



Strategic Plan 2017-2022



'Remember Scarborough' c.1915
Edith Mary Kemp Welch (1870–1941)
SCAAG:627

2017 marks ten years since Scarborough Museums Trust was established as a charity tasked with responsibility for the delivery of the Museums and Gallery service for the Scarborough Borough and the management of the museum and art collections.

Over the last ten years we have cared for and developed the assets enabling us to explore, debate and share the community's heritage, history and culture. Our collections range from Cretaceous plesiosaurs and Jurassic ammonites to Seaside postcards and Surrealist paintings and we are passionate about bringing together the arts and sciences to celebrate human creativity alongside the diversity of nature.

The landscape for the cultural and heritage sector has changed considerably since the Trust was established and we need to ensure that we continue to engage and inspire our audience and leave a legacy for future generations.

The current climate has encouraged us to reflect upon and review our long-term ambitions, re-affirm our purpose and articulate our priorities. This five-year strategic plan has been developed following extensive consultation and analysis of the environment we work in, an assessment of needs and a review of organisational capacity.

This strategy is an articulation of Scarborough Museum Trust's ambition for the next five years; an action plan and business plan will be produced annually by the Chief Executive and progress will be regularly monitored by the Board of Trustees

The plan identifies six long term strategic themes and articulates our intentions on delivering on those themes. As a charity, we are vested with considerable obligations and this plan will guide and build on our ongoing activities of developing and managing the collections, undertaking scientific and historical research and presenting innovative experiences to the public.

I am confident that this strategy will enable us to maintain focus on priorities, assist with fundraising and develop our resilience and reputation.

Paul Hollins

Chair. Board of Trustees. February 2017

Scarborough Museums Trust

Scarborough Museums Trust (SMT) was established on January 1st 2008 as a registered charity (No 1106238), a company limited by guarantee (No 5114387) and a members organisation.

The Charity's objects are:

To advance the education of the public in archaeology, history, natural sciences, decorative and fine arts, antiquities and related disciplines by:

- The establishment and maintenance of a museum in the Borough of Scarborough
- Promoting and encouraging scientific research by the disseminating of information and knowledge
- Promoting the preservation, access to and display of the items, groupings, displays and collections for the benefit of the public in the Borough of Scarborough and elsewhere
- Such other charitable purposes beneficial to the community consistent with the objects as the Trustees in their absolute discretion determine



Mission, Vision and Values

Our Mission & Purpose

Connecting communities with time, in space

Scarborough Museums Trust cares for, develops and interprets collections, information and assets entrusted to us. We aim to understand more about the Borough's past and present in order to help shape the future, encourage participation and provide the best possible experience to our current constituents and to leave an enhanced legacy for future generations.

Our Vision

By 2022 Scarborough Museums Trust will be recognised, supported and acknowledged as the most comprehensive, trusted and accessible resource on the history, heritage and culture of the Borough. Our expertise in, and development of, significant collections and information will, by 2022, secure Scarborough as a centre of excellence in geology and prehistory.

By 2022 we will be recognised as playing a major role in the positioning of Scarborough as a quality place to live, learn, work and play.

Our Values

Excellence. Integrity.
Challenge. Creativity.

Our Business' Critical Success Factors

Business sustainability

Number of visitors and users

Customer satisfaction

Industry and community awareness

Scarborough renaissance

Theme 1. Enhancing and promoting Collections/
Heritage assets

Theme 2. Enabling access, facilitating learning and
raising awareness

Theme 3. Engaged Communities

Theme 4. Audiences, Visitors and Stakeholders

Theme 5. Positioning Scarborough

Theme 6. Governance and Leadership



Richard Darley, 1783
attributed to Thomas Gainsborough
(1727–1788)
SCAAG:1981.035

Strategic Theme 1

Enhancing and promoting Collections/Heritage assets

Collections are at the heart of museums and galleries and the more we know about our collection the better we can use it and share it.

Our collection has enormous creative potential, as sources of knowledge and catalysts for ideas. But this potential is under-exploited. We need to invest in research, share more and do more to make the knowledge associated with our collection available.

We need to reaffirm our role in communicating and generating ideas, and access expertise and knowledge by combining developing in-house expertise, more collaboration between museums and better engagement with external sources of knowledge and ideas.

1.i Enhancing Collections/Heritage assets

- We will care for and conserve our collection and heritage assets to ensure a legacy for the future
- We will improve our research capacity through associate relationships with external expertise
- We will continue to grow and develop the collection

1.ii Promoting Collections/Heritage assets

- We will programme exhibitions and events that stimulate curiosity, provide new insights and a new understanding of the world
- We will promote and develop local, national and international collaborations to contribute to the body of knowledge in geology and prehistory
- We will promote our collection and heritage assets through publications, presentations and electronic media
- We will lend and borrow artefacts and collections across institutions in the UK



Strategic Theme 2

Enabling access, facilitating learning and raising awareness

Scarborough Museums Trust (SMT) asserts that everyone has a fundamental right to access our venues, collections and services.

We define access as something that is made possible when physical, cultural, social, financial, intellectual, psychological and emotional barriers are removed or reduced.

SMT aims to provide the widest possible access to its museums, collections and services to enable audiences from all sections of the community to enjoy their use.

Museums can help people develop their identity, build confidence through volunteering, understand cultural differences, have non-partisan public spaces to enjoy, support intergenerational understanding, inspire the next generation of scientists, provoke debate and build community cohesion.

2.i Enabling access

- We will provide welcome and access to services within venues and in the wider community – physically and virtually
- We will aim to provide independent use wherever possible
- We will listen to, and engage with, our customers and non-users to improve our service provision
- We will facilitate critical dialogue between, and with, diverse practitioners and audiences

2.ii Facilitating learning

- We will embed and celebrate learning throughout the organisation and beyond
- We will invest in learning settings and spaces

2.iii Raising awareness

- We will advocate for our purpose, vision and values in order to influence and build wide networks of support
- We will advocate for the protection of cultural property and against the illegal trade in cultural assets

Strategic Theme 3

Engaged Communities

For SMT to deliver on its vision, effective relationships, partnerships and collaborations with communities in all their forms are vital.

We identify a community as a network of people who share things in common; we understand that people exist in multiple communities, many of which overlap. There are communities of place (shared geography, possibilities); past (shared heritage, identity); purpose (shared vision, interests); perspective (shared faith, politics) and practice (shared craft, profession, expertise).

Working with communities to deliver on shared goals and instrumental value will enhance our capacity, optimize our networks and contribute to our learning.

- We will work to address participation poverty by developing long term relationships with communities that are least engaged with culture and heritage, aiming to inspire them to become regularly engaged as audiences, participants or practitioners
- We will work in partnership with communities of interest who are contributing to building community cohesion and resilience in Scarborough Borough.
- We will partner with universities, research organisations and businesses to build a community of research and knowledge exchange
- We will build an accessible, welcoming and accepting cultural community – physically and virtually – at Scarborough Museums Trust



Detail from the Pop-up Museum



The Pop-up Museum, designed as part of the Mapping the Museums project, on display in Scarborough Library



Discover in a Day

Strategic Theme 4

Audiences, Visitors and Stakeholders

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4.i Audiences

We acknowledge that the SMT audience is everyone who will see or hear our message - an advertisement, a press release, a tweet, a flyer - and, as such, adherence to our core values in all our messages is crucial.

We recognise that there are passive and active audiences and need to ensure authentic messages to both.

We want more people to experience and be inspired by culture and heritage irrespective of where they live or their social, educational or financial circumstances. We aim to deepen the experience of our audiences.

- We will adhere to our core values in our messages to audiences.
- We will grow our visitor base, reaching more diverse audiences.
- We will seek to identify triggers for engagement with potential 'new' audiences and understand better the intrinsic value of culture to diverse communities.
- We will support curators, teachers, practitioners and facilitators to explore ways of communicating more effectively with our current and potential audience.

4.ii Visitors

A number of institutions that used to be known exclusively for the quality of their collections are developing reputations as places that people want to visit because of the way they are treated, the enjoyable experiences awaiting them and staff that make them feel welcome and wanted.

- We will develop a visitor centred approach to ensure that every visitor has a consistently good experience.

4.iii Stakeholders

Our stakeholders are those groups or individuals who are directly impacted by the decisions and actions of SMT and, in turn, influence and have impact upon the organisation, its services and its reputation. SMT values working in partnership with other organisations and individuals. Our key stakeholders are Scarborough Borough Council, patrons, funders, volunteers, strategic and delivery partners.

- We will listen to, consult with and feedback to our stakeholders on major decisions and on their expectations of SMT.
- We will maintain our focus on delivering quality customer services to our visitors and audiences.
- We will continue to develop strong, effective partnerships which share our values and support our vision and reciprocate accordingly.

Strategic Theme 5

Positioning Scarborough

Museums and other institutions that hold our cultural heritage collections are closely tied to the creation and circulation of notions of place and shared community identities. Scarborough's renaissance programme identified the importance of culture and heritage in placemaking.

Museums that successfully practise the art of place-making tend to know their story – what they want to say to the world. When you walk through these museums you get the feeling that there is a mind behind the organisation, making it feel thinking, connected and coherent.

- We will promote the Borough's heritage and distinctiveness as a means of building local pride and knowledge and to attract tourists.
- We will connect places and people, physically and virtually, to help position Scarborough's future.
- We will attract investment to make our venues, collections and services attractive relevant and sustainable.
- We will work in partnership with communities of interest who are contributing to the regeneration of Scarborough, asserting the role of SMT and its values in place-shaping.



Strategic Theme 6

Governance and Leadership

Scarborough Museums Trust is governed by an unpaid Board of Trustees the composition of which aims to reflect a broad spectrum of expertise: subject specialists, business and administrative. Committees have delegated responsibility for Finance, HR and Risk.

The overall responsibility of the Board is to provide direction and stewardship for SMT for the benefit of current and future users. The trustees have legal duties of compliance, care and prudence, have collective accountability and are required to make decisions collectively.

SMT has a paid core staff team, led by the Chief Executive, supplemented by volunteers, freelancers and short term project expertise as resources allow.

The Chief Executive has overall responsibility for implementing the SMT strategy, managing staff to achieve high performance, fundraising, nurturing resilience and delivering activity effectively and efficiently.

In order to make SMT an effective organisation we need to continually assess our performance and rededicate to achieving results and delivering value. Our current business model is predicated on the assumption that it is the best way to sustainably deliver value to our constituents and customers but, in a rapidly changing environment, where resources are scarce and expectations high, a review of our business model is necessary.

- We will appraise and keep under review, the relevance and effectiveness of the governance of SMT.
- We will appraise and keep under review staff performance, competences and structures.
- We will offer appropriate training, mentoring and support to trustees and staff to ensure the organisation is resilient and can flourish.
- We will endeavour to build long term financial security and provide a triple bottom line account of our economic viability, cultural quality and our delivery of social value.
- We will build a resilient organisation to give us the capacity to take risks which will enable the innovation required to deliver cultural and social value.
- We will review our business model, establish how we create value for whom, and recommend changes accordingly.



Will Catlin's Pierrots, c. 1896
SCARB:1965:624



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