



## **Strategic Plan for Jamtli 2011-2014**

### **Overriding Aim**

Jamtli is to become one of Europe's pre-eminent museums in the role of cultural heritage in regional development

### **Specific Aims**

Jamtli is a regional museum committed to the research and documentation, the preservation and management, and the employment and dissemination of cultural heritage.

Jamtli will implement EU policies on climate awareness, sustainable growth, social inclusion, democracy and life-long learning in all aspects of the organisation.

## *Introduction*

### **Steering documents for the Jamtland County Museum Foundation (Jamtli)**

The work of the Jamtland County Museum Foundation (Jamtli) is regulated partly in law and partly by a number of regional steering documents. The most important of these are the rules and regulations that were originally adopted in 1973. The founding bodies—Jämtland County Council, Östersund Municipality, the Local Heritage Society and the Jämtland County Art Association—decide on the terms of reference from the parent bodies for each political term. They point to the main lines of development and the principles under which the work of the museum is to be carried out for the coming four-year period. This strategic plan is instigated by Jamtli and describes how the museum will realise the aims of the terms of reference approved by the founding bodies. Each year an annual agreement is signed between the Jämtland County Museum Foundation and the County Council and Östersund Municipality respectively, which specifies interim goals for the coming year and gives details of the grants to be paid to the museum. Thereafter, Jamtli produces a business plan and budget which describe what is planned for the coming year to meet the interim goals of the agreement and to realise the aims of the strategic plan. The Jamtli annual report, including the annual accounts, gives an account of how well this has been achieved.

### **Jamtli and changed circumstances**

On the European, national and regional levels the conditions under which Jamtli operates will change during the period of this strategic plan. The European Union is currently developing clearer goals for its cultural policies which are to be related more closely to other policy areas (the development of commerce and industry, social cohesion and integration, and education) and the Nordic Council has aligned itself with this line of thinking. At the national level, the old approach to museums is changing rapidly. The role of responsibility, once central to the work of museums, is no longer preeminent, the traditional role of the county museum is less distinct and (county) museums are now competitors on an open market. At the regional level new cultural policies mean that Jamtli no longer receives its government grants directly from the Swedish Arts Council, but instead receives funds via the Jämtland County Council which negotiates with the government for funding for its regional cultural policies as a whole. In a worst case scenario, Jamtli will have to compete with other regional cultural actors in the county of Jämtland for government funding, and in a best case scenario there will develop regional co-operation for the benefit of us all.

In this context, a stronger Jamtli is needed. This means ensuring a strong financial position for Jamtli based on the generation of large amounts of self-financing and by making others aware that we already generate more than two thirds of our financial resources ourselves. This will mean that the importance

of Jamtli, with its concentration of skills and knowledge, for other actors in the county of Jämtland—and beyond—will be realised. We need to learn to take proper payment for our services and to emphasise how reliant other regional and local actors are on Jamtli's European and Nordic contact net, to mention one example. It is important that the present levels of financing are retained so that Jamtli can continue to act as a major resource for other less prominent actors in the county, as it does today. In terms of international cooperation, Jamtli has come furthest in the county and its competencies in this field can make a major contribution to internationalisation in the county in such fields as life-long learning, mobility and cultural policy.

### **Resource in the social economy**

Jamtli bases its activities on a spirit of collaboration and cooperation with other bodies which has developed over many years. This aspect of our work is not always fully understood by the outside world. The role Jamtli plays in the social economy needs to be more prominently articulated in order to attract a greater number of partners and to ensure that this role receives the attention it deserves both politically and commercially.

The many friends Jamtli has in the Local Heritage Society, the Jämtland County Art Association and in the Friends of Jamtli Society form a particularly important resource in the work of the museum. The members of these societies act as a resource in a number of ways, such as active volunteers helping out at Jamtli and as a reference group for current and future projects. Resources such as these can and must be developed further, which can be partially achieved by helping to stimulate an increased membership of these organisations and an increase in the proportion of active members. A possible approach is to ensure that time spent on helping at Jamtli, or in other activities, can be translated into quality time by improving the quality of life, a sense of community and the pleasure of learning for the participants.

### **Proposed main initiatives 2011-2014**

Jamtli will only become stronger if the foundation of our operations is assured and improved. We hope to assure preservation of the expanding cultural heritage of our region by realising the implementation of a new regional storage centre. Hopefully, close cooperation with the Nationalmuseum (National Gallery) will lead to the establishment of the Nationalmuseum Norr (The Northern National Gallery) at Jamtli. This will enable access to prominent works of art and facilitate the development of educational approaches to classical art that reflect the needs of the 21<sup>st</sup> century. Underpinning the work at Jamtli are the specialist skills that have elevated the museum to its current status of a successful cultural heritage enterprise. European, Nordic and Mid-Nordic cooperation is expected to expand and

this will encourage the development of skills in cultural heritage education that correspond to the highest international quality.

In satisfying our ambition to stimulate cultural heritage initiatives in the whole region, the Härjedalens Fjällmuseum (Härjedalen Mountain Life Museum) and Optand Teknikland (Optand Technology Park) will be allocated several important functions within regional thematic networks. It is possible that additional cultural heritage sites with close links to Jamtli and open to the public will be established. To stimulate entrepreneurship and to open the way for other actors to participate in cultural heritage projects, Jamtli will explore ways of establishing and participating in cultural heritage enterprises such as NCK Nordic centrum för kulturarvspedagogik (The Nordic Centre for Cultural Heritage Education).

At Jamtli itself, money will be invested in new attractions and in the improvement of those already well established. There will be a regular influx of new items made available to the public. We intend to make Jamtli more appealing and from 2012, when Jamtli celebrates its centenary, make a visit to Jamtli History Park an occasion meriting international comparison with the very best, and in so doing to reach out to customers far and wide with our own unique marketing strategies.

### ***The Making of the Strategic Plan:***

**The making of this strategic plan has been a process:**

- **September 2008**                      **Interim follow-up of the strategic plan for 2007-2010 and discussion of the directions of the future plan with the board of the museum and the museum management**
- **April 2009**                              **The management produces a draft of the general aims and overriding goals of the plan**
- **April 2009-February 2010**      **Coordination of Terms of Reference and the Strategic Plan**
- **May 2009- February 2010**      **The museum departments develop ideas for benchmarks**
- **March 2010**                              **The management processes these ideas and produces a final proposal**
- **May 2010**                                **The Head curator produces the terms of reference for the work of the museum**
- **June 2010**                                **Terms of reference from the parent bodies are approved**
- **September 2010**                      **The board discusses the proposed strategic plan**
- **September 2010**                      **The trade unions discuss the proposed strategic plan**
- **December 2010**                        **The board approves the strategic plan for 2011-2014**

The process has been extensive and it feels as if it has taken much time, but it is essential that the strategic plan (The Jamtli Family Bible) has the support at all levels of the museum, that nothing has been forgotten, that the parent bodies are pleased and that the final plan is realistic.

Henrik Zipsane

Head Curator

## *Goals of the museum's activities*

*Jamtli will:*

1. strengthen the role of the museum as a regional resource for and partner in life-long learning, social inclusion and other issues of development
2. be involved in and take responsibility for European cooperation to an increasing extent
3. achieve high and sustained levels of visitor and user numbers, and strengthen commercial influences
4. implement initiatives in matters of climate and the environment which are acknowledged by the world around us
5. draw attention to the cultural heritage of contemporary society.

**1. strengthen the role of the museum as a regional resource for and partner in life-long learning, social inclusion and other issues of development**

- a. Jamtli will develop at least three educational courses in cultural heritage aimed at senior citizens and covering the subject areas of citizenship, health and creativity
- b. Jamtli will formalise its partnership with a school in Östersund and a school in the region to develop cultural heritage education
- c. Jamtli will execute at least two new projects designed to cover social inclusion in cultural heritage education before the end of 2014
- d. by 2012 at the latest, Jamtli will have established a web-based learning programme using the collections at the museum. By 2014, it is expected that two such programmes will have been established with approximately 1000 users a month
- e. by 2014 at the latest, Jamtli will be involved in at least four strategic investments in cultural environment, and at least three of these will cost SEK500, 000 or more.

**2. be involved in and take responsibility for European cooperation, to an increasing extent**

- a. each department is to be involved permanently in at least one EU project which includes partners in other European countries
- b. at least once a year Jamtli will create the conditions for another body in the region to lead an EU project
- c. the European projects run by Jamtli and NCK which have a turnover of more than SEK1 million will cover their actual overhead and development costs
- d. Jamtli will apply at least one a year for funding from the regional structural funds for a major project of SEK1 million or more

- e by 2014 at the latest, financing will be available for a fulltime administrative post for a specialist in EU financing and a 50% post for expertise in exploiting the income from research results

**3. achieve high and sustained levels of visitor and user numbers, and strengthen commercial influences**

- a. from the summer of 2012 onwards, Jamtli aims to receive 100,000 visitors and generate SEK3.5 million in entrance fees in the June to August period
- b. by 2014 at the latest, Jamtli website will have at least 1 million visits per year and e-shopping will have been established
- c. the turnover of commercial bookings is expected to increase by 20% during this period
- d. the turnover of the café and restaurant will increase by 5% annually
- e. by 2014 at the latest, Jamtli will reach at least 10,000 people in the county annually by giving advice, courses, lectures and by offering similar activities.

**4. implement initiatives in matters of climate and the environment which are acknowledged by the world around us**

- a. by 2014 at the latest, Jamtli will have achieved the standards for an environmental management certificate
- b. by 2014 at the latest, the total electricity consumption at Jamtli will have been reduced by 15% in relation to the situation in 2010 and all electricity will carry a green certificate
- c. the vehicle park at Jamtli will consist of environmentally classified vehicles of which at least two will be powered by electricity



- d. Jamtli will develop and run 1 educational programme from 2011 and at least two from 2014 onwards with the themes of environment and sustainable development
- e. by 2014 at the latest, work at Jamtli on the protection of the environment will have been mentioned in at least ten news items in media outlets outside Jämtland county

**5. draw attention to the cultural heritage of contemporary society**

- a. Jamtli is to build a 1970s environment which will be opened in the summer of 2012
- b. a plan for collecting and preserving modern cultural heritage is to be produced
- c. at least five projects documenting and researching into the modern period will have been carried out during this period
- d. the contemporary history of our society will be the subject of at least two exhibitions
- e. by 2014 at the latest, Jamtli will have been acknowledged in Sweden and abroad for its work on the cultural heritage of contemporary society

**Strategic Exhibitions 2011-2014:**

- 2011**                      **Theme:     religion/ philosophy of life, fancy and folklore**  
*Editors Olof Edin and Christina Persson, advisor Torgård  
Notelid*
- 2012**                      **Theme:     centenary celebrations Jamtli and JLK**  
*(outdoors: the 1970s)*  
*Educationalists Malin Bäckström and Linda Pettersson,  
advisor Sten Gauffin*
- 2013**                      **Theme:     the climate and uranium mining**  
*Editor Amanda Jönsson, advisor Christina Wistman*
- 2014**                      **Theme:     Jämtland –EU relations 20 years on**  
*Editor Mia Nilsson, advisor Anna Hansen*
- 2015**                      To be decided on by the autumn of 2012 at the latest.

## **Strategic Plan for Jamtli 2011-2014**

### ***Terms of Reference for the Departments:***

#### ***Interpretation and Learning Department***

##### **The appeal of the public exhibits and the satellites**

During this period major resources will be committed to strengthening the appeal of Jamtli through a number of investments. It will be the task of the department of interpretation and learning to realise the aims of these investments. This means that interpretation and learning need to work in symbiosis throughout the entire process of planning and execution, together with the department for information and visitor services.

The department is expected to act as a resource in improving the appeal to visitors of Optand Teknikland (the Optand Technology Park) and Härjedalens Fjällmuseet (the Härjedalen Mountain Life Museum) and other satellites, in particular.

##### **Organising the work of the department and its resources**

In order to achieve a good working environment and high levels of quality and productivity, the department is to improve its organisation and planning. There needs to be a clear distinction between resources allocated for maintenance and those for development. This process is expected to be carried out in close cooperation with colleagues in the NCK, the archives and the head curator.

##### **The creative head of department**

The head of the department is expected, together with the head of the department of information and visitor services, to develop a new system of signposting and marking for the entire area and, in consultation with the head curator, ensure that new additions to the park are infused by the Jamtli spirit, from the very beginning.

## ***Documentation and Research Department***

### **Extensive training**

The shrinking role of the local authorities at municipal and county level in the preservation and development of the cultural heritage of the county must be compensated for by providing relevant skills and training to local authorities, property owners and the general public. Jamtli's webpage is to become the natural source of information and inspiration about cultural heritage in the county. All the politicians and members of staff in the municipalities in the county who are responsible for cultural heritage and tourism are to be contacted at least once a year. There is a need to expand and market the number of commissioned projects from municipalities and other bodies.

### **General education and research**

During the period of this plan, the department will initiate and develop courses at Jamtli and in the county in the preservation of buildings, the care of cultural landscapes, handicrafts, cultural history and archaeology. The curators at the department will be expected to take initiatives in research, both individually and collectively, that are related to the areas mentioned above and which will set a good example for other museums and the county.

### **Head of research at Jamtli**

The head of department is expected to stimulate more research at Jamtli so that the staff at Jamtli and NCK—primarily those with research training—in cooperation with various universities will attract research projects in cultural heritage, the use of history and education. The head of department is particularly responsible for, in consultation with the head curator, taking the initiative in developing suggestions for activities for the 3 and 4 grades that have as their point of departure the exploitation of competence, improved quality of life and power of attraction.

## ***Preservation and Collections Department***

### **Improving the collections and storage**

The establishment of a “modern society” exhibition area in Jamtli and use in other milieus on a daily basis places a major burden on supplementary collections. A policy is to be established for the treatment of collections. Parallel with this, the department will be involved in two major initiatives. Firstly, the department is expected to bring into use a completely new distance store as “county storage” and secondly, all external offices and accessible archives, library and photographs will be moved to the archive building.

### **E-Learning and accessibility**

The success of making photographs accessible via the web-page is to be followed up by establishing a webpage of the collections as a prerequisite for developing e-learning programmes. By the end of this period the department is to have changed its registration programme from SOFI to PRIMUS.

### **Jamtli international secretariat**

During this period, the head of the department is to develop a monitoring and information structure for the Nordic and European cooperation carried out at Jamtli. This will ensure transparency, insight and coordination. The head of department is also to ensure that the Jamtli collections will be accessible through EUROPEANA.

## *Information and Visitor Services Department*

### **Visiting Jamtli will be a unique experience**

During this period a unique approach to receiving visitors is to be developed which will encompass the home page, telephone exchange, reception, shop, café restaurant and youth hostel. This approach is to be imbued with “joy”, “warmth” and “professionalism.”

### **The Jamtli trade mark and a sense of belonging**

The department has a central role in instigating measures to upgrade Jamtli as a trade mark during this period and in developing a sense of a European perspective together with a common sense of being part of Jamtli. All employees at Jamtli ought to be able to represent the museum as given ambassadors of the values central to Jamtli.

### **Jamtli head of marketing**

The head of the department will be required to take initiatives that contribute a financially independent Jamtli. The head of department will prepare a nation-wide television commercial in consultation with the head curator.

## ***Management/Central Administration***

### **Buildings and Premises**

The buildings and premises unit will be the primary tool for work on the environment and energy at Jamtli during this period. This means that the unit will be acquire the special skills needed to guide and implement work on smart energy solutions.

The buildings at Jamtli –cultural as well as functional—require continuous maintenance. A maintenance plan is to be made which is directly related to the costs, monitoring and registering system (PRIMUS) at the level of the object or the object and its environment.

### **Business Administration**

During the period of this plan, the business administration unit is expected to become a managing unit for accounts, subsidiaries and projects related to Jamtli and is to be equipped with the required skills and resources needed to complete this task.

During the period in question, a review of the organisation is to be executed, including a review of the relationship of Jamtli to its subsidiaries and the possible transfer of other areas of the work at Jamtli to subsidiaries. The aim here is to focus on the ability of the subsidiaries to be effective budget units and their potential to attract external financing. This review will be carried out in close cooperation with the personnel office.

### **Personnel Office**

The personnel office is to participate in a review of Jamtli's organisation and matters relating to its subsidiaries with a view to examining issues of working environment, conditions of employment, staff involvement and the levels of decision making. In addition, the personnel unit is to pursue actively a policy of competitive salary structures.

The personnel unit is particularly assigned the task of stimulating participation by so many members of staff as possible in development projects in the Nordic, Interregional and European contexts, in order to strengthen the European profile of the organisation as a whole. These measures are essential to the needs of management in its work with interregional development.