



London Cultural Improvement Programme

Heritage Change Programme

2. The Heritage Service of the Future

2.5 Developing Strategic Goals

Heritage Change Programme

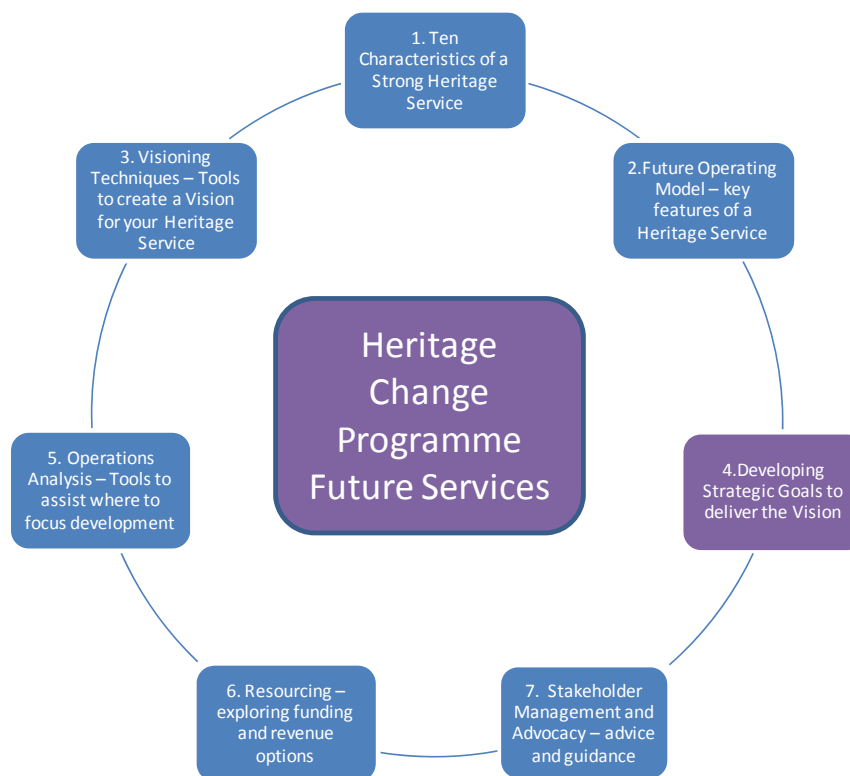
2. The Heritage Service of the Future

2.5 Developing Strategic Goals

Introduction

This advice on Developing Strategic Goals has been developed as part of London Cultural Improvement Programme’s Heritage Change Programme (HCP). It is part of the guidance on developing a Heritage Service of the Future, which is itself part of the wider Heritage Change Programme Support Package. This Guidance is for anyone who wants to think creatively about developing a Heritage Service, although it has been developed specifically for London Borough Heritage Services. Figure 1 shows how ‘Developing Strategic Goals’ fits into the range of resources for creating the ‘Heritage Service of the Future’.

Figure 1. Process for using the Guidance Pack



Developing Strategic Goals – Why do it?

Once a Service has clarified its Vision and Mission it needs to develop a strategy to actually move the Service towards achieving the Vision. Developing a strategy requires a Service to identifying its goals. Strategic goals are statements of what the Service aims to achieve over the period of the strategic plan (e.g. over the next year, five years, ten years.) The goals reflect the Vision and Mission. Goals can be developed using a number of tools such as SWOT (Strengths, Weaknesses, Opportunities and Threats); PESTLE analysis (Political, Economic, Social, Technological, Legal and Environmental); or a Goal Grid, which is explained below.

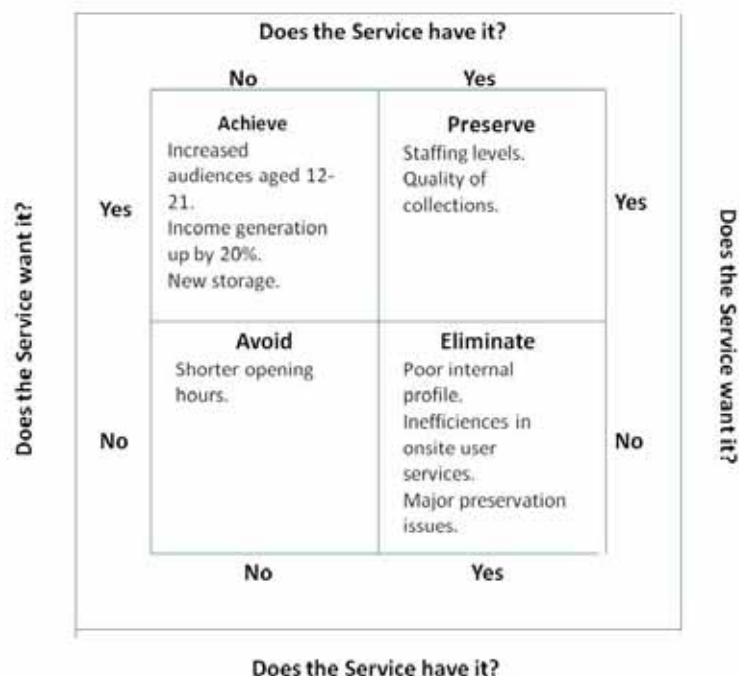
The Goals Grid

To develop Goals for the Service consider using a Goal Grid¹. The Grid determines four types of actions

- Achieve – gain something that the Service currently does not have
- Preserve – keep an element the Service already has
- Avoid – keep out something the Service does not want and does not have
- Eliminate – remove any elements that the Service does not want.

Following on from the Vision and Mission thought mapping, draw up a list of those elements that the Service needs to Achieve, Preserve, Avoid or Eliminate and enter them on the Grid. An example of such a Grid is given in Figure 2.

Figure 2. A Goals Grid for a Heritage Service



¹ Originally developed by Fred Nickols and Ray Ledgerwood.

Qualities of good goals

From the Grid, SWOT or PESTLE analysis a Service can distil its goals. A Service should seek to have no more than about 5 goals. The goals should be SMART i.e.

- **Specific** – define precisely what needs to be achieved. A goal is the marker which tells a Service when it has achieved what it set out to do therefore the Service needs to be very clearly able to identify when that point has been reached
- **Measurable** – only by being measurable will a Service both know and be able to demonstrate when it has achieved its goals
- **Attainable** – goals should stretch a Service but not be impossible to achieve or they will be pointless and demotivating
- **Relevant** – both to the Service and its key stakeholders (see the section on Stakeholders). In particular, Service goals should be directly linked to the Borough’s goals
- **Time bound** - strategic plans often run for 3, 5 or 10 years.

Examples of Heritage service goals

1. *The Royal Air Force Museum, London*

The Museum exists to educate and inform present and future generations about:

- The history and traditions of the Royal Air Force
- Air Power and Defence
- Aviation links with the Royal Air Force

And to promote the Royal Air Force.

Our Promise

We promise to do this by the integrated use of exhibitions, collections and the knowledge and expertise of the staff. We aim to maintain our position as a centre of excellence, to enlighten, excite and entertain our customers and provide them all with a quality service.

2. *The Victoria and Albert Museum Conservation Department*

The Mission of the Victoria and Albert Museum is to increase the enjoyment and understanding of art, craft and design through its collections.

To help meet the needs of curator, scholar, conservation professional and the public the Conservation Department aims to:

- Ensure that the collections are stable, in optimum visual condition and technically understood.
- Achieve the highest standards of conservation practice, training and research.
- Set an example of excellence to the profession.
- Provide an environment that stimulates the personal and professional development of conservation staff.

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3. The Churchill Archives

Mission Statement

Preserving a Heritage of Greatness

The Churchill Archives Centre is part of Churchill College, Cambridge, itself the National and Commonwealth memorial to Sir Winston. The Centre exists to preserve and make available the raw material of our recent past. It is already one of the most important sources for the understanding of the twentieth century. The Centre maintains the archives of British politicians and public figures who helped decisively to shape that century and ensure the success of a free society. It also holds important papers documenting scientific advance over the same period.

The Centre is expanding and continues to seek to ensure the future of important private collections of the Churchill era and beyond. The aim is to develop the Centre as a vital record of recent history.

The Centre seeks to preserve archival material (written documents and related records in other formats) in secure storage, and to conserve, catalogue and present the material in accordance with best professional practice. The Archives Centre is one of the few repositories in the university sector to have been approved by the Historical Manuscripts Commission.

The Centre seeks to make archival material freely available to researchers at all levels, from school children to university professors. Access is provided in the purpose-built reading rooms and research is further supported by a range of reader services and through an active outreach programme. The Centre is also keen to capitalise on new technology and new methods of delivery.

The Centre is keen to move "forward" (the College motto) in the spirit of Sir Winston Churchill, to build upon the foundations that have been established, and to combine high quality preservation with maximum access.

4. The Football Museum

Mission Statement

Why does The Museum exist?

The National Football Museum exists to explain how and why football has become 'the people's game', a key part of England's heritage and way of life. It also aims to explain why England is the home of football, the birthplace of the world's most popular sport.

Who is The Museum for?

The Museum is for everyone, football fans and non-fans alike. People without a keen interest in football will enjoy finding out why so many people are so passionate about the game.

The Museum is for everyone, regardless of age, gender, disability, sexuality, religion or any other factor. The Museum seeks to explain the meaning of football in society: what deeper truths about us as human beings can the fascination for the game reveal?

How does The Museum achieve its goals?

The Museum seeks to achieve this by undertaking the following seven key aims:

- *Developing* the finest and most significant collection of objects and associated evidence connected with the development of football around the world
- *Protecting* this important part of our cultural heritage for the benefit of all, both now and in the future
- *Researching* the collection to explain how and why football has become the most popular sport in the world
- *Interpreting* the collection in an entertaining and informative way, primarily through exhibitions, events and publications
- *Providing* a range of educational opportunities based on the collection, for learners of all ages and levels of attainment
- *Satisfying* customers with a level of visitor care which exceeds their expectations
- *Managing* our resources effectively and creatively, to be innovative and to continue to improve the services we offer.

5. The National Capital Trolley Museum, Maryland, USA

Long-term goals

- Being recognised for excellence in the museum community
- Being a visible and valued institution in the local area
- Being both inviting and accessible to visitors
- Steadily increasing membership and ridership
- Being financially sound
- Remaining family-oriented
- Being a research resource
- Providing Maryland residents with an enhanced sense of place and history.

6. Falkirk Council Museums Service

Long-term goals

- To strengthen public engagement with cultural heritage, to support the purposes of learning and building community capacity
- To increase the effectiveness of stewardship of cultural heritage, in relation to managing its collections, adopting a balanced approach to sustainability
- To develop facilities provision and management to contribute to the area's tourist economy, supporting the purpose of economic development through facilities of sufficient quality to be credible as tourist attractions, including the closure of those which are unsustainable.

Two further objectives support the delivery of these:

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- To develop the staff resource; ongoing development of the service requires ongoing change to roles and remits, requiring in turn effective professional development, the creation of new posts and the discontinuation of those which are obsolete
- To develop partnerships; the museum will need to take the initiative in creating partnerships to deliver its services via other bodies – other Council departments, national bodies, other local authorities, the voluntary heritage sector, and communities.

Further information

Accessing more Heritage Change Programme Guidance on developing the Heritage Service of the Future

The individual sections of the Guidance can be found by clicking on the relevant title below:

- [Introduction to the Heritage Service of the Future Guidance](#)
- [The Ten Characteristics](#)
- [The Future Operating Model](#)
- [Visioning Techniques](#)
- [Operations Analysis](#)
- [A Fresh Look at Resourcing](#)
- [Stakeholder Management and Advocacy](#)

Further information about the Service of the future

For signposting to further information relevant to a Heritage Service of the Future go to

- [Routes to Further Information](#)