

**Forward Plan 2016-21**

**31 May 2016**



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**Introduction**

York Museums Trust was created in 2002 to run the City of York Council’s museum service.

At the time the ambitions set out by the City Council for the Trust were that it should raise substantial funds to invest in all of the sites in its control, reverse the downward trend in visitor numbers, improve customer care and deal with problems in collections storage and management.

It might be argued that the Trust has largely achieved all of these initial objectives and that now is a time to recalibrate, both in terms of our relationship with the City and in terms of the ambitions for the use of the buildings, collections and public spaces in our care.

This rethinking is given impetus by a number of factors:

* The fact that cuts in public funding have resulted in the need to reconsider and rewrite the 5 year funding agreement with CYC. The previous plan was that on which the 2013-18 YMT Forward Plan was based
* Arts Council have overtaken CYC as our largest funder at £1.2m a year to March 2018.
* The successful completion of major capital works at York Art Gallery and Yorkshire Museum
* The changing and challenging visitor economy, particularly for charging attractions
* The need to realign the organisation in preparation for further potential funding cuts, to make it even more resilient and self-sustaining
* The retirement of Janet Barnes and the appointment of Reyahn King as Chief Executive

We identified Intermediate Priorities at the end of 2015. These were short to medium term priorities, emerging from an informal internal review and designed to make the organisation more effective and ready to face the future with ambition. Some, such as improving planning are well under way. Others, such as local reputation, are absorbed within the Headline Priorities set out below. Where necessary, remaining priorities, such as Developing a Fundraising Strategy, will be incorporated into the Operational Plan 2016-17.

This Forward Plan thus sets out a new set of priorities for the five years from 2016-2021; however those priorities are still grounded in the fact that York Museums Trust is a charitable body charged with the stewardship of some of the country’s major cultural assets and on a belief in the importance of providing quality public access to them.

The overall strategy is one of ‘investing to earn’ so that we can continue to develop our charitable purposes. We intend to build on existing strengths, invest in core activities and win more public recognition, use and support. Given limited resource, both financial and in terms of staff capacity, we have identified the Headline Priorities above as our areas of focus over the next 5 years to ensure the resilience of the organisation and the achievement of our strategic and charitable objectives.

1. **Vision, Mission and Strategic Objectives**

Our Vision is for York Museums Trust to play a major part in positioning York as a world class cultural centre.

Our Mission is to cherish and enhance the collections, buildings and gardens entrusted to us, presenting and interpreting them as a stimulus for learning, a provocation to curiosity and a source of inspiration and enjoyment for all.

**1.1 Strategic Objectives**

* To protect and conserve the collections, gardens and buildings
* To promote access to the collections, gardens and buildings appropriate to the 21st
* century
* To attract more visitors to our sites, thus contributing to the local and regional
* economy
* To create learning opportunities for all and develop innovative programmes
* springing from the collections, gardens and buildings
* To network and collaborate with partners and contribute to the development of the
* economic and cultural life of the city and the region
* To raise substantial funds to realise these aims

**1.2 Headline Priorities**

* York Castle Museum major capital project and developing the Castle area as a cultural quarter
* Excellent, high profile programming, including strategic YMT-led events to attract visitors to York and high quality exhibitions at York Art Gallery
* Expanding Enterprises, building on success, becoming a more business-like charity and increasing our income streams and resilience
* Ensuring a Quality and 21st century Visitor Experience, pro-actively engaging visitors and sharing narratives
* Improving York’s and York Museum Trust’s profiles through local, regional and international leadership, partnership and delivering on all the expectations of key stakeholders

1. **Challenges and Opportunities**

**2.1 Income Generation and Enterprises**

Although YMT faces some additional challenges we believe that our business model that has served us well over the last ten years. We are aware of changing demographics and the economic climate creating a need for better information about our visitors so that we can retain our competitiveness, a need to enhance our offer, and to investigate and expand more income streams. As the single largest income stream, admission sales are crucial to our success so we must continue to invest in the buildings and public programmes to grow our audiences. We must continue to be excellent and to ensure that everyone has the opportunity to experience and to be inspired by York’s museums and heritage.

Ticket income is also one of the least predictable streams dependent in part on external factors including the weather and total visitors to York. We do know that frequent changing exhibitions attract visitors and we can keep working to ensure our offer at our sites is attractive. A study of visitor numbers since 2005 at the different sites highlights the importance of offering new displays and exhibitions so we set ourselves a target of increasing their number and profile, starting with the ambition to offer at least one significant new public offer at the York Castle Museum each year. Similarly we know that regular temporary exhibitions will encourage more visitors to the Art Gallery and believe this will improve visitor perception of the value of an entry ticket.

The Trust wants to build a strong, ongoing relationship with local people, in part facilitated by the City Council but also more directly. Thousands of York residents have already joined the YMT membership scheme and, in the last few years, thousands more have worked as volunteers for YMT. There is a great opportunity to expand still further these successes.

We are also dependent on York continuing to attract tourists to ensure our market share. We will therefore continue to work beyond our core business on projects that promote York and the region. We believe that we should try, as a city, to attract more cultural tourists through improving the quality of the heritage and arts offers in the city. We will ensure that we are part of the discussions in the city that will determine the policy of tourism and culture.

Diversifying our income streams will also give us business resilience, hence our intention to grow YMT Enterprises income. This means rethinking the use of some assets, such as Tempest Anderson hall, to maximise income generating opportunities. Given the tough external funding environment we have identified areas in our business practice to enhance and improve in the short to medium term. Longer term we aim to develop new and grow existing income streams.

We will develop our Enterprises strategy:

* Improving the quality, relevance and originality of retail stock
* Increasing product development in partnership with artists and using YMT collections
* Investigating the potential of online sales through YMT or existing online sites
* Developing more opportunities to generate catering income in the Museum Gardens, York Art Gallery and at the Yorkshire Museum

And we will build on the success of Enterprises’ venue hire business:

* Expanding conference business in partnership with Make It York
* Investigating the potential to develop York St Mary’s as a venue
* Investigating joint ticketed events and other events at the Museum Gardens to generate income

**2.2 Fundraising**

We will develop a fundraising strategy to generate:

* Prioritised approach to major lottery applications
* Increased grant and foundation funding for projects and programmes
* A tiered, and managed approach to private giving identifying potential larger donors by building on membership and FOYAG information
* Encouraging private giving through legacies
* Staff potential to maintain and grow key donor relationships
* Developing relations with corporate sponsors

It is worth noting that the wider economic situation has increased rather than decreased competition for grant funding and that it would be unwise to attempt to make progress on all fundraising strands at the same time. The first step will be a strategy that prioritises our funding needs.

**2.3 Leadership and Partnership**

We will work jointly to play a major role in York events’ opportunities such as York’s new status as UNESCO City of Media Arts and the Mediale to start in 2017, Illuminating York and other Festivals. We are committed to working in partnership with other York organisations to make York a world-class cultural offer and to support city-wide initiatives.

A key opportunity is the planned redevelopment of the Piccadilly, Foss, Eye of York and Clifford Tower area. We are supporting English Heritage’s proposals for a new visitor centre at Clifford’s Tower and are in discussion with EH about joint ticketing. As key heritage neighbours in the area we are working together with EH and York Civic Trust to ensure that we support CYC to develop an appropriate public realm in the area for the historic environment.

We also plan to support CYC in their plans to find a route to connect St George’s Field to the Eye of York, to develop the current car park area and create a footbridge over the Foss. This of course is an opportunity for us to redevelop York Castle Museum and the surrounding developments increase the chances of a successful Heritage Lottery bid. Preparation of a HLF bid for a multi-million pound capital project at the Castle is both an opportunity and a challenge as to prepare a strong bid requires significant resourcing.

Partnership working is a key way to maximise opportunities and has been central to our work especially with the Yorkshire Major Partner Museums and the National Museums. We are developing a new partnership between York Museums Trust, Lakeland Arts Trust and Pallant House Gallery. The intention is to share exhibitions and jointly fundraise to tour these.

We want to develop our existing work with the regional museums in Yorkshire in two ways: through the Museum Development team providing support for a wide range of accredited museums where the need is greatest and as part of our duty as a Major Partner Museum to have a regional presence. An example of the latter is our ambition, funding permitting, to share hoards and archaeological expertise across the region as an extension of our Vikings exhibition in 2017.

We are also looking to develop international partnerships initially in order to ensure that the Centre of Ceramic Art - CoCA - becomes an international as well as national brand. The target market is the USA as well as by 2021, China and East Asia.

We intend to continue to excel at meeting the aims and objectives of our two major funders which chime with our own charitable and strategic objectives.

Following reductions in core funding and the introduction of charging we are revising the agreement with CYC. Regardless of funding levels, the city remains a key stakeholder as our purpose is to safeguard their collections and to make them accessible for enjoyment, inspiration and education. We want to demonstrate to the city the good work that we carry out engaging communities and the people of York with their heritage as well as underline the importance of our charitable objectives and generating sufficient income to function effectively as a charity. Cultural commissioning may also provide an opportunity to continue good work with vulnerable people in York.

We will continue to deliver against Arts Council England’s five objectives and to maintain positive dialogue with our largest public funder making the best use of ACE £1.2m a year to 2018. Arts Council England’s goals have synergies with our headline priorities as set out later in this document.

**2.4 Financial Strategy**

These are challenging and unpredictable times for most organisations in receipt of public funding. York Museums Trust has had to manage significant reductions in our revenue from City of York Council. Rather than trying to invent a new business model, or drastically reducing our activity, our strategy will be to build on the successes that have already achieved, by, for example:

* Growing Visitor Numbers and, therefore, Admissions Income and Gift Aid (see Audience Development Plan)
* Expanding York Venues successful wedding and conference business
* Expanding the new membership scheme and building a base of loyal supporters
* Utilising the improved asset that is Museum Gardens
* Utilising the improved asset that is York Art Gallery
* Raising funds for further capital investment in the public offer
* Expanding our fundraising capacity and broadening our funding base

We have proved that significant growth in all of these areas is possible, but they are less reliable than traditional sources of public funding have been in the past. Therefore, at the same time, we will monitor our costs very carefully and ensure that we have appropriate financial controls in place. Our budgeting and reserves policy will contain an element of contingency planning to allow us to deal with more variability in income than we have previously had to deal with.

Financial forecasts for the next five years, produced on this basis, are given as an appendix.

1. **Capital Projects**

Having achieved the £8m Art Gallery redevelopment and £2m Castle Museum Changing Spaces projects, the coming years will continue to be a time of significant capital investment in York Museums Trust.

**3.1 Priorities**

Our capital strategy will prioritise:

1. York Castle Museum major project
2. Improvements (including infrastructure for night time events) and Interpretation of Museum Gardens building on the Master Plan
3. Collections Storage and rationalisation at Birch Park
4. Improvement projects at the Castle Museum prior to major capital redevelopment
5. Castle Area and York Castle Museum 2016 – 2021 - £16m +

Castle Area is a very important project for York’s developing tourism message. English Heritage is developing Clifford’s Tower and the council are developing the Piccadilly side of the Foss. We have started to talk to partners at EH, CYC and the York Civic Trust about ensuring that these developments lead to a renewal of the whole Castle and Eye of York area. It is important that we make a statement about the importance of the heritage and its tourism potential so we can feed our ambitions and plans into the planning process. York Museums Trust hopes to lead on consulting with stakeholders and developing a master plan for the area as well as for the Castle Museum itself. Our vision emphasises creating routes to and through the Eye of York and making the public realm a place that both tourists and residents want to spend time in.

The vision for the Castle Museum is to achieve a national museum of everyday life. The challenge and the opportunity for York Castle Museum are to be unique and to build on its star attraction of the Kirkgate Victorian Street. Following models like Historic Royal Palaces and Black Country Living Museum, the Castle Museum will develop a reputation for exhibition productions that move, charm and immerse visitors in a conjured experience of everyday lives in Yorkshire: showing how fascinating, terrifying and nostalgic the everyday can be when looked at through the lens of history! At the same time, we intend to make sense of the heritage of the site: the Castle, the Walls and the Prison buildings so that the richness of location is also understood.

Elements of the vision include:

* A new architecturally significant link building that will attract the eye from Castlegate,
* An extension to the Women’s Prison building that will enable the river frontage to be opened up to the public, improve visitor flow through the Castle Museum and improve visitor and retail facilities
* A riverside walk connecting the Coppergate area to St George’s field
* Galleries that expand the atmosphere of Kirkgate Victorian Street through the Museum. Alongside changing displays and the capital project our emphasis will be on training and developing a large body of costumed volunteers to interpret, person to person, the Victorian St and other immersive parts of the Castle: as much as any display this will create an engaging atmosphere.
* Creating the setting for a large new immersive display on the scale of Kirkgate but themed around Joe Dickenson’s Rowntree collection of chocolate and chocolate-related material
* Intensifying the prison experience and adding to the opportunities within it to learn about the lives of the everyday people, including Dick Turpin, who found themselves imprisoned.
* Interpretation of the heritage and history of the site itself

We intend to achieve:

* An atmospheric visitor experience based on amazing Designated collections
* Positioning of the Museum at the heart of a rejuvenated cultural quarter
* A coherent route through the Castle Museum and the wider site
* A narrative for the heritage of the site itself that adds to the enjoyment, inspiration and educational quality of the visit
* Improvement of public realm at the Eye of York
* Resolution of level and access issues
* New learning and event spaces
* A café and function rooms with an iconic view of York over Clifford’s Tower

Sir Ron Cooke wrote about York: “It is not a one-age city, like Georgian Bath, or a Victorian city like Leeds. It is the unique combination and juxtaposition of buildings, streets and streetscapes from different times that makes the inner city so special”.

Like York, York Castle Museum site is complex and multi-age. Combining this story of the heritage site with the highest quality interpretation and displays of our collections will be challenging because of this complexity so it is likely that significant work will need to be done upfront to draw out key stories and interpretation methods.

1. Museum Gardens 2016-2021 c£1m

The Museum Gardens project has extended the gardens to include York Art Gallery thereby increasing the overall size of the gardens by 20%. We have developed a master plan drawing on the expertise of our Garden Manager with contributions from a variety of experts and stakeholders. The master plan will be steadily rolled out.

We will expand the use of the Gardens for events including night time events such as Illuminating York and to enable York Museums Trust to play a full part in York Mediale in 2017 and beyond. We hope to be the venue for the Mediale’s main pavilion in 2017. Support from Arts Council Grants for the Arts will enable us to programme art in the new gardens in Summer 2016

YMT also wish to improve interpretation in Museum Gardens and develop a night time experience in the Gardens for winter tourists. The gardens will be an extension to the cultural life of the city, a recreational green space, accessible for all.

1. Storage rationalisation 2017-2019 c. £1.5m

In order to facilitate better care and use of our 1.6 million objects, YMT acquired a new building at Birch Park. Funding the fit out and relocation of objects to this space is a challenge but one that would enable far better collection care and preparation for displays at the Yorkshire and Castle Museums. This work is urgent because we have almost reached a point where we cannot add to collections because of lack of storage capacity and because it will make revenue savings by reducing rental costs.

**3.2 Capital Programme Outcomes**

By 2021 we will have:

* Developed the Castle Area as a tourist destination with Partners
* Progressed a major redevelopment of York Castle Museum
* Created better interpretation and infrastructure in Museum Gardens and completed the Artists Garden area to contribute more to the cultural life of the city with increased connectivity to the historic city
* Rationalised and improved our collections storage
* Rationalised our buildings estate
* Continued to invest in minor capital improvements at all sites
* Improved physical access to all our public offer

1. **Public Programme**

York Museums Trust promotes its museums and collections through a varied range of activities including exhibitions, displays, community projects, volunteer schemes, formal learning for schools, informal activities for families and adult learning.

As stated above we will work in partnership to maximise opportunities for strong public programming. We will continue to work with National museums to borrow spotlight loans such as the *Constantius and Constantine* loans coming to Yorkshire Museum from the British Museum in 2016 and we are developing a major exhibition on the Vikings for the Yorkshire Museum, again with the British Museum.

At York Art Gallery we aim to increase the profile and frequency of exhibitions from two a year in 2016 in the temporary exhibition spaces to at least three a year by 2018 supplemented by CoCA reinstallations. Our focus will be to balance high profile names and appealing subjects with innovative exhibitions showcasing emerging and excellent art that sometimes challenges audiences. In particular, we intend to challenge audiences’ assumptions about what to expect from displays of ceramics in CoCA and the Anthony Shaw space.

We have begun a new partnership with the Imperial War Museum with the 1914-1918 World War I commemorations and to bring the IWM exhibition *Truth and Memory* to York Art Gallery in 2016. Also in 2016 we open *Flesh* at York Art Gallery curated by Laura Turner and bringing some stunning loans to York including a Rembrandt from Glasgow and Chardin and Degas from National Museums Scotland in Edinburgh. Plans for 2017 and beyond include: British Surrealism and Paul Nash, 2017; John Stezaker, 2017.

CoCA will continue to develop its national brand with ambitious and surprising installations, showcasing the best of ceramic art and pottery. Already in the programme are *Picasso Ceramics*, 2017 in partnership with Leicester Museums Service and *Sara Radstone*.

At York Castle Museum we will be refreshing *1914: when the world changed forever* with a new section on the Battle of the Somme in 2016. Also in 2016, a major new display *Shaping the Body: Fashion, Food and Life* will open. Whilst working on the capital redevelopment we will look to showcase the Dickenson Rowntree collection involving the community in interpreting it by sharing their Rowntree stories and identifying themes for the larger display.

1. **Working in Partnership with Funders – Arts Council England**

York Museums Trust has established strong partnerships across the educational and public service sector in York and the region. We deliver major public benefit by working in close partnership with our key funders, City of York Council and Arts Council England. We are renegotiating an agreement with CYC. As our major funder, we are committed to delivering against Arts Council England’s goals and are grateful that ACE funding enables us to work in ways that may have less commercial benefit.

There are clear synergies between our Headline Priorities and ACE goals:

ACE goal 1. *Excellence is thriving and celebrated in the arts, museums and libraries.*

ACE goal 2. *Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries*

ACE goal 3*. The arts, museums and libraries are resilient and environmentally sustainable*

ACE goal 5. *Every child and young person has the opportunity to experience the richness of the arts, museums and libraries.*

In addition, YMT is committed to delivering against ACE goal 4. *The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled.* YMT is committed to ongoing training and development for all staff and will invest in this area, especially in Year 2 of this plan. We will also follow up opportunities to increase diversity in partnership with ACE and others.

We have Arts Council England Sector Leadership Roles in two areas:

Digital Openness

York Museums Trust is taking a lead in publishing our data under open commons licences across a number of platforms. We are publicising the results of this work across the sector and acting as advocates for open museum data, for example nationally in our work with the NMDC and the Collections Trust and regionally through the Museum Development network.

We understand the importance of good digital rights management as a basis for openness and will develop and share methods and tools in this area. We also understand fears around potential loss of commercial opportunities and will seek to show how openness can bring measurable long-term value to an institution.

Partnership/Destination Marketing

The Trust's flagship project in this area is 'Art in Yorkshire' which we will continue to run, the aim being to expand the brand beyond an annual campaign to become an ongoing, primarily digital, marketing channel for visual arts in the region.

The newly developed York Art Gallery and the CoCA brand in particular gives us the opportunity to play a leading role in the promotion of Ceramics as an art form and to showcase and point to great examples around the country.

Other work will include national marketing of the Vikings touring exhibition with the British Museum and partner organisations. We will work with Jorvik to make 2017 the 'Year of the Viking' and will invite other museums and cultural bodies to participate.

This is part of a wider ambition to take a leading role in collaboration to put York back on the map as a major destination for cultural tourism. We will learn from other cities and disseminate our own lessons learned.

* 1. **Arts Council England Goal 1: *Excellence is thriving and celebrated in museums***

York Museums Trust is committed to developing the designated collections and their impact to ensure maximum public benefit. We will develop expertise and knowledge about the collections, working with individual experts and partnerships from regional and national museums, HE and FE institutions and other related cultural organisations. We will continue to work with staff, volunteers and experts to enable access to collections and ensure that the research and information has a wider public benefit in the short and long term.

By 2021 we will have:

* Continued to lead the Specialist Subject Network on British Studio Ceramics
* Demonstrated the benefits of Creative Commons licensing and reached a wide audience of millions through our online collections work
* Developed our website in innovative ways that enhance digital engagement with our collections and raise awareness of the collections
* Continued to improve collections care in line with accreditation commitments and best practice
* Developed our partnerships with the British Museum and the Natural History Museum further through a collaboration with the BM on a Vikings exhibition in 2017
* Established CoCA1 as a space that pushes the boundaries of ceramics display commissioning both well-known and emerging artists to develop installations for the space that are ambitious and surprise
* Worked with partners in York to maximise the opportunities presented by York’s status as UNESCO City of Media Arts to present world class visual art in new media
* Continued to work in partnership with the National Gallery and others to enhance knowledge and interest in Old Master paintings
  1. **Arts Council England Goal 2: *More people experience and are inspired by museums***

York Museums Trust will use its rich resources of historic sites, collections and buildings for the benefit of a wider public through sharing our collections with other museums both regionally and nationally through loans and touring exhibitions. We will interpret and open up the historic sites of York Castle Museum and York Museum Gardens, both physically and intellectually, to more people. We will also develop close links with hard to reach groups and young adults.

Art in Yorkshire directly benefits Yorkshire’s public galleries through the marketing campaign and demonstrates York Museums Trust's strong commitment to leadership of the sector through collaborative projects.

We will continue our York Art Gallery Territories programme, which is aimed at disadvantaged groups in the city and reaching otherwise excluded groups. We will foster our partnership with City of York Council to ensure that the admission price is not an additional barrier to already hard-to-reach local groups. We will continue to offer free entry to York residents receiving income-related benefits.

We will continue to deliver our successful informal learning programme in the Studios at the Castle Museum and extend it to the Yorkshire Museum.

We will increase the Volunteers scheme and extend the range of opportunities for volunteers, expanding the total number of them and the hours they work.

By 2021 we will have:

* Developed high profile exhibitions that attract wide numbers of people
* Gradually Increased our visitor numbers from 400,000 to 700,000 per year across all sites when the Castle Museum is complete
* We will have increased the number of volunteers by 100% active at any one time from 200 to 400 per year and the hours to 25,000 per year
* We will have benefitted the regional museums encouraging an increase in their visitor numbers as a result of our partnership projects
  1. **Arts Council England Goal 3: *Museums are sustainable, resilient and innovative***

York Museums Trust’s financial success has been linked to consistent investment in the visitor offer added to effective marketing. Ticket income from York Castle Museum, the Yorkshire Museum and York Art Gallery is now the single most important source of income and incremental reinvestment in the displays and is the key to our continued sustainability.

As mentioned above, the new exhibition at York Castle Museum on World War 1 opened in 2014 and will run with refreshed displays until 2018. We will aim to open at least one major new public offer each year at the Castle Museum in 2016 and 2017 prior to significant investment in our capital project.

The investment in York Art Gallery has given us the opportunity to mount major exhibitions. We will be more ambitious in our exhibition planning and raise our profile, increasing our visitor income.

The expanded Museum Gardens will give us opportunities for catering, hospitality and events that will raise income and raise profile whilst adding to York’s cultural profile. We will investigate opportunities for catering in the Gardens and at the Yorkshire Museum. We aim through capital works to increase the potential to use Museum Gardens for YMT-led events that will engage more people and be ticketed, generating income.

We will continue to be a sector leader building on the success of our Venue Hire business and expanding our Enterprises activities.

The new membership scheme provides a regular and growing source of revenue. From 2015 we intend to turn this group into supporters who can be nurtured and developed as potential individual donors.

By 2021

* Our self-generated revenue income will have grown significantly.
* Enterprises income will form an increased proportion of overall income
* We will have increased our Fundraising for activities as well as capital projects

5.4 **Arts Council England Goal 4: *The leadership and workforce in museums are diverse and highly skilled***

York Museums Trust’s greatest asset is its staff and the Trust is fortunate to have many talented and committed staff. YMT is committed to continue developing staff at all levels by investing in staff training, including supporting professional development such as HR, financial and curatorial qualifications and CPD activities. YMT will encourage line managers to think about their team’s and individuals’ development, using Forward Job Plans to identify training and development needs and possible opportunities to meet those needs. We will embark on a management training exercise for YMT staff in the first two years of this plan and take up opportunities for relevant training across all tiers of staff. We will also ensure in-house training supports both staff and managers to do their jobs to the best of their abilities.

We will continue to lead the Subject Specialist Network on British Studio Ceramics and will share our expertise and research resources.

We will support the Museum Development office and use staff expertise to support the sector and work jointly to develop YMT and other staff through Culture Counts, offering accreditation and other advice.

We will follow up opportunities to improve diversity of the workforce, volunteers and governance including applying for ACE Change Makers scheme.

York Museums Trust can demonstrate that we are active in the region supporting skills development through collaborative projects such as Yorkshire Art Curators, and by sharing our staff expertise. Our Numismatics Curator will go beyond offering numismatics expertise and knowledge to smaller Yorkshire museums with coin and hoard collections as currently, by applying for funding for and hopefully achieving a multi-venue exhibition held across Yorkshire that will enable people to see YMT collections in local museums nearer to their discovery. We will continue to share our digital and enterprises expertise widely from local to national levels.

By 2021:

* YMT management staff will have had development opportunities and shared their learning with teams
* YMT will have continued to invest in staff training at all levels, including supporting professional development
* We will have delivered in house training for a better understanding of YMT best practice and procedures
* Sector, and YMT staff, will be more confident and skilled in wider areas of work

5.5 **Arts Council England Goal 5*: Every child and young person has the opportunity to experience the richness of museums***

This is a large part of our work involving both formal and informal learning for children and young adults. We are constantly developing extensive formal learning opportunities delivered on all subjects across all sites working across all ages from Under 5’s to new career development opportunities for young people hoping to start work in the cultural and creative sector. We will continue to use ACE Quality Indicators to ensure our work being produced by, with and for children and young people is always at or better than recognised standards.

By 2021:

* We will increase the number of children and young people we work with by 25%
* We will work with at least 35,000 school children in formal learning led visits each year
* School visits by York local authority schools will continue to be free
* We will work to develop local young people’s skills and aspirations through competitions and exhibition opportunities
* We will continue to partner with the FE sector to maximise York young people’s opportunities

1. **Working in partnership with Funders – City of York Council**

York Museums Trust has had a very successful partnership with CYC for more than a decade. Fundamental changes to revenue funding mean that at time of writing we are working together to review the basis of our future relationship. The agreed objectives of the process are:

To ensure that the Councils financial contribution to YMT:

* supports the core purpose of the museums and the collections
* reflects and furthers the distinctive interests of York residents in the city’s museums
* provides long-term confidence in the Councils commitment to the museums in order to
* secure the commitment of other funders / investors
* gives YMT a viable financial planning window
* supports an agreed capital development plan that YMT and the Council will take forward in partnership

To identify the most appropriate custodianship arrangements to:

* provide protection in perpetuity for the buildings and collections, ensuring that they are conserved and remain in the city
* ensure that the collections continue to grow

To enable YMT to operate effectively as a business-like charity

This recalibration and restatement of aims and obligations will be completed in 2016 and will form the basis of the ongoing partnership.

**