

Strategic Plan 2007-2010

*Jamtli, for unforgettable
memories!*

Strategic Plan for Jamtli 2007-2010

Introduction

The current strategic plan for the Jämtland County Museum covers the years 2003-2006 and this period is rapidly approaching its end. It is now time to learn from past experience and to prepare for the next period in our strategic planning. Our market research and business intelligence analyses have revealed two factors of such importance to the future development of the museum that they have been allowed to influence significantly the strategic plan for the period 2007-2010.

The first of these factors is the anticipated re-structuring of local government in Sweden. This will affect considerably the boundaries, organisation and structure of the county councils, and probably even the municipalities. Within a few years, the creation of new regional divisions in the country will alter considerably the historical role of our museum as primarily a county museum, and the museum will then have to operate under completely different political conditions.

The second factor is the recognition of the fact that being awarded national development funding for regional cultural heritage projects has become increasingly more difficult. This will mean partly that the funding available will be less and partly that there will be greater competition for the funds that are available.

Together these factors cast a new light on the potential for development in the immediate future.

A key objective with the new strategic plan is to defend and maintain the leading position this museum has in Sweden, but we also need to aim higher than this. We must aim to awaken an interest in our museum in the rest of Europe and to ensure that we will achieve this by fixing our sights on this goal. However, this vision can only be achieved if we think in a European perspective and if we focus our attention on those areas in which we already have an advantage, for example in cultural heritage education, the conservation of buildings and in our photographic collections.

A great deal of what is involved the process of European integration is already part of the traditional *modus operandi* of the museum. In the new strategic plan, this approach has been re-focused to take into consideration the aims and ambitions of the European Union. This has meant strengthening some areas of our work, but also weakening others.

Henrik Zipsane
Director
Jämtland County Museum

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This strategic plan, based on the factors mentioned above, has been established by working from the following hypotheses:

- the museum will operate with an increasing sense of belonging to Europe and for the breaking down of barriers and restrictions between people and peoples
- the museum will strengthen its distinctive trade marks
- life-long learning will be central to the work of the museum with children and a mixture of children and adults as prioritised target groups
- because of its attraction as a visitor destination, the museum will be a vital ingredient in the development of the region.
- the museum will be characterised by flexibility, participation, high quality and efficiency
- the museum will be adequately funded.

This strategic plan, which is coordinated with the directives from the parent bodies for the period 2007-2010, consists of the following:

- Mission
- Aims
- Goals
- Benchmarks
- 4-year Steering Document
- Specific Initiatives for the Individual Departments

The Making of the Strategic Plan:

This strategic plan has been produced in the following manner:

- Aug 04 The curators are preliminarily informed of the concepts underlying policy making
- Sept 04 The museum management is given an outline of the thinking behind policy making
- May 05 Municipal and county councils are given a more substantial outline of the thinking behind policy making
- May 05 The process is approved
- June 05 Departmental heads provide preliminary proposals for common items in the main programme
- Oct 05 The director of the county museum outlines the main structure of the draft strategic plan to the museum management seminar

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- Nov 05-
- Feb 06 Departmental heads work on the draft in their respective departments.
- March 06 The director of the county museum sends steering directives to the departments and central management services
- April 06 Departments and central management services produce benchmarks related to the steering directives
- May 06 The director of the county museum approves the first official draft of the strategic plan
- June 06 Seminar on the strategic plan and its directives held with members of the board
- June 06 Draft sent to parties with which the museum cooperates for comment
- Aug 06 The departments provide proposals for planned operations on a 4 year basis within the terms of the directives
- Sept 06 The director of the county museum approves the second official draft of The strategic plan which is coordinated with the directives from the parent bodies
- Sept 06 Seminar for personnel on the draft strategic plan
- Oct 06 The board discusses the draft strategic plan
- Dec 06 The board approves the strategic plan for 2007-2010

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Once the strategic plan has been approved, the work of revising the development and investment plans for Jamtli can begin:

- March 07 The director of the county museum outlines the development and investment plans for Jamtli for 2007-2010 to the museum board and the management
- May 07 The director of the county museum outlines the development and investment plan for Jamtli for 2007-2010 to investors and the steering committee of Jamtli Partners
- Oct 07 Outline of the revised the development and investment plan for Jamtli from 2007-2010 provided for Jamtli Partners
- Oct 07 Draft of the development and investment plan for Jamtli for 2007-2010 presented to the museum board
- Dec 07 The board approves the development and investment plan for Jamtli 2007-2010

Our Mission:

Jamtli is to become a leading museum in Europe in the role of cultural heritage in regional development

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Specific Aims:

Jamtli will work to ensure that cultural heritage is actively used to:

- 1) encourage life-long learning**
- 2) achieve sustainable growth**
- 3) promote democratic citizenship and social inclusion**

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Goals of the museum's activities

Jamtli shall:

1. continuously and to an increasing extent participate in European projects
2. implement a real improvement in the value of Jamtli as a trade mark and be active across geographically boundaries
3. develop and strengthen initiatives in cultural heritage education
4. strengthen theoretical and practical knowledge production with a special focus on learning perspectives
5. implement initiatives in photography, art and the cultural heritage of contemporary society
6. achieve sustained high levels of year-round visitor numbers to the parts of the museum that are open to the public
7. reach new users and thereby contribute to greater social inclusion
8. strengthen the work of cultural heritage so that it becomes a true resource in the development of the region and a support to sustainable social development
9. actively ensure that the tangible and intangible traces of the past are preserved and used in life-long learning
10. become one of the leading museums in Europe in the production of experiential historical events for visitors

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Benchmarks:

Jamtli shall:

1. continuously and to an increasing extent participate in European projects
 - a. Jamtli will participate in two interregional projects annually- at least one of which will be with Sverresborg
 - b. Jamtli will participate in at least one other EU project annually
 - c. Jamtli will participate in at least one practical European museum network and at least one practical European educational network by 2010

2. implement a real improvement in the value of Jamtli as a trade mark and be active across geographically boundaries
 - a. By 2010, at least 30 % of the population of Sweden and 20 % of the population of the Trøndelag region of Norway will recognise the name Jamtli
 - b. From 2009 and annually onwards, the expertise at Jamtli will be made available to at least 3 interested parties from outside the county on a commercial basis
 - c. By 2010, the number of visitors to Jamtli's online services will be at least 250 000

3. develop and strengthen initiatives in cultural heritage education
 - a. By 2010, there will be 750 users of the cultural heritage educational mailing list
 - b. During the period of the strategic plan, Jamtli will publish two anthologies of articles on cultural heritage from a life-long learning perspective—the majority of contributions will come from our own staff
 - c. By 2010 at the latest, we will have created a distance, on-line, learning programme based on our collections of photographs and timber buildings
 - d. Each year, Jamtli will develop at least two experimental educational programmes for life-long learning in which new ways of learning and experiencing are tested
 - e. Archaeological digs open to the public and courses in the preservation of buildings are to be held each year
 - f. Jamtli will have a central role in the training of pre-school teachers in the Mid-Nordic region by 2009, at the latest and a key role in a European postgraduate degree in cultural heritage education by 2010, at the latest.

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Benchmarks:

Jamtli shall:

4. strengthen theoretical and practical knowledge production with a special focus on learning perspectives
 - a. By 2010 at the latest, eight collections of buildings or areas of cultivation and standing exhibitions at Jamtli, and four cultural environments in the region will have well-developed learning objectives and associated educational programmes
 - b. From 2010, 50% of the research into antiquities will have a clear learning perspective
 - c. From 2008, one external and two internal annual evaluations of the results of learning and experience will be carried out

5. implement initiatives in photography, art and the cultural heritage of contemporary society
 - a. Every year 20 000 photographs are to be digitalised and made available to the public
 - b. During this period, at least one major international art exhibition and an innovative photographic experience will be created at Jamtli
 - c. Every year, a major acquisition of tangible and intangible traces of the past will take place with an emphasis on the 1970s

6. achieve sustained high levels of year-round visitor numbers to the parts of the museum that are open to the public
 - a. In 2007 and 2008 Jamtli is expected to have at least 175 000 visitors. In 2009 and 2010 Jamtli is expected to have at least 185 000 visitors.
 - b. The number of school class bookings, historical walks, visitors to the Memory Bank and participants in the Jamtli Open Pre-School will have increased by 25% in 2010 compared to 2005
 - c. By 2010 at the latest, Jamtli will have eight bookings for activity days for companies and businesses

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Benchmarks:

Jamtli shall:

7. reach new users and thereby contribute to greater social inclusion
 - a. Each year, Jamtli will initiate and implement at least one development project which aims to improve social inclusion
 - b. By 2010, the composition of the staff at Jamtli will reflect that of Östersund Municipality, i.e. at least 8% will have a non-Swedish background
 - c. By 2010 at the latest, Jamtli will be able to offer a coherent programme in intercultural skills which will contribute to increased knowledge of and tolerance for other cultures
 - d. By 2010, information on Jamtli will be available in five languages

8. strengthen the work of cultural heritage so that it becomes a true resource in the development of the region and a support to sustainable social development
 - a. In 2010, four selected cultural heritage sites will be able to confirm the extraordinary and important support Jamtli has achieved in increasing its visitor numbers
 - b. By 2010 at the latest, half of the information available on and advice given with regard to matters of cultural heritage and conservation will be accessible electronically
 - c. During the period, at least one cultural heritage programme will be implemented and evaluated

9. actively ensure that the tangible and intangible traces of the past are preserved and used in life-long learning
 - a. By 2010 at the latest, Jamtli will be able to offer an educational programme for young adults that covers a handicraft of vital importance to regional cultural history
 - b. In 2008 and 2010, Jamtli will be able to offer a newly developed educational programme on contact across generations
 - c. By 2010 at the latest, Jamtli's digitalised collections will be used in general education

10. become one of the leading museums in Europe in the production of experiential historical events for visitors
 - a. Each year, a distinctly new programme item will be developed and implemented
 - b. By 2007, time travel in English will be available and by 2008 tourist experiences in Fench and German
 - c. By 2010, Jamtli will be recognised outside Sweden for its initiatives on the themes covering "The Viking Age" and "Contemporary Society".

Directives for the Museum
Appendix 1

Directives for the Museum 2007-2010

Main Themes

To coordinate effectively the resources of the museum during the four years of the plan, the following main themes for the visitor high season have been approved. The work of the departments and sections is to be steered by these themes.

Basic principles

- Each theme requires a holistic mode of thought and all departments will contribute to this process.
- Each theme will steer initiatives both outside and inside Jamtli, and also all initiatives in the region.
- Each theme will have a manager who, in cooperation with the director of the museum will produce a plan of implementation which will act as a source of inspiration to a working party. Progress reports for the themes will be given by each theme manager at staff meetings.

Themes 2007-2010:

Jamtli Winter Land 2007	THEME: Sport, body and soul
Jamtli History Land 2007:	THEME: Life on holiday
Jamtli Winter Land 2008:	THEME: We are what we wear
Jamtli History Land 2008:	THEME: Children in the 1970s
Jamtli Winter Land 2009:	THEME: Create your own History
Jamtli History Land 2009:	THEME: The golden age of the Nordic area
Jamtli Winter Land 2010:	THEME: Your house and your home
Jamtli History Land 2010:	THEME: The Viking soul

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Directives for the Departments

Department of Learning and Exhibitions

Two main ideas will characterise the work of this department if the goals specified above are to be achieved:

A greater focus on appealing to the public

It will be necessary to strengthen the wide public appeal of the thematically arranged activities during the winter land and history land seasons. This appeal will, naturally, include both the exhibitions in the museum at Jamtli and the facilities and activities in the Jamtli Park, and in some cases activities in the region at large.

The process of planning and implementing initiatives in education and exhibitions will involve an integration of the two perspectives throughout.

This department, and in particular the section for exhibitions and displays, should concentrate the resources allocated to its own initiatives almost entirely to the two main seasons. Approximately 1/3 should be allocated to the winter season, with local inhabitants as the main target group, and 2/3 to the history land season where tourists from the rest of Sweden and abroad constitute the main target group.

Outside of these seasons the task of the department is primarily outreach with new target groups as its goal.

Improvements in educational quality at several levels

With learning perspectives becoming a central factor in the work of the museum, a considerable growth in skills and qualifications will be needed in the department, in particular in the education section.

In-service training in education will be needed generally throughout the museum and in this respect the department will need to support other departments, sections and units. In addition, the availability of in-house educational skills, qualifications and experience will form a foundation for the Nordic Centre for Cultural Heritage Education.

The education section will be at the centre of the majority of the development projects at the museum during this period. This section will have a specific responsibility for increasing the number of visits by schools and pre-schools to Jamtli, which demands new thinking and innovative marketing of the opportunities Jamtli offers.

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Department for Documentation and Research

Learning and freedom as key notions.

The educational profile is to be strengthened. Courses in the preservation of historic buildings are to be arranged and educational programmes are to be developed for a number of the cultural environments at Jamtli. The department will also contribute to the two anthologies that are planned with editorial skills and articles. The department is to contribute to the initiation of a Swedish/Norwegian pre-school teacher-training course in cultural heritage education in the autumn of 2008 and to the establishment of a European postgraduate degree in cultural heritage education.

As part of the regional initiatives at the museum, the department will produce a regional cultural environment programme in cooperation with the executive board of the county council. It will also produce an equivalent programme at the municipal level in cooperation with Härjedalen Municipality. Special measures will be introduced to increase visitor numbers at Ströms hembygdsgård (The Local History Museum in Strömsund) and educational programmes will be produced for three visitor destinations (Ragunda, Krångede, Döda fallet (The Dead Falls)).

Activities and initiatives that can be commissioned by outside bodies are to be marketed outside the county.

Cultural history

The study of cultural history is to be concentrated on the thematic areas as outlined above. In each of these areas, major initiatives will be taken (acquisitions of memorabilia, interviews, the acquisition of objects and possibly the study of cultural environments). These studies will be focused primarily on the 1970s.

Concerning the preservation of ancient buildings, there will be a commitment to on-line activities. During the period a website will be established and maintained dealing with the preservation of buildings and the history of settlements. This also includes the creation of an e-learning programme about timber buildings. Most of the advice on cultural environments will be available on-line.

Archaeology

Within archaeology there will be a major commitment to establish and maintain a long-term project on the Viking Age. This initiative will involve both research and knowledge production and – as far as possible- educational initiatives such as annual digs open to the public.

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Department for Conservation and Collections

The collections and their availability

The department should work towards a greater public availability of the collections, in terms of teaching, general education and research, by improving the conditions under which they are kept. In this respect digitalisation of the collections is a priority and, in particular, the digitalisation of the photographic collections. The department will:

- aim to create and implement one or more interregional projects dealing with the registration, documentation or care of collections.
- support the theme editors and the arrangers of exhibitions in the selection, accessibility and arrangement of exhibits.
- ensure that the planned major acquisitions of objects etc. are carried out in the most effective manner and look into the potential for carrying out an annual special acquisition of photographs from private persons

The Memory Bank and life-long learning

The aim is to increase the use of the collections in the Memory Bank and the Grain Store and also to increase the number of visitors to these two facilities. The department will:

- develop learning objectives and educational programmes for the collections in cooperation with the Department of Education and Exhibitions
- co-operate to a greater extent with the County Archives and the Archive of Popular Organisations as part of an outreach policy
- aim to establish projects in e-learning and life-long learning in cooperation with adult education organisations and bodies.
- review the home pages and databases of the collections to improve accessibility for schools

Props

The department will work with the production, treatment and storage of textile props with a particular emphasis on the 1970s.

Photographic services and conservation

A wider marketing of the commercial activities of the department will enable it to attract customers from outside the county. On-line orders need to expand.

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Department of Information and Public Services

The 'Jamtli' trade mark

The department has a central role to play in upgrading the 'Jamtli' trade mark during the period. This includes:

- making the world aware of what the 'new' Jamtli means through the production of a new design and marketing activities
- increasing public awareness of Jamtli by marketing the facilities, but also by contributing to a greater exposure of Jamtli Photographic Services, Jamtli Press, Jamtli Café, Hove Restaurant, Jamtli Museum Shop and Jamtli Youth Hostel. In addition, the work of the museum in terms of the preservation of cultural heritage and cultural heritage education, which will become the hallmark of Jamtli's activities, should be promoted.*
- providing basic information about Jamtli in five languages. This means a new home page which will be ready in January 2007 and which will contribute to a growing internationalisation of Jamtli. This will make it easier for people to access Jamtli's on-line activities.

Increase in visitor numbers

With new marketing initiatives, the department will contribute to an increase in visitor numbers. This includes:

- improved information for the many new educational programmes and tourist experiences which will be produced in the period
- improved contacts with companies and governmental authorities so that, to a greater extent than now, they use Jamtli for both internal meetings and customer activities.

Reception and accessibility

The public services sector in particular will work on access and a reception by:

- working actively in welcoming groups of visitors who have not visited the museum previously.

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Central Management Services

Personnel administration

In recent years, the County Museum has carried through both major and minor re-organisations. Recent research shows that all too frequent changes can inhibit rather than strengthen an organisation. It is, therefore, important before deciding on a potential re-organisation, to carry out a thorough analysis of the existing situation and to study possible models for a new organisation. The following measures are judged vital to the smooth functioning of the organisation:

- Jamtli will, in cooperation with KFS, produce a policy of cooperation and design a locally adapted system of conflict resolution together with a strategic plan to implement it. This process will also include training in communication and conflict resolution.
- Annual staff questionnaires will be designed to analyse health and safety at work, the functioning of the organisation and the relationship between managers and employees.
- In cooperation with KFS, Jamtli will map out potential organisational models.
- New organisational models that are under consideration will first be tested in one part of the organisation before being applied to the organisation as a whole.

In order for the composition of the staff of the museum to reflect that of the region as a whole a number of measures are needed.

The following measures are judged important:

- A review of recruitment routines. Job advertisements will state that intercultural skills and qualifications are a merit.
- Any vocational and occupational training projects in cooperation with the local Job Centre are to involve positive discrimination so that at least 10% of those involved have a foreign background.
- During the period at least one project within the framework of the EU Social Fund will be implemented which will wholly or partly be designed for people with an ethnic/cultural background that is different from the traditional Jämtland/Swedish one.

Business administration

Jamtli requires staff with the necessary skills and qualifications to ensure high standards in applications for EU funding and in the reporting of EU projects. The following measures are judged essential:

- The recruitment of a special administrator who is skilled in the formal demands of the EU funds, who can ensure that applications are formulated in the correct manner and who can deal with administrative reports. Language skills are vital.
- The implementation of measures to increase the knowledge of the members of staff with regard to EU regional and central funds.