

## Unlocking Potential, Transforming Lives

# Portsmouth Museums Service

## Strategy 2015 – 2020

**January 2015**



## Foreword

The City Museums collectively tell the story of Portsmouth – a city that perhaps more than any other city outside London, perfectly captures the diversity of contemporary Britain. Portsmouth has played – and continues to play – a significant role in some of the pivotal events in national and world history. Ours is a unique story: a tale of one city's struggle and survival, a story of inspiration and innovation, and a celebration of the pride and passion of all who have been born and lived in the city. Ours is a story that engages residents and all those who travel to Portsmouth to work, study or play. In an increasingly connected world, Portsmouth's story also has the potential to reach out to international audiences through the web, social media and digital technology.

Over 2013-2014, we welcomed over a quarter of a million people across our 6 museums, offering visitors and residents a multitude of ways to engage with the history of Portsmouth and the heritage of our citizens, who through the best and worst of times have shaped the physical and social landscape around us. In recent years, we have also expanded the Service to include the provision of information, guiding visitors and residents to the broader experiences Portsmouth has to offer.

Museums engage people and deliver unique benefits for the visitors they serve – supporting lifelong learning from the classroom to the community centre, enhancing wellbeing for visitors and residents alike, creating and celebrating local pride in Portsmouth and our many communities, and strengthening the regeneration of the city and the growth of our visitor economy.

One project that perfectly exemplifies the unique impact of museums is *A Tale of One City*, which enabled 500 people to explore their family, community and local history in the Portsmouth Archives while developing new skills. Projects like this present a blueprint for the potential of museums to transform the lives of those we engage and to show the impact museums have when we work directly with local communities.

It is because museums really do have the power to change lives that it has never been more important than now, in the current economic climate, to reflect on their future role as part of broader city services: contributing to regeneration and economic growth, learning and wellbeing, skills development and business growth and political engagement, for example. Museums have the potential to generate new income streams, bring new visitors to the city and to stimulate growth in the overall visitor economy. Moving into the virtual world, the web offers us the chance to engage with experts, enthusiasts and virtual visitors across the globe; challenging us to re-present our collections in new ways that are meaningful and exciting and which invite interaction from people across the world.

Our challenge now is to make the most of these opportunities in a period of economic and political austerity. To date the Museums Service has risen to this challenge, spreading our passion for the story of Portsmouth by sharing our collections and delivering a wide array of museum services for our audiences. We couldn't have done this without the fantastic support of our volunteers, who give their time and energy to the service, often behind the scenes; or without our many partner services and organisations that facilitate our engagement with the communities they support.

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But to make sure that Museums can keep making the difference only we can make, we need to address the biggest challenges that face us: reducing budgets and the need to increase our own income, retaining and valuing our talented staff and volunteers, developing new working partnerships across all sectors, and making sure that our service structure is fit for purpose, resilient and sustainable in our rapidly changing world.

Our strategy aims to explore those challenges and opportunities in more detail, presenting the blueprint for the development of a Museums Service for Portsmouth that is fighting fit for the future, whatever it might bring.

Two of the city's gems exemplify our strategy: the D-Day Museum and the Conan Doyle Collection, Lancelyn Green Bequest. Funding and support from the Heritage Lottery Fund and the Arts Council, England for D-Day 70, *Launching the Invasion* and *D-Day+Youth*, respectively will help us to engage new and existing audiences, benefit the city and enhance the resilience of the Service. We have also received development funding from the Heritage Lottery Fund for a £5 million redevelopment of the Museum itself. At the same time, the Conan Doyle Collection, Lancelyn Green Collection offers a strong opportunity to make the most of Portsmouth's identity as the birthplace of Sherlock Holmes, as the home of Conan Doyle and now as home to an internationally renowned collection of archives and memorabilia relating to the great detective and his famous creator.

In both of these collections as well as across the Service as a whole, we hope to honour and celebrate the story of Portsmouth, because it has a special relevance to all of us: no matter where we are from and no matter if our connection with Portsmouth spans a moment or a lifetime.

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## Executive Summary

The current period of rapid change in the UK's economic and political landscape has affected the museums sector dramatically in past years. Many museums, including the six museums owned and run by Portsmouth City Council, are working with less resources and capacity. However, the potential for museums to support broader social and economic aspirations has never been greater. Museums are more than the buildings that house them, more than their constituent collections. At their best, museums offer 'two-way relationships with communities, drawing on a wide range of skills, knowledge, experience and networks. They are becoming increasingly outward looking, building more relationships with partners. They are welcoming more people as active participants.' (Museums Association, 2013)

### Our vision:

**The Museum Service contributes to the Council's vision for Portsmouth as '*the great waterfront city*'.**

**Our collections are a resource and tool that benefit local communities, visitors and the city itself. Our collections are inspiring, accessible and relevant, supporting local learning, employability, skills development and wellbeing and providing high quality visitor attractions offering excellent customer care.**

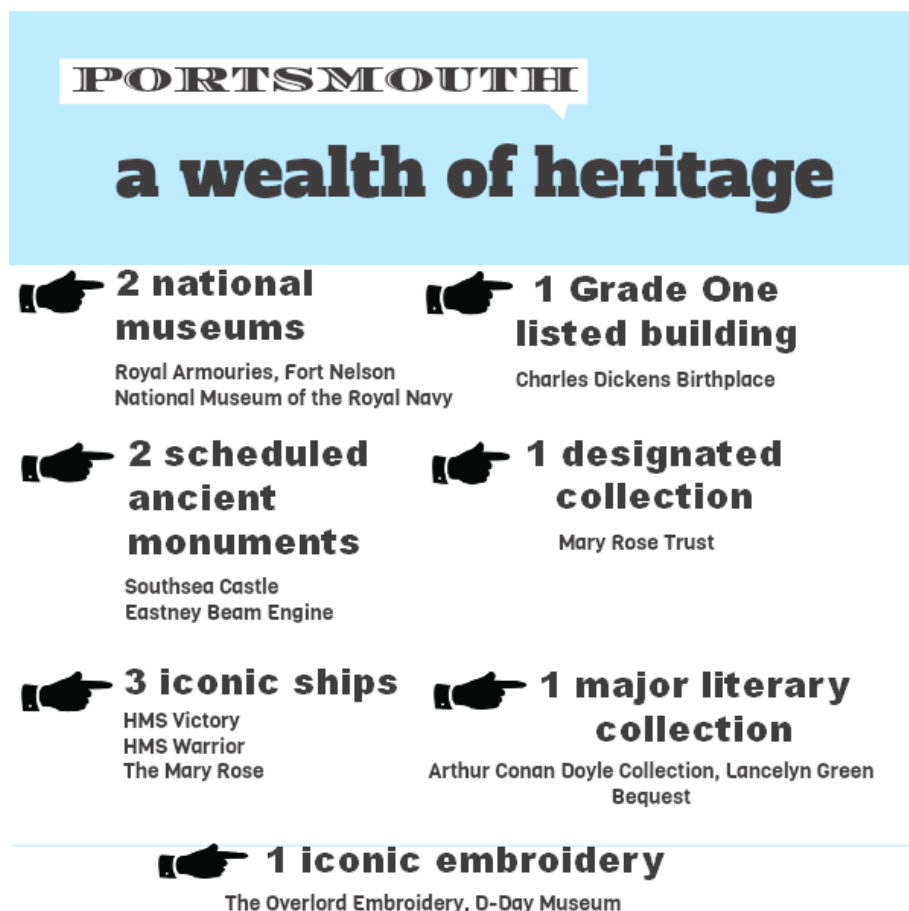
### Our key aims:

To achieve our purpose, we will focus on the following key aims 2015 – 2020.

- 1. Reflect the diversity of the city's culture and communities in our visitors and offer**
- 2. Provide inspirational opportunities for people to enjoy and learn from the collections**
- 3. Build the profile and reputation of the Great Waterfront City by showcasing the national and international heritage of the city, and delivering excellent customer care**
- 4. Ensure sustainability and resilience through an entrepreneurial approach to income generation and partnerships**
- 5. Create a learning culture across the service to develop and empower staff**
- 6. Develop new audiences using digital technology**

**We aspire to showcase the very best that museums have to offer. Our strategy for the development of the Museums Service aims not only to tell the story of Portsmouth's past, but also to contribute to the unfolding story of Portsmouth in the future.**

## 1. Where we are now: Telling the story of Portsmouth



Beyond the Council's offer, Portsmouth's museums reflect the maritime and naval heritage of the city, with the most significant collections being housed in Portsmouth Historic Dockyard, one of the major visitor attractions of the South East. The new Mary Rose Museum and 20<sup>th</sup> Century Galleries at the National Museum of the Royal Navy will have a major impact on the city as a visitor destination. The collections and museums run by Portsmouth City Council complement the wider landscape of museums in the city, including social, literary, natural and industrial histories, and fine and decorative art collections.

Each of our museums and the collections therein reveal a particular aspect of the story of Portsmouth:

- **Portsmouth's role at the centre stage of national and international history**

Southsea Castle

D-Day Museum

- **Portsmouth, the Home of Great Writing**

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Dickens Birthplace

Arthur Conan Doyle Collection, Lancelyn Green Bequest

- **Portsmouth Health, Sanitation and Engineering**

Eastney Beam Engine House

- **Natural History**

Cumberland House

The City Museum fulfils a broader role that introduces visitors to the story of Portsmouth as a city, through galleries that include *No Place Like Pompey*, *Portsmouth at Play* and *Football in the City*. The City Museum is the only venue where the city of Portsmouth's Fine and Decorative Art Collection is displayed, and is also currently home to the only museum quality temporary exhibition gallery in the city<sup>1</sup>, which has helped to facilitate some of the service's most popular community and visitor success stories, including *A Tale of One City*, *The Magic of Masks & Puppets*, *Alien Invasion* and most recently, *Secret Egypt*. This space is significantly different from the exhibition spaces at the Eldon Building or Aspex<sup>2</sup>

**In 2013/14 we welcomed more than a quarter of a million visitors to our museums (310,486), an increase on the previous year.**

### Visitor Statistics 2013/14

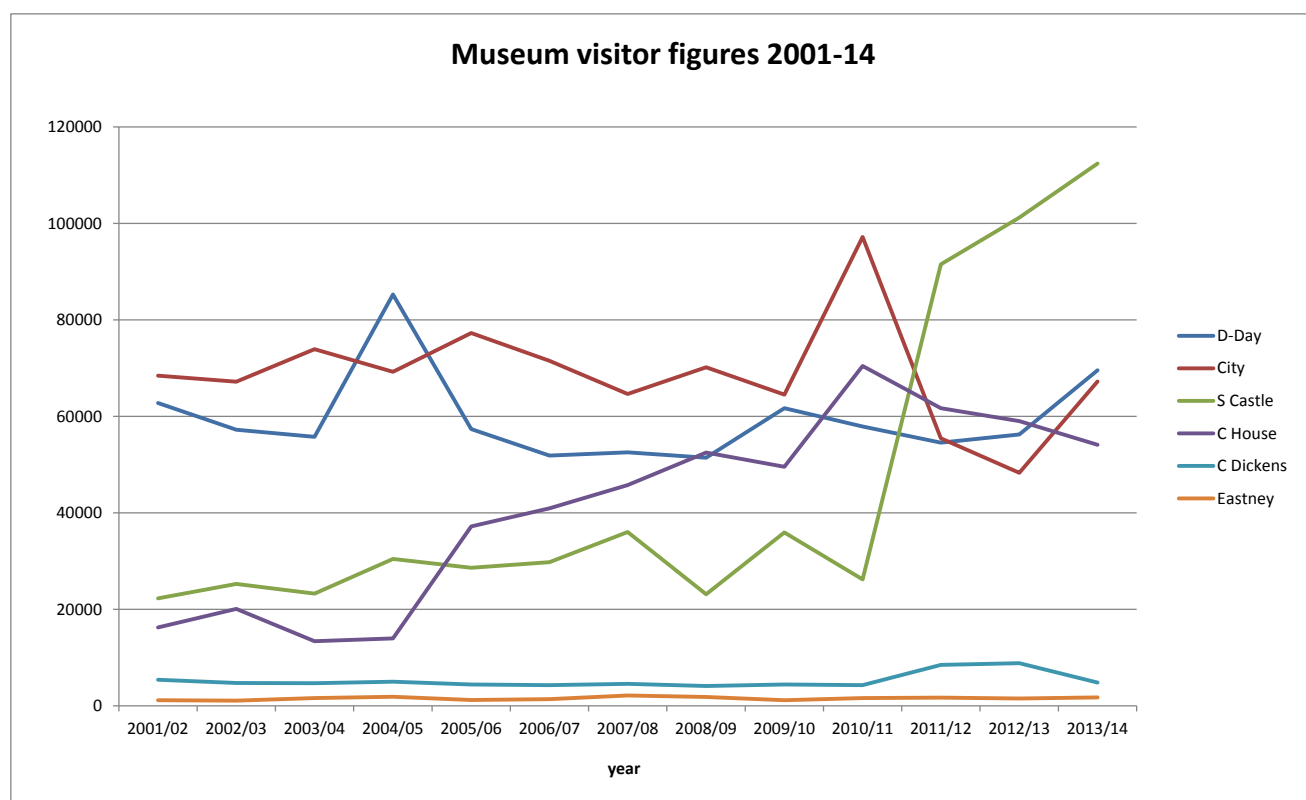
	D-Day	City Museum	Southsea Castle	Cumberland House	Dickens Birthplace	Eastney Beam Engine House
<b>TOTAL</b>	69,553	67,222	112,436	54,129	4,801	1,762
<b>Variance on last year</b>	13,281	18,929	11,248	-4893	4,085	247
<b>% +/- on last year</b>	23.6	39.2	11.12	- 8.29	-45.97	-16.3

The graph overleaf shows the trend in visitors numbers for each museum in the period 2001 – 2014.

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<sup>1</sup> The new Eldon Building gallery developed by the University of Portsmouth also now houses gallery space for student and visiting artists

<sup>2</sup> It is unlikely that either the Eldon Building or Aspex would be eligible for the Government Indemnity Scheme, for example, which allows a museum, gallery, archive or library to borrow objects from non-national institutions and in the event of loss or damage, compensation will be paid to the owner by the Government. Therefore the Government, rather than an insurance company, carries the risk.



Despite the impact of the recession, residents and visitors continue to visit our museums and to enjoy the benefits of exploring the story of Portsmouth. Moreover, the success of community projects such as *A Tale of One City* (see Case Study on page 10) highlights that this engagement need not be exclusive to our buildings, but can be delivered into the heart of our communities and in an increasingly digital age, online.

### Current engagement and audience development

In 2013, Portsmouth City Council commissioned the Audience Agency<sup>3</sup> to undertake a review of Portsmouth's cultural audiences (building on a previous audience profile review in 2008) in order to "understand local audiences in the Portsmouth Unitary area to inform service development plans." Audience information was provided by the City Museum, Charles Dickens Birthplace Museum and Cumberland House and in the report, existing engagement levels for these museums was presented alongside detailed demographics of the local and regional population.

Demographic groups dominant in the local population include:

- Moderate Means, 36.7% (65,606) and a subgroup of Post Industrial Families, 19.5% (34,794)
- Blue collar roots, 17.2% (30,812)
- Compared to the GB average, a higher proportion of Aspiring Singles, 5.8% (10,444)

<sup>3</sup> The Audience Agency (2013) *Portsmouth's Cultural Audiences, 2013 Review*, available on request from [stephen.baily@portsmouthcc.gov.uk](mailto:stephen.baily@portsmouthcc.gov.uk)

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On a sub-regional level, the Area Profile Report for a 60 minute drive-time around the centre of Portsmouth shows the potential to engage with wealthier demographic groups and types who have a propensity to attend arts and culture. However, in Portsmouth, the group with the greatest propensity to engage in the cultural offer, Wealthy Achievers, is numerically small within the unitary area.

Across all museums in the city, Portsmouth is “well over the average for Museum visits compared to the South East region base.” The family audience is large and has well-established levels of participation across all arts and culture venues in the city, with the exception of Post Industrial Families. However, the report noted the particular success of “three summers of audience development work from the city museum service” in attracting increased representation of Post Industrial Families, with this group being over-represented across all museums, alongside Starting Out families. The report concludes that “the developmental work that has begun to attract more of the Post Industrial Families’ demographic could be extended to the households categorised as Blue Collar Roots. Both are showing a greater propensity to attend [than in 2008], and they are the two most dominant profiles in the area.”

The Audience Agency report also includes a matrix charting strategies for future audience development utilising the audience profiles provided, and more broadly, highlights two areas for future audience development work:

- **collaboration** between arts and cultural venues across the city in order to introduce more diverse programming for existing audiences and to attract new audiences, including for example, “joint publications or promotions to schools and colleges”
- **marketing**, particularly the importance of “online marketing activity, including social networking opportunities”. The report emphasises that “e-marketing lists must be related to postcode-annotated records” to create targeted marketing campaigns

However, the report noted the challenge facing the Museums Service and other venues in making the most of the audience profiles presented by the Audience Agency. Successful e-marketing and social media marketing – as well as broadening digital access more generally - requires “a degree of specialist knowledge to be used to best effect, and do require resources in terms of staffing.” Moreover, ensuring that audience research and evaluation is embedded in the daily operation of museums and other venues “requires both staff time and a realistic budget for analysis and for the resulting audience development initiatives.”

Marketing of Portsmouth City Council Museums is currently an identified weakness of the service, and the challenge of addressing this alongside existing budgetary and resourcing pressures must be a future focus of the service, particularly in order to make the most of the detailed audience profiles within the 2013 review.

The next section presents our vision for where we want to be by 2020 – a thriving Museums Service in the business of changing lives, building communities and supporting the growth of the city.



## 2. Where we are going: Unlocking potential, transforming lives

The strong relationship between Portsmouth Museums and our residents gives the Service a particular potency as a tool for engagement. In the current period of austerity and spending cuts, the potential for this kind of engagement to support the broader ambitions of the city has never been so important.

Museum collections are intimately connected to the people of Portsmouth. This is revealed not least through the First World War and D-Day collections of photographs, letters and oral history recordings. It is reflected in the relationship local people have to Cumberland House Natural History Museum, in part due to its location, the museum's intimate and quirky spaces and the natural history collections, which have a particular appeal to local families. The iconic silhouette of Southsea Castle on the local landscape evokes similar loyalty and emotion.

Our ongoing challenge is to shift the perception of museums as a passive receptacle in which collections are visited and looked at, towards an understanding of museums and collections as **an interactive vehicle supporting the city to achieve our collective goals and aspirations for the future**, including:

- Literacy and numeracy
- Educational attainment
- Civic pride
- Skills development
- Social cohesion and community resilience
- Health & wellbeing
- Inspiring innovation and creativity
- Lifelong learning
- Business growth
- Political engagement
- Economic development
- Regeneration

The potential to deliver to these agendas is beautifully illustrated in the case study for A Tale of One City, overleaf.

## Case Study - A Tale of One City (2012 - 2013)

### Great Expectations....Great Results!

Between January 2012 and February 2013, over 500 people directly contributed to *A Tale of One City*: an innovative project from the Museums and Records Service encouraging local community groups in Portsmouth to explore their family, community and local history and to develop new skills, at the same time learning how to access and to use the Portsmouth Archives. *A Tale of One City* played a key role in the Dickens 200 celebrations and contributed to the key aspirations of the City Council including community pride and cohesion, civic engagement, skills development and growing the visitor economy.

More than **36 community groups** worked with the Museum and Records Service to develop projects.

**12,896 visitors** to Charles Dickens Birthplace and **40,382 visitors** to the City Museum 2012-2013.

**1,968 people** had opportunities to participate equating to **104 days or 2568 hours** of time.

The *A Tale of One City* website attracted a total of **49,526 visitors**, was named an '**online gem**' by *BBC History* magazine and exceeded its target of website visitors by 14%.

**Over a third (37%)** of visitors to the *A Tale of One City* exhibition and **almost half (45%)** of the visitors entering Charles Dickens Birthplace as part of the Library Promotion (offering free entry to the museum with their library card) **came from less well-off areas** of the city.

The majority of people who took part in the project had never engaged with Portsmouth's Museums or Archives before, and as a result of taking part, participants reported:

- increased confidence
- higher self esteem
- gaining research skills
- stronger social skills and new friendships
- intergenerational learning and interaction
- deeper understanding and interest in local history and heritage
- greater personal and community pride.....and a lot of fun for adults and children alike!

Most of all, the legacy of community engagement and participation is set to continue. The Archive Interest Group now enable groups from *A Tale of One City* to remain involved in other projects. Plans are already well underway for community groups to participate in projects such as *Lest We Forget*, commemorating the 100<sup>th</sup> Anniversary of the First World War in 2014. More broadly, the Museum Service is also working with young people to help ensure that the D-Day Museum is relevant to this audience (*D-Day+Youth*); and with Queen Alexandra (QA) Hospital to improve the hospital environment for people with dementia, using museum collections.

## Vision and key aims

Like *A Tale of One City*, our new vision for the service aims to ensure that all our projects stimulate learning, inspiration and enjoyment: enriching lives, contributing to strong communities, helping to ensure a fair and just society and supporting the broader aspirations of Portsmouth.

The Museums Service is a part of the City Development and Cultural Services (CDCS) group. The service group supports the Council in its aspiration for Portsmouth as a Great Waterfront City: contributing to Portsmouth's unique cultural identity, generating opportunities for economic prosperity, improving quality of life, and developing the city as an attractive destination for investors and visitors.

The vision for the CDCS group is:

**For Portsmouth to be a great waterfront city, unique in its cultural identity, generating opportunities for economic prosperity and improving quality of life, developing an attractive sustainable destination for visitors and investors**

The CDCS group priorities are as follows:

1. A city where all residents and visitors have opportunities to enhance their health and wellbeing, to be involved in building healthy and happy local communities
2. To be a city where all residents have access to high quality formal and informal learning and skills opportunities to improve their quality of life
3. Enhance Portsmouth's reputation as a city of innovation and enterprise and stimulate economic, social and physical regeneration to generate investment and business growth
4. A city with a distinctive culture established as a national and international destination
5. To create a high quality urban environment to regenerate our city and spaces, encouraging sustainable development and economic and social regeneration
6. An innovative service that engages in the challenges of developing quality, affordable and sustainable services that effectively meet the needs of residents and visitors

See more on the CDCS vision and objectives in Appendix 2.

The Museums Service aims to contribute to each of these priorities, building a vision and key aims based on the strategic aspirations of the CDCS group. The purpose of the Museum Service is to contribute to the vision for Portsmouth as the great waterfront city. We aim to do this by using the collections as a resource or tool to deliver the wider corporate agenda to the benefit of individuals, communities and the city itself. We believe that the inspirational, yet relevant, nature of our collections means that Museums are particularly well placed to deliver outcomes relating to learning, employability, skills development and wellbeing and high quality attractions offering excellent customer care.

## **The vision for Portsmouth Museums**

**The Museum Service contributes to the Council's vision for Portsmouth as '*the great waterfront city*'.**

**Our collections are a resource and tool that benefit local communities, visitors and the city itself. Our collections are inspiring, accessible and relevant, supporting local learning, employability, skills development and wellbeing and providing high quality visitor attractions offering excellent customer care.**

### **Our key aims:**

To achieve our purpose, we will focus on the following key aims 2015 – 2020, delivered through annual work plans. Portsmouth Museums will:-

#### **1. Reflect the diversity of the city's culture and communities in our visitors and offer**

- Undertake research - in collaboration with other cultural organisations - to understand who does / does not visit the city's museums and why (and use this information to reduce / eliminate barriers to visiting)
- Broaden involvement through special projects which take place in the community and the museum (so people come to regard museums as 'for the likes of them')
- Acquire objects and archives which relate to communities and minority groups currently missing from or under-represented in the city's collections
- Continue to target families as a means of engaging the moderate means demographic
- Create shared, inclusive public spaces, in which people feel welcome and valued as a visitor and user of the service

#### **2. Provide inspirational opportunities for people to enjoy and learn from the collections**

- Provide lifelong learning opportunities within and beyond museum buildings that engage learners of all styles and ages, in formal and informal education, including skills development, wellbeing and volunteering
- Involve young people in the project to transform the D-Day Museum through an advisory panel, volunteering opportunities, work placements and apprenticeships
- Work with schools to develop resources for use within the museum and / or classroom - based on the unique learning opportunities offered by exploring and engaging with real objects

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- Provide a range of volunteering opportunities to enable people to be involved, gain skills and extend the reach of the service
- Develop the Portsmouth History Centre initiative by incorporating museum collections into the offer at Central Library
- Evaluate ongoing provision and special projects and ensure that their impact in terms of learning, skills, confidence, health and wellbeing is shared with stakeholders
- Review and assess collections to understand their significance and relevance and potential for engagement
- Continuously improve standards of collection care and documentation to enhance public access to the collections including developing the main museum store at Hilsea

### **3. Build the profile and reputation of the Great Waterfront City by showcasing the national and international heritage of the city, and delivering excellent customer care**

- Deliver the Transforming the D-Day Museum project with the support of the Heritage Lottery Fund, other funders and stakeholders
- Identify a way forward for the Doyle Collection which inspires the Creative Industries Sector and underpins a visitor attraction
- Improve marketing of programmes, emphasising the Museum Service's brand in all that we do
- Participate in national and international anniversaries and programmes, including Accreditation

### **4. Ensure sustainability and resilience through an entrepreneurial approach to income generation and partnerships**

- Continue to test and scope ideas for income generation, evaluate and report back to ensure learning is shared and used to inform planning. Review the service's potential for income generation
- Develop fundraising expertise within the Museums team
- Collaborate with a broad range of partners on new programmes and offers and the delivery of services, including with other museums in the city and sub-region such as the Portsmouth Historic Dockyard Museums, Southampton, Brighton and Hampshire

### **5. Create a learning culture across the service to develop and empower staff**

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- Share information about services and programmes to ensure all team members are empowered to respond proactively to the needs of visitors
- Diversify and increase workforce skills to deliver our aims, including via partnership programmes

### **6. Develop new audiences using digital technology**

- Identify funding and resources to invest in digital technology, working with the Council's IS team
- Develop a programme to digitise collections
- Take and make opportunities for digital access, working with independent digital engagement experts, to enhance the visitor experience

### **Ongoing work**

In addition to our key priorities, there are ongoing areas of work that will remain key to our success up to 2020:

- Providing a stimulating range of programmes, projects and events
- Responding promptly to enquiries from all sources, e.g. public, schools, students etc
- Keeping our museums attractive and welcoming for all our visitors
- Undertaking routine maintenance of museum buildings
- Marketing and promoting the work of museums
- Monitoring environmental and storage conditions and making continuous improvements
- Undertaking and attracting loans from a variety of sources
- Care and development of the city's collections
- Coordinating our volunteer programmes
- Maintaining and improving health and safety standards
- Providing efficient administration for all aspects of the Museum Service's work

### 3. How we get there: challenges and opportunities

Museums in the UK are currently facing a period of great change, leading the Museums Association (2013) to conclude that it is “time to look afresh at the role of museums and respond to changing contexts”. The coalition government has brought great changes to the public spending landscape that have far-reaching implications for museum funding, not least with the demise of the Museums, Libraries and Archives Council and the transfer of responsibility for museums to the Arts Council. Operationally, the impact of cuts to public spending has meant the loss of jobs and curtailing of museum services across the country (Museums Association, 2013).

However, the legacy of investment from national and local government and other funding bodies has paid off, with more people engaged in museums than ever before. According to the DCMS Taking Part survey (2012/13), over half the population in England visited a museum in 2012 – the highest figure since records began.

The new vision from the Museums Association identifies 3 key areas where museums change lives:

**Museums enhance wellbeing**, looking at how museums make a difference to individuals.

**Museums create better places**, encompassing how museums contribute to communities and the environment.

**Museums inspire people and ideas**, exploring the impact of museums on learning.

It concludes that:

*The best museums are now striving to realise their potential for society and are far more than just buildings and collections. They have two-way relationships with communities, drawing on a wide range of skills, knowledge, experience and networks. They are becoming increasingly outward looking, building more relationships with partners. They are welcoming more people as active participants.*

It is this vision of the best museums that Portsmouth Museums Service aspires to encompass in all that we do.

For more information on the national organisations and strategies that shape the delivery of Portsmouth Museums Service, including the Arts Council, Heritage Lottery Fund, and Museums Association, please see **Appendix 1**.

### The challenges and opportunities for Portsmouth Museums Service

As much as any other museum in the UK, this is a challenging and fast-changing landscape for Portsmouth Museums. Our museums are fortunate in the affection they command in the local community and the strong political understanding of their value by the Council’s Members and

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senior officers. However, the current political and economic climate presents some wide-ranging challenges for the Service, including:

- In the last three years Portsmouth City Council has made savings of almost £50 million, with savings ongoing for the foreseeable future
- Current (levels of) local authority funding is uncertain in a landscape of austerity and cuts to local authority spending have led to ongoing cuts to the Museums Service, resulting in loss of staff, capacity and expertise, and damage to morale
- Restructuring of the Service has led to loss of staff, resulting in inevitable decline in levels of provision, including a reduction in opening hours
- Much achievement is dependent on project-funding
- Buildings' infrastructure requires constant maintenance
- Productive partnerships – across all service areas, e.g. service delivery, income generation - have not progressed as extensively as desired, locally, regionally or nationally and are difficult to sustain due to stretched resources

Despite this, the Service maintains core resilience in its staff and service delivery, on which can be based future opportunities for development. Our core strengths include:

- Well-trained, committed and passionate staff
- Excellent, well-documented and relevant collections
- Focus on 'unlocking potential, transforming lives' enables clear linkage to local authority service partners, and a wide range of external partners in the voluntary, public and private sector
- A significant number of loyal and committed volunteers and advocates
- A large and dedicated audience - actual and potential - of residents and visitors
- Strong customer care programme with excellent visitor feedback and rating
- Strong regional relationships with Southampton and Hampshire Museums Services, with potential for further strategic partnership and shared development/delivery
- Successful partnerships delivering clear results, including:
  - temporary exhibitions programme working with high profile institutions e.g. the V&A
  - loans from the British Library as part of *A Tale of One City*
  - partnership with Yellow Kite, which increased Southsea Castle's opening hours by an extra 2 months



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- new opportunities for volunteers and improved practice developed in partnership with the Museum of English Rural Life, Reading
  - engagement of community groups through other council services such as Independence and Wellbeing
  - engagement of young people in partnership with Pompey in the Community
- A commitment to engaging with national projects, including Dickens 2012, national accreditation for the service and the national D-Day and First World War commemorations in 2014
- Service emphasis on issues such as volunteering, community engagement and outreach, skills development, income generation, information service and creating a sense of place provides potential opportunities to contribute to city development

In this section, we unpack some of the key strategic and pragmatic factors that will affect the development and delivery of the Service, and our core aspiration to transform lives and shape communities.

### **Government spending cuts and local authority budget savings**

The rise of the coalition government and its aspiration to address the national deficit by making sharp reductions in public spending has had a dramatic impact on local authority-run museums, triggering a fundamental review of the resilience and sustainability of the sector nationwide. Central government funding to local authorities has fallen by almost 20% between 2010/11 and 2013/14, and councils in England face a further 10% cut in funding from central government as part of the spending plans for 2015/16<sup>4</sup>.

Between 2014/15 and 2016/17, PCC plans to reduce its overall net expenditure by £30 million in order to meet the savings required by national government. The chart below highlights some of the criteria under consideration by the local authority when deciding future savings.

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<sup>4</sup> BBC News, *Councils meet 'austerity challenge' but risks remain, says watchdog*, <http://www.bbc.co.uk/news/uk-politics-25126670>

## Where Should Savings Be Made – How Deliverable are Savings?

### DELIVERABILITY – Scope for making savings in the short term



[www.portsmouth.gov.uk](http://www.portsmouth.gov.uk)

The bulk of the £30 million in savings required over the next 3 years will fall on services outside of Care Services, including Culture Services, of which Museums form a core part. Specifically, local Cultural services are required to identify savings of over £1.6 million over the next 3 years. Realistically, the Museums Service will continue to take a heavy impact from local government savings. With only one statutory duty on local authorities to deliver museums, the Museums Service is particularly vulnerable to spending cuts.

The Council's overall financial strategy contains a number of criteria to judge financial success for the local authority, including:

- Increase income
- Reduce costs
- Effective financial framework
- Strong financial resilience

These criteria are equally important when considering the future financial resilience of the Museums Service, and will form a core consideration in ensuring the sustainability of the service and its ability to contribute to the broader goals of the local authority.

### Strategic Vision, City Development and Cultural Services

The City Development and Cultural Services (CDCS) is the 'parent' group for the Museums, following a restructure that saw the former Planning and Regeneration teams combined under the banner of City Development and aligned with the Cultural Services, representing libraries, museums, arts

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(including revenue contributions to New Theatre Royal, Kings Theatre, Aspex, Bournemouth Symphony Orchestra and Portsmouth Festivities), community centres, seafront services and tourism, visitor services and events.

The vision for CDCS is:

*For Portsmouth to be a great waterfront city, unique in its cultural identity, generating opportunities for economic prosperity and improving quality of life, developing an attractive sustainable destination for visitors and investors.*

Museums will make a headline contribution to this vision by continuing to showcase Portsmouth's place in national and international history, from D-Day to Conan Doyle. More specifically, the Cultural Services are working to 6 strategic outcomes for the period 2013 – 2016, incorporating many of the priorities of their sister City Development Service. The 6 CDCS strategic outcomes form the basis for the aspirations of the Museums Service set out here, and this is outlined in more detail as **Appendix 2**.

### **Portsmouth's museums and attractions**

Although our strategy is based on local authority-run museums, these cannot be divorced from the city's wider museums and attractions offer and must be understood in that context. Portsmouth's main museum attraction is Portsmouth Historic Dockyard, and while council collections such as D-Day and the Conan Doyle Collection, Lancelyn Green Bequest are of national importance, at present neither can sustain a major visitor attraction. The main impact of the Museums Service's collections currently remains its capacity for broad engagement and the potential to support the delivery of broader local priorities, including learning, health, building strong communities and supporting regeneration and economic development, for example.

In the future, the Transforming the D-Day Museum project will reposition the D-Day Museum as a significant attraction. Initial funding from the Heritage Lottery Fund has been awarded for the physical transformation of the current Museum into an inspiring, accessible environment that reveals the dramatic, multi-faceted story of D-Day, while also capturing its legacy and relevance to contemporary conflicts and society. To support this, the D-Day Museum is currently developing closer links with museums including Hampshire's Military Museums, the National Museum of the Royal Navy and across the Channel, with The Memorial in Caen.

Similarly, the Conan Doyle Collection, Lancelyn Green Bequest offers great potential for both community engagement, learning and income generation. Its impact can be seen in the success of the Heritage Lottery Fund funded *Sharing Sherlock* programme, which uses the collection as its starting point. There is also potential for the Conan Doyle Collection to form the basis of a visitor attraction celebrating Portsmouth's relationship to the world's most famous detective, Sherlock Holmes. The resurgence of popularity in Holmes - with new TV, film and literary interpretations on both sides of the Atlantic- offers a ripe opportunity for Portsmouth to improve and broaden our attractions offer, as well as strong potential for the local authority to develop an innovative new income stream.

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A feasibility study has been commissioned to explore the development of a new, world class visitor attraction for Portsmouth that showcases the Conan Doyle Collection and maximises the undeveloped potential of Portsmouth's relationship to Arthur Conan Doyle as the birthplace of Sherlock Holmes.

The Museums Service will be applying for renewal of its Accredited status under the scheme run by Arts Council England in December 2014. The Accreditation Scheme defines good practice and sets nationally agreed standards for museums in the UK. Being an Accredited service has many benefits, including:

- Demonstrating the service has a commitment to managing collections effectively for the engagement and benefit of users
- Enabling museums and their governing bodies to assess current performance and supporting them in planning and developing their services
- Helping forward planning by formalising procedures and policies
- Demonstrating that the museum service has met a national standard, which strengthens applications for public and private funding. Several external organisations demand full Accreditation status as a condition for grant-aid
- Providing proof that we operate ethically and professionally promoting public confidence in our service
- Facilitating joint working with and between organisations such as borrowing items for exhibitions

### **Museum and heritage buildings**

Some of our buildings are integrally linked to the collections and interpretation they display – Eastney Beam Engine House, Charles Dickens' Birthplace, Southsea Castle and the D-Day Museum (purpose built to house the Overlord Embroidery). However, neither Cumberland House nor the City Museum has any link to the collections they exhibit. Over the past 3-5 years, all of the museum buildings (with the exception of the Museum Store and Archive Store) have benefitted from investment in their maintenance, including repairs to roofs, walls and windows.

The maintenance costs of the Museum buildings and the environmental challenges of securing and maintaining collections remains a significant part of the Service's budget.

One of our key ongoing challenges is to use our audience development intelligence (to date and in the future) to monitor and assess how audiences currently access museum collections. We can use this intelligence to explore innovative ways that local communities and city visitors alike can continue to access them: not only in our buildings, but directly within local community buildings, projects and services and online, utilising digital technologies, for example, using 3D imaging to create access to 'digital collections', or exploring the use of 3D printers that would allow audiences to recreate objects from the collections in schools and community groups. To do this, particularly with the challenge of current resourcing, we must develop and maintain strong, active and innovative partnerships and collaborations across the city and beyond.

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### Partnership and collaboration

The Service has attracted investment in its buildings through partnership with local organisations, including Yellow Kite at Southsea Castle, and the successful tenancies at Eastney Beam Engine House site. In addition, by co-locating services to create the Portsmouth History Centre at Central Library and the new Visitor Information facility at the D-Day Museum, we have improved services to the public and/or enhanced their sustainability and resilience. Our partnership with Yellow Kite, for example, was crucial to allowing us to extend opening dates at Southsea Castle.

The Museums Service has also relied on partnerships with both internal and external partners to deliver community engagement for example: with the former Health Improvement Development Service (*A Tale of One City*), Pompey in the Community (*D-Day+Youth*) and the Museum of English Rural Life (*Get Involved!*). The Service has also worked with the University of Portsmouth on a number of occasions and is currently partnering an AHRC Collaborative Doctoral Award based on the Conan Doyle Collection.

The Service is actively engaged in ongoing partnerships with regional Museums Services, including a 2014 Major Partner Museums (MPM) bid to Arts Council England with Southampton, Hampshire and Winchester Councils, although this bid was unsuccessful, with the majority of awards going to museums in the north of England. The 4 services have also previously worked together to explore options for joint facilities and digital engagement.

With the impact of national and local spending cuts impacting on resources and staffing levels, as a service we will become increasingly reliant on wide-ranging partnerships – i.e. across the public, voluntary and private sectors – to deliver projects and services and to maintain and develop our engagement with local communities. Managing partnerships can be a full time role in itself, and we will need to review our own structure and skills base on an ongoing basis to ensure that we can be open to the opportunities and innovation such partnerships can offer the Service. We must also balance this against the need to maintain a high level of quality in our services and to safeguard our collections in our role as their custodian.

### Virtual access and digital technologies

The Smithsonian Museums' digital strategy highlights the benefits of digital access in a powerful summary:

*Picture a room with infinite capacity. It is absent cabinets or shelves, yet it holds tens of millions of objects and records — scientifically invaluable specimens, [and] artifacts that connect us to our heritage.*

Utilising technology to broaden access to our collections will be central to the future of museums. In 2013, Arts Council England, the Arts and Humanities Research Council and Nesta commissioned independent research agency MTM to track the use of digital technology by arts and cultural organisations in England between 2013 and 2015. The first results of this research are now in and contain some useful findings for the Museums Service, including case-studies of successful digital engagement in museums. Findings include:

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- Museums may be less engaged in digital technologies compared with other arts and cultural organisations, particularly in terms of revenue generation and audience development.
- Museums report lower levels of activity and impact from digital technology on revenue generation.
- They also report having lower than average levels of digital expertise and empowerment from their senior management and a lower than average focus on digital experimentation, and research and development.
- Organisations that value digital technologies most highly are more likely to report major positive impacts, including larger digital audiences, greater financial returns from the use of digital technology. These organisations also make greater use of a wide range of resources for advice and expertise, embedding digital skills across their organisation and remaining open to experimentation.

Incorporating virtual access will create a democracy of access that allows people from all over the world to discover the story of Portsmouth in a wide range of new and dynamic ways. The challenge for the Museums Service will be in developing new partners, working with Portsmouth City Council's Information Service and attracting/utilising volunteers to facilitate the use of new technologies.

In 2012, the Museums Service worked with Hampshire, Winchester and Southampton on a proposal to integrate collections into one site, 'The Engine Room'. Although this was ultimately not pursued, the resulting investigation report yielded some interesting recommendations on improving digital access to collections:

- Digitisation and data generation to ensure collections are presented in a way that can be used and enjoyed by the public
- A digital platform providing a means of access, engagement and re-use that meets user expectations and is driven by user needs

The digitisation of collections and digital platform for users would create wide-ranging and wide-reaching outcomes, including:

- Increased access to collections by a more diverse audience
- Creating opportunities for people to search for items and objects as well as to come across them by chance
- Allowing audiences to access collections on their terms, for their own use
- Creating an opportunity to place collections at the heart of classroom learning experiences, supporting subjects such as maths, literacy, technology and history

### **Volunteering**

Museum volunteers already play an essential role in supporting the Service, including in museum sites and in collections such as the Conan Doyle Collection, which has been almost entirely

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catalogued by volunteers. The quality of our provision for volunteers has been recognised by the award of Investors in Volunteers (January 2014).

This role is likely to expand in future years, with volunteers taking an increasing role in the future delivery of the service and in supporting community engagement, including:

- Delivering tours and talks to audiences
- Supporting the delivery of events and activities on site and as part of outreach programmes
- Supporting digitisation of collections
- Supporting back office functions
- Supporting frontline roles, e.g. customer care

### **Income generation**

In 2012/13, the Museums Service is set to deliver over the expected targets for external income. However, retail income at each individual museum site is predicted to deliver under target, as a result of a range of factors including an overall trend of decreasing visitor spend across all sites; the need to clear back stock at the City Museum (resulting in it being sold at a lower price).

A range of new initiatives have been or are soon to be rolled out, including renewed proactive-sales training for staff, a stock and suppliers review, regular 'refreshment' of all museum shops, and a stronger focus on marketing and promoting Southsea Castle's shop in the 2014 season.

2013/14 saw investment in the museums as function and wedding venues, including the refurbishment of the former Searchroom at the City Museum into the 'Esther Room'. However, interest in the wedding venues has been disappointing so far and a stronger marketing campaign for weddings will take place in 2014. A new post has been introduced to oversee venue hire and promotion and will develop the scope of our venue offer further to include: paranormal and supernatural events, birthday parties and sleepovers. In addition, we will be looking to introduce an increased number of ticketed events for visitors as part of a broader events programme, including out of hours events that can be delivered in partnership with external entrepreneurs, businesses and organisations.

Creating resilient income streams will become an increasing priority in supporting the sustainability of the Museums Service and we are keen to work innovatively and collaboratively to make this happen. We will need to develop our own knowledge and skills to deliver this and we look forward to working with established partners in the city and learning from broader commercial experience.

## Conclusion

***[We] will need a strong sense of purpose, clear organisational values and steadfast commitment...Above all, this is about an attitude of mind: a clear commitment to address the needs of individuals, communities, society and the environment.***

Museums Association, 2013

Portsmouth Museums can play a key role in raising Portsmouth's aspirations and achievement, in improving health and wellbeing, and in the city's regeneration, development and growth.

Bringing our vision to life will need us to review the way we deliver our services and the way we work as a service.

We can't do this alone, and we don't have to.

We will be working with a wide range of partners in Portsmouth, the UK and beyond, across public, private and voluntary sectors. We will collaborate and innovate with our partners on projects of mutual benefit, and in so doing, we will contribute to the long term growth of the city.

And it won't stop there. We'll be working with local communities, visitors and international audiences - onsite, offsite and online. We want people to connect with us, create with us and contribute their knowledge, skills and experiences to help us tell the story of Portsmouth - past, present and future.

**This strategy is our first step towards a new blueprint for a new era for Portsmouth Museums – unlocking potential and transforming lives.**



## Appendix 1

### National organisations' strategic priorities and outcomes

**Museums Change Lives, Museums Association, 2013:** presents a vision for the social impact of museums in the broader context of public spending cuts, demonstrating that museums can – and should – be ambitious about their role in local communities. The vision focuses in on the impact of museums on three areas: wellbeing, creating better places and inspiring people and ideas.

**Great Art and Culture for Everyone, Arts Council, 2013:** Following the Coalition Government's decision to wind down the Museums, Libraries and Archives Council (MLA), the Arts Council assumed national strategic responsibility for museums and libraries. The 10 year strategy of the Arts Council – *Great Art and Culture For Everyone* - was published in October 2013. It places a core focus on "*long-term collaborative action...to bring about positive change...help create the conditions in which great art and culture can be presented and produced, experiences and appreciated by as many people in this country as possible...[and] support the development of world-class museums...that engage diverse audiences...*"

The Arts Council's new responsibility for museums is outlined as follows:

*Central government, local authorities and the Heritage Lottery Fund provide core funding to museums, including the independent museum sector. We have responsibility for investing in regional museums and we also offer a number of national schemes to support the health of the sector. These include the Accreditation Scheme, which underpins our funding programmes for museums, and Museum Development, a programme providing localised support for museums to advance our goals.*

The strategy identifies the following 5 priorities:

1. Excellence is thriving and celebrated in the arts, museums and libraries
2. Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries
3. The arts, museums and libraries are resilient and environmentally sustainable
4. The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled
5. Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

These new priorities have helped to shape our own mission, vision and key objectives for the Museums Service.

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**Heritage Lottery Fund, Strategic Framework 2013 – 18:** These strategic outcomes are relevant to Portsmouth Museums as they are such a significant funder the service. The new outcomes work across three levels as follows:

### **Heritage outcomes**

With our investment, heritage will be:

- better managed (weighted for grants over £100,000);
- in better condition (weighted for grants over £100,000);
- better interpreted and explained;
- identified/recorded.

### **Outcomes for individuals**

With our investment, people will have:

- learnt about heritage (weighted for all grants);
- developed skills (weighted for grants over £100,000);
- changed their attitudes and/or behaviour;
- had an enjoyable experience;
- volunteered time.

### **Outcomes for communities/society**

With our investment:

- environmental impacts will be reduced (weighted for grants over £100,000);
- more people and a wider range of people will have engaged with heritage (weighted for grants over £100,000);
- organisations will be more resilient;
- local economies will be boosted;
- local areas/communities will be a better place to live, work or visit.

<p><b>Appendix 2 CDCS Vision</b></p> <p><b>Vision</b></p> <p>For Portsmouth to be a great waterfront city, unique in its cultural identity, generating opportunities for economic prosperity and improving quality of life, developing an attractive sustainable destination for visitors and investors</p>	<p><b>3. Enhance Portsmouth's reputation as a city of innovation and enterprise and stimulate economic, social and physical regeneration to generate investment and business growth</b></p> <p><b>Service priorities:</b></p> <ul style="list-style-type: none"> <li>• Encourage economic growth through creating a supportive environment for all business to flourish in the city</li> <li>• Understand current and future skills demand to develop the city's workforce to provide employment opportunities for all</li> <li>• Attract inward investment by implementing targeted strategies to attract companies from key sectors</li> <li>• Develop and implement major initiatives aligned to the sub regions economic strategies such as City Deal</li> <li>• Work with the other local authorities to help deliver the economic strategy for the sub region set out in Solent LEP Strategy and PUSH South Hampshire Strategy</li> <li>• Promote the city as an attractive location for business in key sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Transform the D -Day Museum into a significant attraction and an inspiring living memorial relevant to the 21<sup>st</sup> century</li> </ul>	<p><b>6. An innovative service that engages in the challenges of developing quality, affordable and sustainable services that effectively meet the needs of residents and visitors</b></p> <p><b>Service priorities:</b></p> <ul style="list-style-type: none"> <li>• Cultivate cultural change to develop a development management approach linked to improving the customer experience, the enforcement process to move from a reactive to proactive service</li> <li>• Ensuring all staff feel valued and are motivated to rapidly changing and highly challenging environment</li> <li>• Continue to Identify and secure external funding sources and sustainable funding options linked to our priorities and vision</li> <li>• To effectively manage and provide VFM in our contracts and SLA's</li> <li>• Promote a 'social enterprise' mind-set – to combine a public sector ethos of social benefit and social equality with the innovation and creativity of social entrepreneurs</li> <li>• Deliver long-term sustainability for the delivery of front line services that best respond to the needs of local communities</li> <li>• Develop an Asset Management Plan</li> <li>• Create leaner and more flexible structures through service reviews and skills development</li> </ul>
<p><b>1. A city where all residents and visitors have opportunities to enhance their health and wellbeing, to be involved in building healthy and happy local communities</b></p> <p><b>Service priorities:</b></p> <ul style="list-style-type: none"> <li>• Enhance and broaden participation in cultural opportunities and the cultural offer of the city</li> <li>• Engage communities and new audiences with the city's history</li> <li>• Continue to make our collections, archives and services more accessible</li> <li>• Promoting sustainable community management models</li> <li>• Maintain and develop opportunities for volunteers across all services</li> <li>• Ensure the City's cultural programmes promote inclusiveness and celebrate cultural diversity</li> <li>• Increased participation via digital channels</li> </ul>	<p><b>4. A city with a distinctive culture established as a national and international destination</b></p> <p><b>Service priorities:</b></p> <ul style="list-style-type: none"> <li>• Develop an infrastructure which supports a thriving visitor economy</li> <li>• To develop Portsmouth &amp; Southsea to becoming a European city break destination with world class attractions</li> <li>• Improve the quality of the visitor experience</li> <li>• Place, space and identity: strengthening a sense of place for residents and visitors</li> <li>• Marketing and promotion of the city as a destination promoting its distinctive strengths and specialisms</li> <li>• Development a strategic and operational plan for Arthur Conan Doyle Collection</li> <li>• Develop the Portsmouth 'great waterfront city' brand to facilitate a unified and strong marketing message as a national, European and global destination</li> </ul>	<p><b>5. To create a high quality urban environment to regenerate our city and spaces, encouraging sustainable development and economic and social regeneration</b></p> <p><b>Service priorities:</b></p> <ul style="list-style-type: none"> <li>• To achieve excellent design quality in the city built environment</li> <li>• Support delivery of the sustainable development agenda to ensure essential infrastructure to support growth</li> <li>• Protect the city's open spaces and natural environment both for recreational use and to safeguard important habitats</li> <li>• Continue to conserve the city's unique historic environment whilst developing new opportunities for regeneration of heritage sites and other cultural assets</li> <li>• Develop mechanisms to provide long term solutions for funding flood defences and infrastructure</li> <li>• To lead the strategic development of translation of strategy into policy; to ensure the provision of a comprehensive statutory planning policy framework.</li> <li>• To successfully deliver physical regeneration through large corporate projects</li> <li>• Sustainable development of the seafront maintaining its open character whilst introducing a vibrant mix of cultural activity and unlocking our cultural heritage</li> </ul>	<p><b>VFM Priorities</b></p> <ul style="list-style-type: none"> <li>• CIPFA &amp; other performance benchmarking</li> <li>• External funding national &amp; European</li> <li>• Organisational Restructure &amp; Skills development &amp; Volunteers</li> <li>• Consultation &amp; Evaluation</li> <li>• Quality accreditation</li> <li>• Efficiencies</li> <li>• Digital access</li> <li>• Alternative delivery models</li> </ul>
<p><b>2. To be a city where all residents have access to high quality formal and informal learning and skills opportunities to improve their quality of life</b></p> <p><b>Service priorities:</b></p> <ul style="list-style-type: none"> <li>• To create spaces for inspirational community experiences</li> <li>• To provide opportunities to improve literacy, numeracy and raise academic performance</li> <li>• Work with partners to build stronger links between education and enterprise and support the skills agenda</li> <li>• To use the richness of cultural experiences to learn and achieve</li> </ul>			

## Museums change lives: contributing to broader city priorities

**The information below is part of the Collections Development Plan, 2013 – 2018, which aims to “inform the acquisition, rationalisation and disposal of items from the museums, archives and libraries special book collections in the care of the city council. It is a required element of the Accreditation Scheme for museums. This Plan outlines how Portsmouth City Council intends to develop its collections over the next five years, in its role as guardian of the city’s heritage.**

The Museums, Archives and Libraries contribute to health and wellbeing (Outcome 1) through the inclusive, shared public spaces they provide and opportunities for enjoyment, social interaction and learning. However, projects such as Dickens Community Archive (*A Tale of One City*) demonstrate the potential of engagement with collections - in this case Archives - to deliver a range of benefits for individual participants including: increased confidence, higher self-esteem, stronger social skills and new friendships, gaining research skills, greater personal and community pride.

Other current and planned projects underpinned by engagement with collections will also deliver against this outcome: D-Day+Youth focusing on the D-Day story and collections and the experiences of Veterans (current, Arts Council England - ACE funded), Sharing Sherlock which uses the Conan-Doyle collection as its starting point (current, Heritage Lottery Fund - HLF funded), Lest We Forget which will present the city's WW1 collections (planned, 2014) and the partnership project with the Queen Alexandra Hospital which will take museum and archive collections onto wards to help enhance the hospital environment for people with dementia (current, Department of Health funded).

Collections contribute to learning and skills (Outcome 2) through: our permanent and temporary exhibitions, the research facilities provided at the Portsmouth History Centre, complementary programmes of workshops, hands-on activities, events - including those for schools - and so on as well as through special projects as described above. Learning opportunities for schools are enhanced by the Museums' school loans collection which enables collections to be taken into the classroom and in some cases handled. A recent example of the inspirational use of this collection in the classroom was Flights of Fancy. This project used bird specimens from the natural history collection to inspire children's artwork which was then shown to great effect at Cumberland House Natural History Museum.

Review, rationalisation and re-presentation of this collection to increase use is identified as a priority in the Collection Development Plan.

Although to generate Investment and business growth (Outcome 3) is perhaps not one of the main outcomes to which Museums, Archives and Libraries contribute, collections are a source of inspiration for the creative industries: artists, makers and students as well as other practitioners. This was demonstrated most recently by Make! Believe! Make! a project in which new work was created by makers in response to the city's museum collections (delivered in partnership with Aspx with ACE funding).

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The CDCS Distinctive Culture - International Destination Outcome (Outcome 4) identifies two specific priorities directly underpinned by the city's collections that is: (1) the development of a strategic and operational plan for the Arthur Conan Doyle Collection and (2) to transform the D-Day Museum into a significant attraction and an inspiring living memorial relevant to the 21st Century. Our vision for the latter recognises the significant role of Portsmouth in D-Day and the importance of the D-Day collections that the council has acquired since the D-Day Museum opened some 30 years ago. Both collections have the potential to create attractions of national / international standing complementing the new Mary Rose Museum.

The collections do not directly contribute to the high quality urban environment (Outcome 5) - although the museums and their gardens clearly do. However, the collections do potentially influence planning activity. This is particularly true of the Historic Environmental Record (HER) which documents / plots the city's archaeological sites, finds and archives. Planning applications and new developments are legally required to take into consideration the archaeology of the site.

Implementation of the Collection Development Plan will have a direct effect on the services' ability to deliver quality, sustainable services that meet the needs of residents and visitors (Outcome 6). The priorities identified for future collecting and rationalisation and disposal reflect our commitment to ensuring that the city's collections are inclusive and representative of the communities we serve. They also challenge staff to ensure that the collections in their care remain relevant, can be adequately cared for and reflect changing corporate priorities.