

# MUSEUM OF LONDON STRATEGIC PLAN 2018-2023





## We Are London

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At the Museum of London and the Museum of London Docklands, we connect people with the lived experience of London. The story we tell is one of place and people, evolving through interaction and exchange. We capture the capital's complexity and contrasts through the London Collection. We summarise what we do in three words: We Are London. It is at once our aspiration and our mandate.

Building a shared understanding of London forges stronger social cohesion. We are an enticing visitor destination for Londoners and tourists, a learning hub and a social space. We are a part of Londoners' lives from an early age and create opportunities for both young and old to develop skills and participate in the life of the city. Through all our activities we contribute to London's cultural, educational, international and economic impetus. We are the place to understand London now and imagine its possible futures.

As the people who make up the city change, so do we. The coming years will be an unprecedented time for us. We are undertaking the biggest project in the museum's history: to build a New Museum for London. Set in historic buildings in West Smithfield, the New Museum will deliver profound change to the urban and cultural landscape. Through all our activities we contribute to the cultural vision set by the Mayor of London for the whole of London and play a leading role in the development of Culture Mile in the City of London.

To realise this potential we must remain bold in our approach. The next five years will represent a significant departure from 'business as usual' as we build a new museum. To achieve this, a complete transformation of the organisation is required and it will, at points, impact our public operations.

Our plans will only be made possible through the extraordinary support of the Greater London Authority (GLA), City of London Corporation, Arts Council England (ACE), a myriad of partners and, above all, Londoners themselves.

## Our Strategic Objectives

1. Reach more people
2. Become better known
3. Stretch thinking
4. Engage every schoolchild
5. Stand on our own two feet



### What we will do

To realise our vision, we have set the following imperatives:

- Engage the whole of London
- Deliver compelling programming
- Grow the Museum of London Docklands brand and visitors
- Strengthen our brand: We Are London
- Build the London Collection
- Extend our reach across London to every schoolchild
- Ensure our financial strength
- Create a New Museum for London
- Transform ourselves

### By 2023

- A New Museum for London in West Smithfield will have been created
- We will have transformed ourselves – who we are and how we work
- Awareness of the museum will be greater across London, the UK and beyond
- The London Collection will have grown through new acquisitions and research
- We will have connected with more people through education, outreach, digital, volunteering and a new membership scheme
- We will have enticed more Londoners to visit, reflecting the diversity of the city
- Museum of London Docklands will be a go-to cultural destination in East London, with particular appeal for families
- We will have reconfirmed our position as a leader in London's museum and heritage sector
- Our £100m fundraising campaign will be underway, including £70m raised for the New Museum
- New business models and commercial partnerships will have generated more income
- We will have achieved more for London through new and existing partnerships





## The journey so far: 2013–2018

Through our Strategic Plan 2013–2018, the Museum of London is now firmly on the map. Our achievements provide a strong foundation for the next five years.

### Greater impact for London

- 4 million visitors came to the Museum of London in 2013–18, and 1.4 million to the Museum of London Docklands – doubling visitor levels compared to the previous five years
- Our Docklands Strategy increased visitor numbers, with a focus on five neighbouring London boroughs
- Over 300 volunteers invest their time with us each year

### Authentic London programming

- From tattoos to 'fatbergs', we responded to the talking points of contemporary London
- Over half a million visitors came to see exhibitions such as **The Cheapside Hoard** and **Fire! Fire!**
- The London 2012 Olympic Cauldron was acquired for display in a dramatic new gallery
- **Tunnel: The Archaeology of Crossrail** broke records at the Museum of London Docklands with 97,000 visits

### Raising our profile

- Museum of London stories generated 18,000 pieces of media coverage as we were seen and heard in more places
- Social media audiences rose to over 100,000 on Facebook and Twitter
- Our redesigned website attracted 2 million visits each year

### Intellectual heft

- Over 2,500 new objects were acquired for the London Collection
- Over 600 objects were loaned across London, the UK and internationally
- An Academic Panel was established to guide our research and scholarly partnerships
- A new interpretation strategy and content framework were developed

### Engaging London's schoolchildren

- A record 680,000 schoolchildren participated in our learning programmes
- Extended our reach through teacher training, online resources and learning partnerships
- Over 250,000 people took part in our family and early years programmes

### Being enterprising and entrepreneurial

- New approaches to variable pricing and visitor donations increased revenue
- Reduced our operating costs by £1m and maintained a strong financial position
- New records for exhibition income included £1.1m for **The Crime Museum Uncovered**

### Initiating the New Museum

- Core funding partners announced their enthusiastic support for the New Museum with major funding commitments for the project
- We kick-started our New Museum fundraising campaign with a landmark £10m donation from founding partner the Goldsmiths' Company

### Stronger partnerships

- Key areas of partnership with the City of London Corporation include the development of Culture Mile, with the Barbican, London Symphony Orchestra and Guildhall School of Music and Drama. Culture Mile Learning will improve the skills and life chances of disadvantaged young people
- Collaborations with the GLA include the London Curriculum and London History Day, and we support key initiatives such as the London is Open campaign
- We secured continued Arts Council England funding, with a particular emphasis on promoting diversity in cultural organisations, the Creative Case for Diversity, through our programmes
- Long-term partnerships with the Port of London Authority and Sainsbury Archive enable us to preserve these important elements of the capital's history
- We worked with the Charterhouse to open this historic site to the public for the first time



## Challenges and opportunities

The present climate of uncertainty presents both opportunities and challenges. Our strategy takes these into account, but also plans for our longer term prospects.

### Visitor trends

London's vibrant culture is a powerful enticement for visitors, yet the climate has grown tougher in recent years. Factors include competition from other cultural attractions to concerns over terrorism and economic pressures. Overseas tourist visits to London continue to grow, although Brexit introduces a degree of uncertainty to future patterns of travel. The arrival of Crossrail in 2018 will bring an estimated 1.5 million additional people within 45 minutes of central London. Population forecasts continue to predict significant growth.

### London as a cultural capital

London is a thriving world city of culture. The Museum of London contributes to and is influenced by high-profile London strategies, including the City of London Corporation and GLA strategies for culture. We participate in initiatives such as Culture Mile in the City of London and the Mayor's London Borough of Culture that embed and celebrate cultural activities across the capital.

### The New Museum

The constraints of the present museum are well known to us. The New Museum will respond to these with world-class exhibition spaces and a more connected, visible location. Meeting the demands of the project while maintaining the quality of ongoing operations requires clear priorities and careful management.

### Socio-economic pressures

London remains a city of contrasts: the most affluent part of the UK but also with the highest levels of poverty. Population growth, changes in migration and increasing diversity are driving rapid change across London. Rising living costs and housing pressures are significant issues for the capital. Political uncertainties affect London and its relationship with the wider world.

### Finances

Public funding constraints and competition for sponsorship remain challenging. Income generation, entrepreneurialism, controlling costs, and delivering value for money all remain vital.

### Environment

From reducing energy consumption to tackling air pollution, we are committed to playing our part in improving London's environment. This requires innovation at our existing sites and a new strategy for West Smithfield.

### Infrastructure

While we are planning for the New Museum, our current buildings will continue to require maintenance. The challenge will be to define only essential upgrades for an aging infrastructure in a building we will ultimately leave.

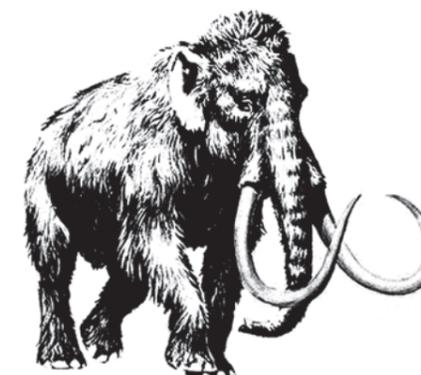


We Are London: Commissioned by the Museum of London for display at the New Museum at West Smithfield, this was the last bell to be cast at the historic Whitechapel Bell Foundry, prior to its closure in 2017.

## **Our Strategic Objectives**

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1. Reach more people
2. Become better known
3. Stretch thinking
4. Engage every schoolchild
5. Stand on our own two feet





# 1. Reach more people

Our ambition is to reach more than 5 million people over the life of this plan. The strategy is twofold: grow our audience through on-site visits and outreach, and ensure London's diverse make-up is better reflected.

Our strategic imperatives are to:

- Engage the whole of London
- Deliver compelling programming
- Grow the Museum of London Docklands brand and visitors

## Growing audiences

We want to attract more people, build strong relationships with them and ensure they return. We need to be clear about what we do and how we can appeal to different audiences. We will focus on understanding the motivations of our visitors, whether they are families or adult visitors, Londoners or tourists. Using research we will gain insight into our visitors from the UK and overseas in order to establish the museum as a destination for audiences now and in West Smithfield. Our eventual aim is to reach over 2 million visitors a year in the New Museum.

## Broader engagement

Connecting with Londoners is at the heart of our purpose. We want to reach young people and those in the outer boroughs, reflecting the diversity of London's population. We hope to connect with over 100,000 Londoners by asking them to help us develop content for the New Museum. Our Curating London programme will engage Londoners from a range of backgrounds. Young people will develop skills through volunteering and work experience, and initiatives such as the London Borough of Culture will create new opportunities to connect to communities across London.

## Compelling programming

Creative programming, from exhibitions to performances, will prompt new thinking about London. Our stand-out exhibitions will continue and we will address topics that matter to audiences today. Our imaginative events programming will show different sides of the museum – from large-scale family festivals to late-night openings. Advance programming at West Smithfield will begin to identify the museum at its new home, marking the area as a major cultural destination and supporting the development of Culture Mile.

## Embedding digital

From online exchanges to live-streaming learning activities, we aim to reach millions of people through our web and social media channels. We plan to increase our digital engagement by making our content more discoverable online, pursuing partnerships that draw new users and growing our subscriber base. We will expand our Collections Online and allow freer use of our digital assets. Digital elements will play a key role in the visitor experience at the New Museum.

## Our Docklands Strategy

The Museum of London Docklands will become a 'go to' cultural destination in East London, with a particular appeal for families. London's docks have connected the city and its people to the world for centuries. We want to tell that story with distinctive programming and family-friendly content. A new learning centre will transform what we do for schools and communities, and offer fundraising opportunities around the Docklands Strategy. The global workforce at Canary Wharf remains a powerful potential audience. We want to increase our fundraising and commercial relationships, and through them raise awareness of the museum.



## 2. Become better known

We want to be the first place people think of when they want to know about London. The Museum of London and the Museum of London Docklands are an unmissable part of what the capital offers – for Londoners and tourists alike.

**Our strategic imperative is to:**

- **Strengthen our brand: We Are London**

### **Strengthening our brand**

A distinctive brand will allow us to make a successful transition from our current site to the wider opportunities of the New Museum. We will draw on that high-profile change to reposition the Museum of London Docklands. Our emphasis will be on increasing brand awareness from now until opening at West Smithfield. Partnerships will help to build our brand, setting out who we are and raising our profile in different places.

### **Making the news**

Contributing to the contemporary London news agenda demonstrates the relevance of the Museum of London. We will use the London Collection and our content to generate stories that create impact, especially through online news and social media channels.

### **Standing out**

Our challenge is to ensure we stand out in a competitive London market. A compelling marketing and communications strategy will set out how we promote what we offer, identifying the best channels to reach different audiences. Our communications will be designed to appeal to the intellectual and social motivations of our target audiences, while our brand personality will inform the tone and style of distinctive advertising. We will monitor the impact of our communications and track awareness of our brand to identify the most effective areas of investment.

### **Building anticipation**

We want to bring audiences and stakeholders on the journey to create a New Museum. Our public programming and communications will be used to generate excitement and we will consider alternative ways to maintain our presence among audiences to offset the period of closure as we prepare to move. Consulting Londoners about 'their' museum, our biggest ever fundraising campaign, pop-up locations, and outreach for schools and families are some of the ways in which we can do this. Over the course of the New Museum project, we will identify key moments to build anticipation – from leaving London Wall to opening the doors of our new building at West Smithfield.



### 3. Stretch thinking

We want to get people thinking about London in new ways. Everything we do through the London Collection should engage with the big questions about London and its place in the world.

**Our strategic imperative is to:**  
• Build the London Collection

#### Collecting for London

How we develop the collection now will shape the future of the museum. The London Collection evolves by capturing the changing, everyday experience of Londoners. A new Collections Development Policy will identify priorities. Creative commissioning – performance, art, photography, film and London-made products – will champion London's talent and have a major impact on new displays.

The Curating London programme will test new models of curation. To capture contemporary London, we will approach Londoners to help build the collection, adding diversity and shifting traditional collecting practices. Our teams will expand to include people with specialist knowledge of aspects of London life that are under-represented in the museum's collection. Our aspiration is to create a new, more diverse model for urban history museums.

#### Connecting our collections

The Museum of London holds the largest archaeological archive in the world, with finds from hundreds of sites across the city. Developing new ways to manage this vast, unparalleled collection will enable us to more actively curate London's archaeology.

Many collections across the capital speak to the history of the city alongside our London Collection. We will draw on this important resource in partnership with colleagues throughout London. Our aim is for the New Museum to connect all collections relevant to London's past and present.

#### Increasing academic impact

We plan to use our collection to foster new research through academic partnerships. The Museum of London's Academic Panel will guide content development relevant to the New Museum. Our experience of creating the New Museum will be shared with others, including students.

#### Providing sector leadership

London's vibrant museum sector has over 200 accredited museums. We will increase our leadership role for the non-national museums in the capital. More active mentoring and a continuing of our well-established conservation and collections care training programmes will support London's museums to build skills in these critical areas. We will manage the London museums development service, working closely with other agencies to offer vital support as museums respond to the challenges they face.



## 4. Engage every schoolchild

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Connecting young Londoners to their city and each other goes to the heart of our social purpose. Young people matter, whatever their circumstance. This is no small task: there are currently 1.4 million schoolchildren in London and this number is set to increase.

**Our strategic imperative is to:**

- Extend our reach across London to every schoolchild

### Inspiring generations

Outstanding programmes will engage the next generation of Londoners in all their diversity. From 'toddler takeover' days and interactive performances in secondary schools, to family festivals developed with local communities, captivating content will provide a unique opportunity for schoolchildren, families and young people to deepen their identities as Londoners.

We will remain recognised leaders in museum learning, including through our work with under-fives, special and supplementary schools. More than 600,000 schoolchildren and 250,000 children and their parents and carers will take part in our programmes over the life of this plan.

### Learning for everyone

Greater impact for young people across London will be achieved through strategic partnerships. Working with the City of London Corporation, we will play a central role in establishing Culture Mile as London's leading learning destination. Alongside our Culture Mile Learning partners, we will offer programmes aimed at improving the life chances of disadvantaged young people by developing the creative, technical and interpersonal skills needed by today's employers. With the GLA we will continue to contribute to the development of the London Curriculum and London History Day, helping to realise their potential to reach every schoolchild in the capital.

Inspiring the learning of children and young people is central to the Curating London programme. This will include large-scale family events in locations such as parks and shopping centres and projects with local schools as we connect with audiences beyond our physical sites.

### Connecting with east London

Families are a particularly important audience for the Museum of London Docklands. Our programme of family festivals will reach out to new audiences and help us increase visits from the five surrounding boroughs: Tower Hamlets, Newham, Southwark, Greenwich and Lewisham. A new learning centre at the Museum of London Docklands will enable us to welcome more schoolchildren and families. Our outreach programme to primary schools in the target boroughs will connect thousands of pupils with the heritage of their local area.

### Doing things differently

The transition to the New Museum will be characterised by innovation. We will experiment as we redefine our learning programmes across both sites and prepare for our move to West Smithfield. New trends in education, technology and visitor expectations will be brought together to forge a new learning model, with the ambition of doubling the number of children who will benefit from engaging with our content and expertise.



## 5. Stand on our own two feet

We aim to be an increasingly self-sustaining museum that maximises resources and uses our public funding to generate additional income. This enables us to do more, deliver value for money and have greater impact. There is great potential to be entrepreneurial by bringing our content, collections and commercial activities together.

**Our strategic imperative is to:**  
• Ensure our financial strength

### Increasing visitor value

Activities that generate income are part of the visitor experience. They provide different ways for our visitors to support us – from a purchase in the shop to making a donation. We want to strengthen our relationships with our visitors, increasing their numbers and retaining their loyalty. Late openings and corporate functions will reach audiences different to daytime visitors.

Benefiting from the arrival of Crossrail and London's new transport hub at Farringdon, the New Museum has the potential to attract many more people at different times of day and night. With more flexible operating hours, we aim to plug into Farringdon's 24-hour culture and contribute to London's growing night-time economy.

### Financially focused

Strong financial management will allow us to balance our business as usual operations and the transformational New Museum project. We will maximise each income stream and co-ordinate a variety of commercial activity, not all of which is visitor-dependent. Our core businesses include retail, catering, venue hire and income from exhibitions. The opportunities for income generation differ across our sites and our forward plans reflect this. Our commercial activities will generate more than £10m over the life of this plan.

We want to set the creative and commercial potential of West Smithfield within a resilient business operation. Developing a commercial strategy for the New Museum is critical, including major areas such as new retail, food and events businesses. We will seek London partnerships that support our brand and enhance the visitor experience.

### Building lifelong relationships

We will place fundraising at the forefront of our communications. We plan to gather our initiatives under one umbrella: a transformative £100m campaign that will stretch beyond 2023. Every pound that we raise – from visitor donations to grants – will build momentum. Our major capital campaign for the New Museum will be at the heart of this. We will raise £70m towards the New Museum over the next five years.

We will nurture existing relationships and establish new ones. We want to mobilise Londoners to get behind us in far greater numbers through mass fundraising appeals. A new membership scheme will be launched in the run up to opening at West Smithfield. Working with Campaign Ambassadors – people of influence and commitment – we will build a network that reaches out beyond the UK, attracting investment from those who feel connected to London wherever they are.

### Becoming sustainable

Our commitment to sustainability supports the wider City of London Corporation and GLA environmental strategies for London. We will define sustainability in its fullest sense, from environmental to wider financial and social aspects. These principles will inform how we build and operate the New Museum as well as addressing the environmental impact of our current sites.



## A New Museum at West Smithfield

Set in stunning historic market buildings in Farringdon, the New Museum will be transformational. Larger, livelier and more easily accessed, the museum will find new audiences among Londoners and visitors alike.

### Our strategic imperatives are to:

- Create a New Museum for London
- Transform ourselves

### Managing the project

Our core project team is in place and an experienced design team has been appointed to work with us. From high-level governance to detailed cost reporting, we will ensure a clear process and tight control over our programme and budgets. Planning permission should be achieved by early 2020, with construction beginning soon after. Close partnership with the City of London Corporation and the GLA will underpin every stage. Our goal is to maintain two vibrant museums as fully as we can. This will be through streamlining our operations and finding the best possible balance between our ongoing public offer and making the transition to the new site.

### Making a destination

The bold vision from architects Stanton Williams and Asif Khan with conservation architect Julian Harrap reimagines West Smithfield, combining historic and 21st-century elements to create an iconic museum. The evolving design will meet the ambitions of the museum now and for years to come. Integrating the New Museum into the wider public realm, working to establish the area as a cultural destination, and building on the opportunities of Culture Mile and the arrival of Crossrail, will be key.

### Developing new content

New permanent galleries and exhibition spaces, accessible collections storage, spaces for learning and more informal areas will interconnect in the New Museum. A core principle is 360-degree curation where our vision permeates every aspect of what we offer, from visitors' digital experience to the food we serve and the commercial partners we choose. Content development will be closely integrated with the building design process. We will work with Londoners and a huge variety of partners to shape the diverse stories we want to tell.

### Moving the London Collection

The New Museum enables us to rethink the London Collection – some 470,000 objects held at London Wall and several million more through our stores and archives. The vast project of moving the collection and preparing for new displays is an opportunity to take a fresh look at what we hold. From more objects on display to improved documentation, our aim is to increase access to these important London artefacts, digital and physical, for all our audiences.

### Transforming ourselves

We are at the outset of a process of redefining ourselves. We want to be people-centred, imaginative, open and diverse, impactful and sustainable. These principles will guide our organisational change as we move from our current operations to the New Museum. Overall, we want to enhance our creative capabilities and focus more strongly than ever before on audience insight.



## Deploying our assets

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**Our people, collections, information and buildings underpin the success of our Strategic Plan. Running the Museum of London and the Museum of London Docklands while delivering a major building project will require careful planning for every aspect of our operations.**

### People

Transforming ourselves is an essential part of the transition to the New Museum. Our exceptional staff and volunteers bring experience and expertise to this task. Organisational change will benefit from a culture of learning, experimentation and flexibility. To achieve our vision that We Are London, we must also better represent London's diversity across our staff, volunteers and at Board level, adding new voices to the conversation about London.

### Collections

The London Collection – formally designated a collection of national importance – consists of over 7 million items, from archaeological to digital collections. The move to the New Museum offers great potential to transform how we care for and manage the collection. Our experts will work to improve storage conditions, transform our data, grow our information assets and enable greater public value from the collection.

### Information

Systems fit for a 21st-century museum will provide a secure and efficient infrastructure both front and back of house. Plans include new digital asset management, replacing dated HR, finance and collections systems and adapting our website to reflect our new home. Working in better, smarter ways, supported by the right technology, is how we will improve efficiency and access to our collections and research.

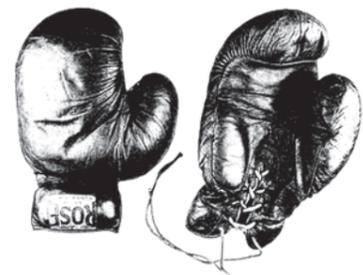
### Buildings

Our physical buildings mark our place in London. Plans for investment in our buildings reflect our longer term aims. At our Mortimer Wheeler House stores in Hackney we will focus on maintaining infrastructure and improving efficiency. At the Museum of London Docklands we will masterplan to ensure the building meets the requirements of growing visitor numbers and ensuring a high-quality visitor experience. Investment at London Wall will support ongoing visitor operations, reflecting our intention to relocate to West Smithfield.

### Performance

Gathering data, tracking performance and understanding impact are essential activities, embedded across all that we do. We will continue to test new ideas and assess what works. Evaluation and monitoring in areas such as our public programmes, collections, diversity and visitor profiles will identify where changes need to be made and chart our progress into the future.

**The coming years will be an unprecedented time for the Museum of London. Our plans will only be made possible through the extraordinary support of the Greater London Authority, City of London Corporation, Arts Council England, a myriad of partners and, above all, Londoners themselves.**



The illustrations in this document have been produced in collaboration with London-based artist Oli Fowler, using and inspired by images and objects from the museum's collection and wider London culture. Oli's dynamic and abstract compositions are characterised by their use of sharp shapes and bright colours.

Front cover image: inspired by, *Anti-nuclear protestors march on the road to Aldermaston: 1958*, Henry Grant. On route from London, the people featured were taking part in the first march to Aldermaston to call for an end to the use and testing of nuclear weapons.



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