investment.

The 28-year old air conditioning plant needs be stripped out and replaced by March 2019 if the Gallery is to retain its ability to attract prestigious loans from national collections.

Storage capacity for collections is currently at a premium, despite ongoing rationalisation of the existing facilities. Disposal of strictly irrelevant items will need to be considered, likewise the upgrading of racks and shelves that are no longer fit for purpose.

By early 2020, the viability of the development of the Gallery building into the void space between it, the Guildhall and the indoor market needs to be determined. In the event that a decision is made not to go forward with the scheme, an alternative more modest scheme should be considered focusing on elements that will ensure the sustainability of the Gallery. As part of this, the potential for expansion into existing connecting buildings as well as the void space should be looked at.

8. Aims and Objectives

Council priorities

A strong economy and growth

A focus on prevention

A new relationship with customers and communities

An efficient business

Heritage Services' Aims

Contribute to the district's economic prosperity through our business plan

Conserve and protect the Council's heritage assets for the benefit of this and future generations

Contribute to the quality of life for local residents

Organise formal and informal learning opportunities

Promote understanding and appreciation of different cultures

Regularly review our cost base and staff establishment

Victoria Art Gallery aims

Maximise the Gallery's income-generating potential in a sustainable manner, so as to reduce its running costs

Make our building, collections and services accessible and easy to engage with

Build on the Gallery's reputation as a much-loved community asset by maintaining and improving the quality of life locally and contributing to people's well-being

Educate and inspire the widest possible range of audiences

Contribute positively and distinctively to the cultural life of the district and the appeal of the World Heritage Site of Bath

Work in partnership with others in order to deliver excellent services at best value to our visitors

Victoria Art Gallery Aims and Objectives

AIM 1 – Maximise the Gallery’s income-generating potential in a sustainable manner, so as to reduce its running costs.

Objectives:

- 1.1 Monitor and review the Gallery budget and charges in order to achieve best value for the Council
- 1.2 Work with the HS Retail Manager on stock development for major exhibitions with high footfall expectations
- 1.3 Compile a sponsorship strategy for the Gallery linked to key projects, especially exhibitions
- 1.4 Devise a prestigious exhibition that can be offered for touring and will both earn income and promote the Gallery’s wider reputation
- 1.5 Progress Gallery development plans as they are, or scale back depending on outcome of feasibility studies.

AIM 2 – Make our building, collections and services accessible and easy to engage with.

Objectives:

- 2.1 Create a welcoming foyer with the aid of artworks and new signage
- 2.2 Train new staff and volunteers in customer care and security to the latest industry standards
- 2.3 Enhance the on line presence of collections and encourage study visits
- 2.4 Continue to monitor and review the access assessment, developing new strategies for making collections more accessible to all

AIM 3 – build on the Gallery’s reputation as a much-loved community asset by maintaining and improving the quality of life locally and contributing to people’s well-being.

Objectives:

- 3.1 Continue to review the range of events on offer
- 3.2 Work with partner bodies and individual as appropriate
- 3.3 Promote the benefits of volunteering to key community groups
- 3.4 Organise Gallery volunteers to deliver regular tours of main gallery exhibitions

AIM 4 – Educate and inspire the widest possible range of audiences.

Objectives:

- 4.1 Maintain learning programme in line with the primary curriculum
- 4.2 Market sessions for the Bath Curriculum project with local head teachers and Bath Spa University
- 4.3 Maximise our family learning programme by developing drop-in activities and link them to national campaigns as well as exhibition focused
- 4.4 Improve learning partnerships working with Bath Festivals for selected exhibitions
- 4.5 Become an Artsmark Partner Organisation
- 4.6 Carry out activity plan for HLF Posh Art project

AIM 5 – Contribute positively and distinctively to the cultural life of the district and the appeal of the World Heritage Site of Bath.

Objectives:

- 5.1 Promote each headline summer exhibition with a large marketing campaign
- 5.2 Develop the ongoing programme of temporary exhibitions, paying particular attention to popularity and commercial appeal
- 5.3 Actively develop and promote good news around the exhibition programme
- 5.4 Schedule regular art activities in the galleries that appeal to families

AIM 6 – Work in partnership with others in order to deliver excellent services at best value to our visitors

Objectives:

- 6.1 Where possible, strengthen relations with existing national lenders and touring organisations, whilst bringing new partners on board
- 6.2 Conduct review of front-of-house systems and costs so as to maximise efficiency and effectiveness
- 6.3 Devise a costed list of collection-related projects and identify priorities for funding support from the Friends of the Gallery
- 6.4 Retain full Accreditation under the Arts Council England Standard

9. Action Plan

The Victoria Art Gallery is already set up and operated with these aims in mind; the purpose of the Action Plan is to define how to further develop and improve the service provided and to ensure its long-term future and financial viability.

The Actions are given priority categories and target completion dates in terms of financial years where appropriate. Many are classified as 'ongoing', in that they are continually kept under review, with progress assessed each year. 'Target dates' refer to our financial year, which runs from 1 April to 31 March.

The costs of the initiatives below will be met from within the existing operating budgets of the Victoria Art Gallery.

AIM 1 – INCOME GENERATION

Maximise the Gallery’s income-generating potential in a sustainable manner, so as to reduce its running costs.

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
1.1 Monitor and review the Gallery budget and charges in order to achieve best value for the Council	1. As part of the Heritage Services business case process	JB / SB	Ongoing	High	Savings achieved		
	2. Implement savings	JB	Ongoing	High			
	3. Implement revised charges	JB / PJ	Ongoing	High	Stepped biennial increase	£	
	4. Continue to collect feedback, analyse data and review	JB / PJ	Ongoing	High			
1.2 Work with the HS Retail Manager on stock development for major exhibitions with high footfall expectations	1. Arrange quarterly meetings to review opportunities and start exploring potential stock lines	JB / JZ	Ongoing	High	Stock lists compiled in good time		
	2. Order stock in	JZ	Ongoing	High		£££	
	3. Display on existing shelves and/or additional shelving as needed	JZ	Ongoing	High	Healthy turnover		
	4. Review performance for each exhibition	JZ / JB	Ongoing	High			
1.3 Compile a sponsorship strategy for the Gallery	1. Select suitable projects to attract sponsorship with the HS Development Manager	JB / RG	Year 1	High		££	

linked to key projects, especially exhibitions	2. Gather supporting images and data on each sponsorship project	JB	Ongoing	High			
	3. Compile list of suitable companies and foundations to approach	RG	Ongoing	High	Approaches made		
	4. Arrange appointments and make presentations	RG / JB	Ongoing	High	Sponsorship secured	£	
1.4 Devise a prestigious exhibition that can be offered for touring and will both earn income and promote the Gallery's wider reputation	1. Select an appropriately prestigious show with a popular theme	JB	Year 1	Medium	Show selected & budgeted		
	2. Promote the idea at least two years in advance and invite expressions of interest	JB	Year 1	Medium	Tour venues engaged		
	3. Liaise with tour partners on development of the project	JB / PM	Years 2 / 3	Medium	Tour dates agreed		
	4. Organise and install the show at the Gallery	JB	Year 3	Medium	Exhibition launched	£££	
	5. Deinstall the show and manage the tour	JB / PM	Year 3	Medium			
1.5 Progress Gallery development plans as they are, or scale back depending on outcome of feasibility studies	1. Review findings of business case	JB / SB	Year 2	High			
	2. Feedback to Cabinet member	SB	Year 2	High			
	3. Revisit brief as necessary	SB / JB	Year 2	High		£	
	4. Devise fundraising strategy	SB / JB / RG	Years 2 / 3	High	Strategy approved & implemented		
	5. Develop funding applications	RG	Year 3	High	Application submitted	£	

AIM 2 – ACCESSIBILITY

Make our building, collections and services accessible and easy to engage with.

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
2.1 Create a welcoming foyer with the aid of artworks and new signage	1. Install flat screen monitor with attractive images and information about the Gallery's services	IJ / RC	Year 1	High	Monitor installed and working	£££	
	2. Install new lighting	IJ / JB	Year 1	High	Installed and working	£££	
	3. Install new signage	RC / JB	Year 1	High	Signs installed	£££	
	4. Aim to fill 70% of meeter/greeter slots in rota	TM	Year 2	High			
2.2 Train new staff and volunteers in customer care and security to the latest industry standards	1. Offer training sessions every 3 months for volunteers	TM	Ongoing	High	Sessions programmed	£	
	2. Book new Gallery staff onto Crew training and other sessions organised by Heritage Services	TM	Ongoing	Medium	Staff attended sessions		
	3. Invite feedback and review	TM	Ongoing	Medium			
2.3 Enhance the on line presence of collections and encourage study visits	1. Use social media to promote news about collection items	FT	Ongoing	High	Usage data		
	2. Install new version of collections public access software	KW	Year 2	High	Installed and working	£££ and support from IT	

	3. Following the success of the Jane Austen's Bath project, create an on line version of another collections-based exhibition	PM / FT	Year 1	Medium	Exhibition on line	£	
	4. Programme new collections photography to focus on works of art on paper	KW	Ongoing	High	Quota agreed and delivered	£	
2.4	1. Monitor access assessment	JB	Ongoing	High			
Continue to monitor and review the access assessment, developing new strategies for making collections more accessible to all	2. Implement ground floor exhibitions based on permanent collection: Entertainment in Bath; Adela Breton watercolours; Clifford and Rosemary Ellis, Partners in Art and Design	KW / PM	Year 1	High	Exhibitions delivered on time and to budget	£££	
	3. Continue programme of first floor temporary displays on screens, in cases and in new drawer cabinets	KW / PM	Ongoing	High	Displays completed on time	££	
	4. Support new research into the collections and the dissemination of relevant findings to visitors and the wider public	KW / PM	Ongoing	Medium	Increased study appointments	£	
	5. Programme another collection-based exhibition for 2020-21 in partnership with another provider or community group	KW	Year 3	High	Exhibition delivered on time and to budget	£££	
	6. Explore opportunities for lending collection items to non-Council buildings in Bath	JB	Year 1	Medium	Venue/s sourced & deadline agreed	£	

AIM 3 –QUALITY OF LIFE

Build on the Gallery’s reputation as a much-loved community asset by maintaining and improving the quality of life locally and contributing to people’s well-being.

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
3.1 Continue to review the range of events on offer	1. Continue events planning meetings in preparation for each VAG publicity drive	JB and team	Ongoing	High	Sessions delivered on time and to budget	££	
	2. Organise periodic lectures by celebrities – at least one a year	JB	Ongoing	Medium	Talks delivered on time and to budget	££	
	3. Devise further family-friendly temporary exhibitions	JB	Years 2 and 3	High	Exhibitions delivered on time and to budget	£££	
	4. Arrange ‘live’ demonstrations by practicing artists in the gallery spaces at least twice a year	SL/KH	Ongoing	Medium	Sessions delivered on time and to budget	££	
	5. Review store tour booking system	KW	Year 1	High	Solution agreed & implemented		
3.2 Work with partner bodies and individuals as appropriate	1. Avoid clashes of topics and dates for events and exhibitions taking place within Bath & North East Somerset	JB / SC	Ongoing	High	No clashes		
	2. Engagement with the new World Heritage Centre for Bath (Archway Project) to ensure the Gallery is	JB / SB	Year 2	High	Information and images supplied and uploaded	£	

	appropriately promoted						
	3. Re-engage with the Temporary Exhibitions Group and use their website to seek occasional exhibition partners	JB	Ongoing	Medium	Information supplied and uploaded	£	
	4. Push for the reinstatement of the Bath Museums Partnership	JB	Year 1	Medium	Group reinstated	£	
3.3 Promote the benefits of volunteering to key community groups	1. Research target groups	TM/KH	Ongoing	High	Increased number of enquiries		
	2. Write press release / arrange photo call	RC	Once a year	High	Press release issued		
	3. Design and print new flyer with quotes	JB / RC	Year 1	High	Flyer printed & distributed	££	
	4. Streamline and improve the administrative processes involved with recruiting and managing volunteers	KH / TM	Year 1	High	Systems overhauled	£	
	5. Update photographs of volunteers for use in marketing	RC	Year 1/2	High	New photos taken	££	
3.4 Organise Gallery volunteers to deliver regular tours of main gallery exhibitions	1. Gather relevant information about the themes and exhibits	JB/KW	Ongoing	High	Tours delivered on time		
	2. Recruit and train volunteers	TM/JP/PM	Ongoing	High	Training delivered on time	£	
	3. Promote tours through leaflets and social media	RC / FT	Ongoing	High	Leaflets printed & distributed	££	
	4. Review	JB	Ongoing	Medium			

AIM 4 – EDUCATE AND INSPIRE

Educate and inspire the widest possible range of audiences.

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
4.1 Maintain learning programme in line with primary curriculum	1. Link current sessions to curriculum where possible – use collections and exhibitions appropriately	LB and workshop leaders	Summer 2018	High	Review completed and changes made where needed.	Staff time	
	2. Develop new sessions to link to curriculum and take advantage of highlight artists in exhibition programme 'On paper, from the Arts Council Collection' and collections on display	LB and workshop leaders	Autumn 2018	High	New sessions developed and marketed	Staff time	
	3. Training for new workshop leaders on current and new sessions	LB	When appropriate	High			
4.2 Market sessions for the Bath Curriculum project with local head teachers and Bath Spa University	1. Work with Heritage Services marketing team to update learning brochure	LB	Spring 2018	Med	New brochure produced and distributed	Staff time and marketing budget.	
4.3 Maximise our family learning programme by developing drop-in activities and link them to	1. Develop drop-in activities for school holidays	Workshop leaders	Twice yearly in line with marketing	High	Activities included in new brochures	Staff time and marketing budget	
	2. Develop drop-in activities linked to national campaigns such as The Big	Workshop leaders	Spring planning cycle	High	Activities included in new	Staff time and marketing	

national campaigns as well as exhibition focused	Draw		for October event		brochures	budget	
	3. Investigate activities for Museums Week.	LB and workshop leaders	Spring planning cycle for October event	High	Activities included in new brochures	Staff time and marketing budget	
4.4 Improve learning partnerships working with Bath Festivals for selected exhibitions	1. Timetable a meeting with learning officer of Bath Festivals	LB	Winter meetings in advance of Children's Literature Festival in October	Med	Opportunity identified	Staff time and marketing budget	
	2. Develop ideas from the initial meeting with Bath Festivals	LB	Spring planning if opportunity identified	Med	Suitable activities developed	Staff time and marketing budget	
4.5 Become an Artsmark Partner Organisation	1. Attend training	LB	Spring 2018	Med	New schools web pages and flyers updated with Arts-mark criteria and schools booking	Training day Staff time and marketing budget	
	2. Submit application						
4.6 Carry out activity plan for HLF Posh Art project	1. Develop ideas with partners when funding is successful	LB and workshop leaders	Successful bid notification in 2018	High	Activities in the calendar, carried out and evaluated	HLF budget for staff time	

AIM 5 – CONTRIBUTE TO CULTURAL LIFE

To contribute positively and distinctively to the cultural life of the district and the appeal of the World Heritage Site of Bath.

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
5.1 Promote each headline summer exhibition with a large marketing campaign	1. Liaise with HS Marketing on the marketing plan for the Gallery	JB/RC	Dec./Jan. each year	High	Marketing plan agreed	£	
	2. Target special interest groups	RC	Ongoing	High	Visitor figures		
	3. Advertise through outdoor media in and around Bath to capture both residents and visitors.	RC	Once a year	High	Outdoor media installed	£££	
	4. Host a Visit Bath members' event to raise awareness of the exhibition amongst the hospitality industry	RC/JB	Once a year	High	A well-attended event	£	
5.2 Develop the ongoing programme of temporary exhibitions, paying particular attention to popularity and commercial potential	1. Develop the sale of artworks income stream for temporary exhibitions, including the possibility of interest free loans for purchasers	JB	Year 1	High	OwnArt scheme up and running	££	
	2. Recruit new delegates to sit on Gallery's exhibitions panel and focus group	JB	Year 1/2	High	Delegates recruited & engaged		
	3. Implement capital project to replace existing underperforming air conditioning system	JB/IJ	Year 1	High	New aircon system installed	£££	
5.3	1. Source good quality digital images of	SL/KH/RC	Ongoing	High	Images	££	

Actively develop and promote good news based around the exhibition programme	all planned exhibitions at an early stage				obtained & distributed		
	2. Work on press releases with the HS Marketing team	JB/RC	Ongoing	High	Releases written & sent out as per plan		
	3. Plan advertising campaigns up to a year in advance	RC	Ongoing	High	Healthy visitor numbers	£££	
	4. Commission regular visitor surveys and process the data gathered to inform future priorities	JB/RC	Ongoing	Medium	Survey data published & discussed	££	
5.4 Schedule regular art activities in the galleries that appeal to families	1. Discuss themes and timings with Learning & Participation Manager	JB/LB	Ongoing	High			
	2. Programme sessions and advertise	LB	Ongoing	High			
	3. Run sessions	LB	Ongoing	High	Well attended activities	££	
	4. Gather performance data and review	JB/LB	Ongoing	High	New ideas		

AIM 6 – EXCELLENCE AND BEST VALUE

Work in partnership with others in order to deliver excellent services at best value to our visitors.

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
6.1 Where possible, strengthen relations with existing national lenders and touring organisations, whilst bringing new partners on board	1. Continue to monitor environmental conditions on a monthly basis	KC	Ongoing	High	Graphs for every month		
	2. Keep VAG facilities report up to date	PM	Ongoing	High	Report reflects any changes		
	3. Actively seek touring and partnership projects that yield cost benefits	JB	Ongoing	High	Min. one such exhibition per year	£££	
	4. Submit new ideas to VAG exhibition panel	JB	Ongoing	High	Ideas submitted & approved		
	5. Monitor and review success of new initiatives	JB	Ongoing	High	Visitor numbers & feedback		
6.2 Conduct review of front-of-house systems and costs so as to maximise efficiency and effectiveness	1. Consult with staff	JB	Year 3	High			
	2. Consult with HS Visitor Services Manager	JB	Year 3	High			
	3. Calculate cost implications	JB/SA	Year 3	High			
	4. Draft proposal / invite feedback	JB	Year 3	High			
	5. Implement	JB	Year 3	High	More consistent front-of-house cover		

6.3 Devise a costed list of collection-related projects and identify priorities for funding support from the Friends of the Gallery	1. Create list showing priorities against a three-year timescale	KW	Year 1	High	List compiled & shared		
	2. Obtain costings	KW	Year 1	High	Costs shared		
	3. Discuss with FoVAG Chairman	JB/KW	Year 1	High			
	4. Table the projects for decision at a Trustees' meeting	JB	Year 1	High	Implement plan		
6.4 Retain full Accreditation under the Arts Council England Standard	1. Submit Accreditation application and all attachments	JB / KW	Year 2	High	Application submitted on time	£	
	2. Forward Plan: monitor progress on Action Plan	JB / KW / TM	Ongoing	High	Discuss at staff meetings & PDRs		
	3. Review and update action plan once a year	JB / KW / TM	Ongoing	High	Plan updated		

Key

£ up to £100
££ £100 to £500
£££ over £500

FT Faith Toynbee, Digital Marketing Officer
IJ Iain Johnston, Facilities Manager
JB Jon Benington, Victoria Art Gallery Manager
JZ Judith Zedner, Retail Services Manager
KC Khushrav Chand, Technical Officer
KW Katharine Wall, Collections Manager (Art)
LB Lindsey Braidley, Learning & Participation Manager
PJ Penny Johnson, Commercial Manager
PM Phœbe Meiklejohn-McLaughlin, Museum Exhibitions Assistant
RC Rebecca Clay, Marketing Manager
RG Rebecca Gibson, Development Manager
SA Simon Addison, Business Manager
SB Stephen Bird, Head of Heritage Services
SC Stephen Clews, Public Services Team Leader
SL/KH Sue Lucy / Kersti Haabjoern, Team Administrators
TM Tina Mapplebeck, Visitor Services Supervisor

FOVAG Friends of the Victoria Art Gallery
VAG Victoria Art Gallery
L & P Learning and Participation, Heritage Services

10. Resources

Spending plan

Having defined the purpose of the museum, established current performance and set objectives and actions for improvement, the museum should produce a financial plan that identifies what funds are required to deliver the strategy and where these will come from.

	2018/19 Budget	Plan Years			
		19/20	20/21	21/22	22/23
	£	£	£	£	£
Income					
Internal Income	0	1,000	1,000	1,000	1,000
Grants/Contributions	14,500	14,500	14,500	14,500	14,500
Retail Sales	3,000	3,000	3,000	3,000	3,000
Admissions	160,486	153,961	165,107	171,577	177,018
Room Hire	6,867	7,073	7,285	7,503	7,728
Other Income	84,065	82,689	82,956	83,549	84,241
Total Income	268,917	262,222	273,848	281,129	287,487
Operating Expenditure					
Employee Costs	(271,340)	(276,732)	(282,233)	(287,843)	(293,565)
Premises Costs	(62,249)	(65,175)	(68,246)	(71,468)	(74,850)
Transport Costs	(530)	(536)	(541)	(546)	(552)
Supplies & Services	(149,529)	(150,525)	(151,553)	(152,590)	(153,622)
Other Costs	(1,040)	(1,061)	(1,082)	(1,104)	(1,126)
Operating Expenditure	(484,688)	(494,029)	(503,655)	(513,551)	(523,714)
Net Surplus / (Expenditure) before Overheads	(215,771)	(231,807)	(229,807)	(232,422)	(236,227)
Overheads					
Managerial, marketing and support overheads and corporate overheads	(89,829)	(89,829)	(89,829)	(89,829)	(89,829)
Net Suplus / Expenditure	<u>(305,600)</u>	<u>(321,636)</u>	<u>(319,636)</u>	<u>(322,251)</u>	<u>(326,056)</u>