

Vision & Strategic Priorities

2025 – 2029







MAIN ENTRY
TICKETS

- NCP St Nicholas
- Iron Age Trail

03
Welcome to one of the
largest upstanding
civilian Roman
remains in the UK,
forming part of



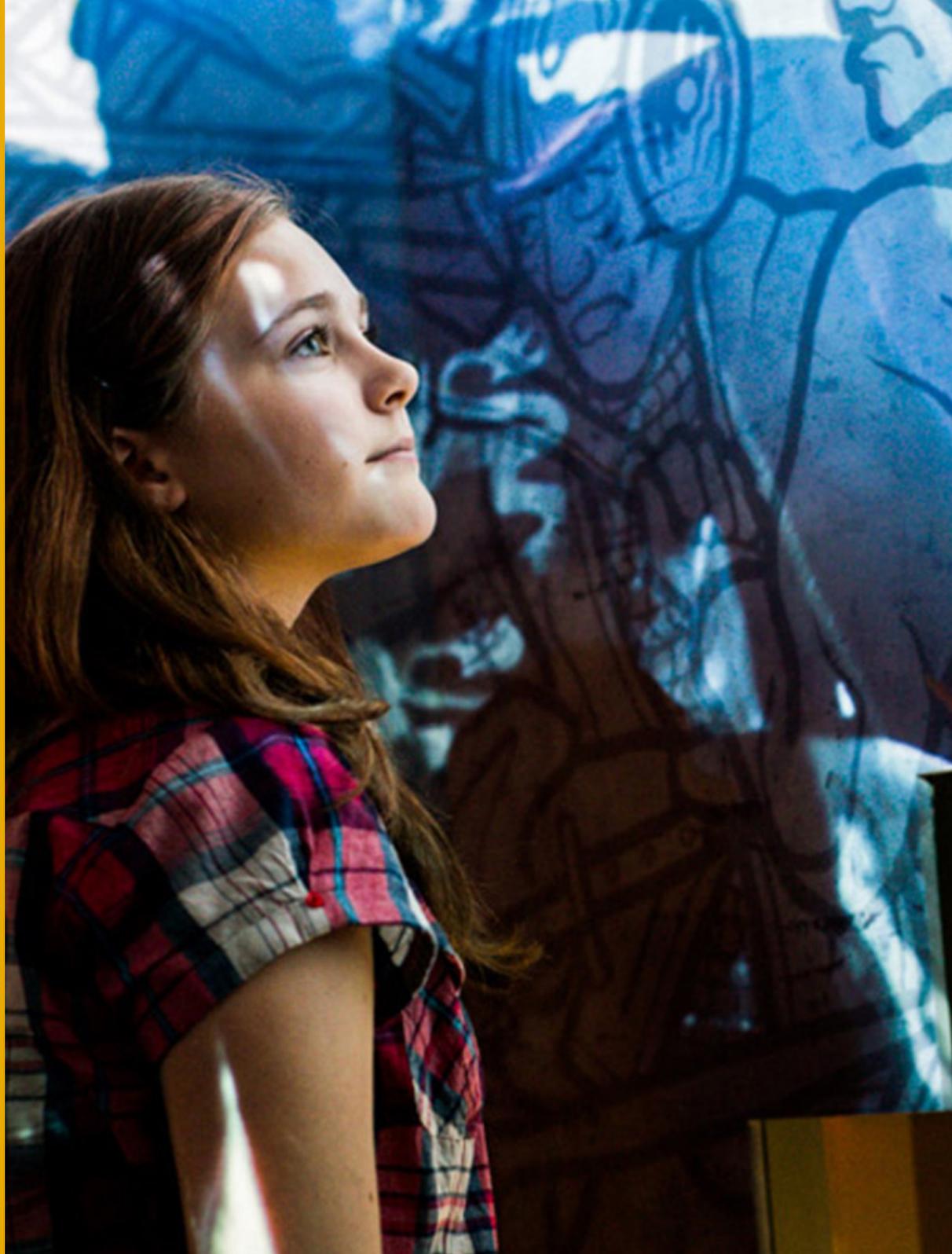


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Vision

- Connecting people and communities with the Story of Leicester, using the past to shape the future, unearthing 2,000 years of the city's rich history and heritage.
- Inclusive museums and collections which reflect and share the lived experiences of our diverse local communities and are co-created with them.
- Taking museums and collections into communities to increase access and widen audiences.
- Creating exceptional and memorable experiences created through capital investment at Leicester Museum & Art Gallery and Jewry Wall: A Real Roman Experience.
- Using Leicester's global collections to play our part in addressing the climate crisis.
- Supporting the development of the city's future generations, sparking children and young people's imagination and curiosity, developing their skills and tackling the inequalities which many of them face.
- Developing the financial sustainability of both paid for and free museums.



Context and Challenges

Through capital investment Leicester Museum & Art Gallery and Jewry Wall are being transformed to increase access to world class collections and to deliver an excellent visitor experience.

Using a hub and spoke model, part of the service which Leicester Museums and Galleries provides can be delivered outside of museum buildings.

This approach helps us to develop our target audiences. The museum service has already established a successful programme taking the museum and collections out into communities to reach non-traditional museum visitors and to make museums more accessible.

Some of our Arts Council England (ACE) National Portfolio Organisation (NPO) funding is being used for this programme, taking collections to Neighbourhood Centres, libraries and festivals. Our offsite activities reached 79,017 people in 2023/24, an increase of 28% from 61,609 in 2018/19.

The census of 2021 highlighted that 41% of Leicester's population was born outside the UK. Making Leicester's museums and galleries more relevant and meaningful to, and more representative of, our diverse communities and others who are currently underrepresented, reflecting and sharing their lived experiences and perspectives is a key priority for us.

Leicester has a relatively young population compared to the average in the UK. The museum service has an important role to play in supporting the development of our future generations, providing programmes which spark children and young people's imagination and curiosity, developing their skills and tackling the inequalities which they face.



Strategic Priorities

Delivering a high-quality cost-effective museum service with fewer, but much improved buildings and collection displays resulting from very significant capital investment.



Capital Investment at Leicester Museum & Art Gallery

The capital investment at the city's flagship museum, Leicester Museum & Art Gallery will improve the visitor experience, involve the community in their local museum, support the service's sustainability and increase access to world class collections. The investment has been provided by Leicester City Council, Arts Council England's MEND Fund and The National Lottery Heritage Fund.

The first phase of the masterplan for the museum is already underway through a new complete redisplay of the world class art collection with improved access and interpretation and displays which reflect multicultural Leicester. A new light filled café with an entrance on New Walk will enable the café to be open when the rest of the museum is closed. There will also be a new shop and reception space.

The National Lottery Heritage Fund has awarded development funding of £411,111 to the museum for the Voices of Leicester project. There will be improved access to Leicester's social history collection through the creation of new Story of Leicester galleries.

These co-created galleries will connect people with the city's history over the past 2,000 years.

The city's flagship museum also has an important role to play in environmental responsibility, telling Leicester's climate change story, using the city's global collections to build understanding and awareness to inspire individual and collective action and change. A new environment gallery will be co- created with local people.

This initial funding will be used to develop detailed schemes for the planned new galleries and to undertake some public engagement activities. An application for a full grant of £5.234,445 will be submitted to the Heritage Fund in 2026, which, if successful, would fund the new galleries.

We will continue to develop the museum's temporary exhibition programme to include family friendly and inclusive heritage exhibitions which are co-created with partner organisations. We will showcase national loans and the city's collections. Local artists will be supported through opportunities to exhibit, including at the annual Open exhibition.



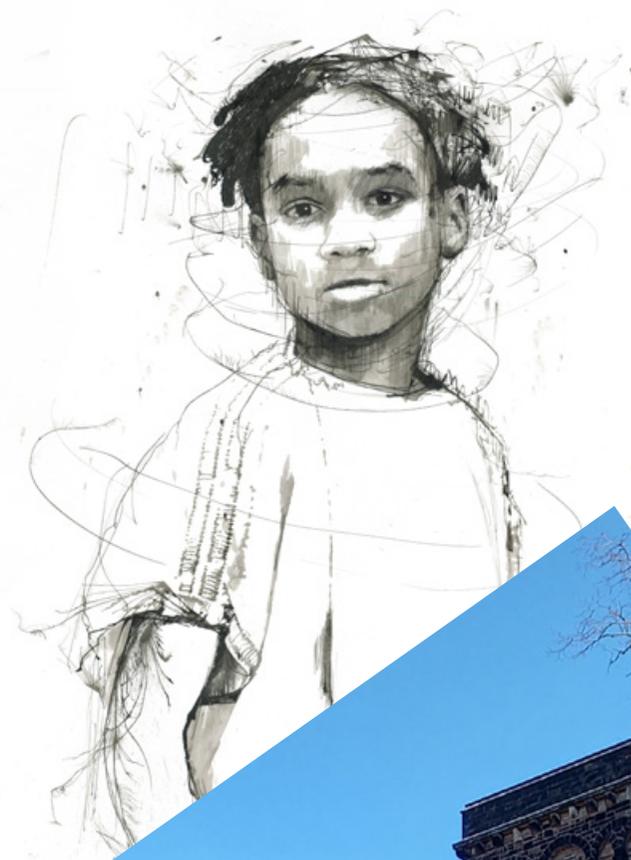
Capital Investment at Jewry Wall: A Real Roman Experience

In Roman times Leicester was known as Ratae Corieltavorum and was the tribal capital of the Corieltauvi people who controlled the surrounding territory. The Jewry Wall baths were built in the second century and is one of the largest surviving Roman structures in Britain today. As Roman Britain fell into decline, the complex was left to decay and became buried underneath years of accumulated deposits and later buildings. In the 1930s, during excavations led by Dame Kathleen Kenyon, the remains of the bath complex were finally revealed again.

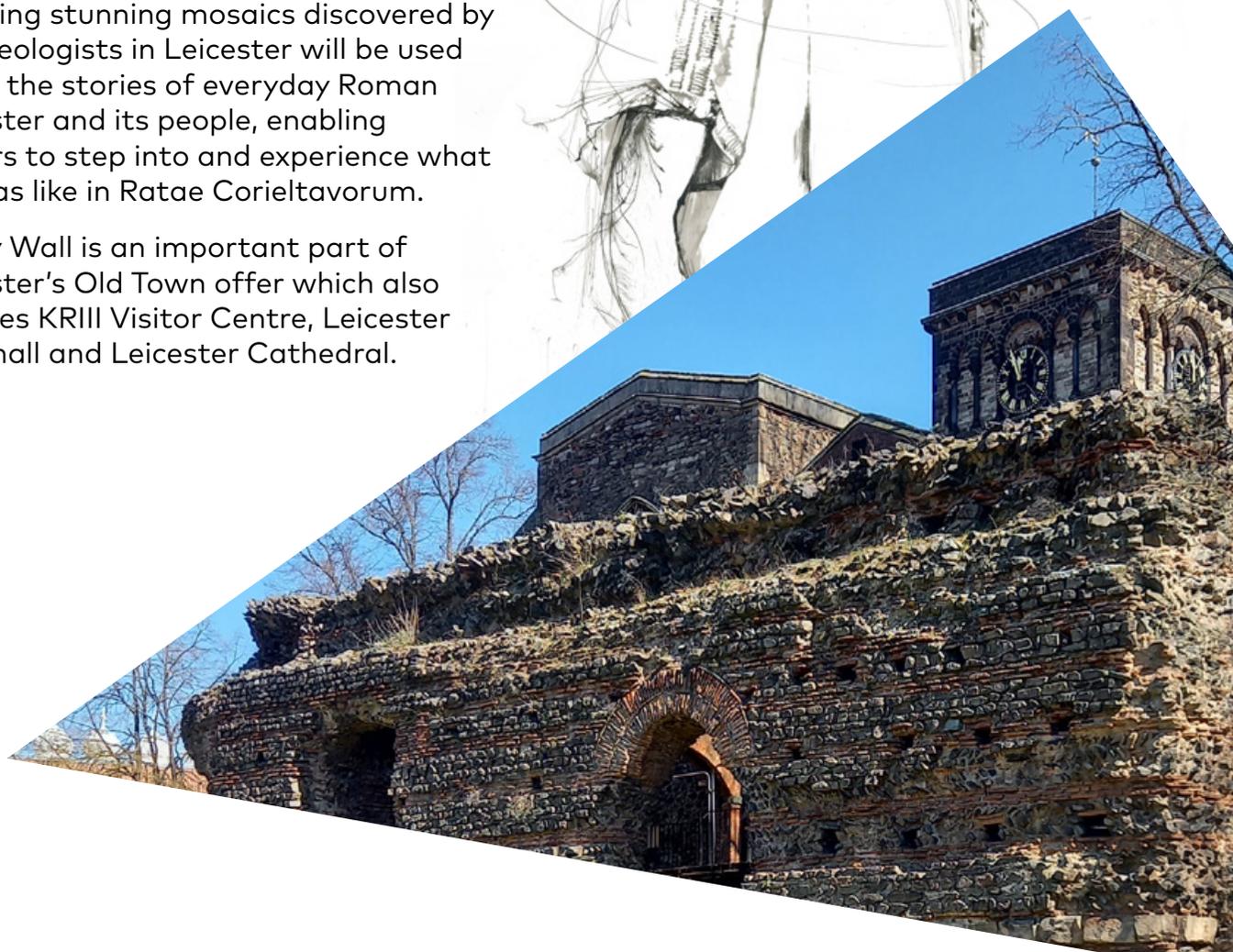
Leicester City Council has revitalised Jewry Wall creating a new 21st century visitor attraction which will use cutting edge digital technology to create an immersive visitor experience. The iconic building, designed by Trevor Dannatt and completed in 1962 has been completely refurbished to reveal architectural features which reference Roman architecture.

The city's unique Roman collection, including stunning mosaics discovered by archaeologists in Leicester will be used to tell the stories of everyday Roman Leicester and its people, enabling visitors to step into and experience what life was like in Ratae Corieltavorum.

Jewry Wall is an important part of Leicester's Old Town offer which also includes KRIII Visitor Centre, Leicester Guildhall and Leicester Cathedral.



Artist Credit: Scott Tetlow for Jewry Wall



Operating a Mixed Portfolio of Free Access and Charged for Sites

We will operate a mixed portfolio of free access and charged for sites that will be financially self-sustaining. We are concentrating significant capital investment at both the free flagship museum, Leicester Museum & Art Gallery and at museums which will be financially self-reliant (Jewry Wall and KRIII Visitor Centre). This ambition and investment will significantly improve the visitor experience at these museums and will increase access to collections. The city's flagship museum, Leicester Museum & Art Gallery, has a proud history of being Free for All since 1849.

Arts Council England National Portfolio Organisation (ACE NPO) Funding

Arts Council England's National Portfolio Organisation investment of £1.2m (2023-26) in Leicester Museums and Galleries is being used to develop inclusive, accessible, dynamic and sustainable museums. Enhancing people's quality of life and wellbeing through meaningful participation brings people together.

Hub and Spoke Model

Engaging non-traditional museum visitors through co-production of displays and through a hub and spoke model taking museums and collections into community settings. We will continue to develop our engagement outside of museum buildings, making collections more accessible to communities and this is a key element of our ACE NPO funding.

Focusing Delivery on Key Sites

We recognise the need to change how we deliver our services so we can continue to provide a high-quality museum function. Leicester Museums & Galleries currently runs 8 buildings and for a city of our size, this is a comparatively large number. Some are costly to maintain, have a low usage and displays are relatively outdated, which impacts upon the visitor experience. The service's long-term strategy is to realign resources to use them more efficiently and develop the museum service, making it more relevant to Leicester people and better showcase our history, community stories and world class collections.

We will focus delivery on key museum sites (Leicester Museum & Art Gallery, Jewry Wall, KRIII Visitor Centre and Leicester Guildhall).

Operational changes at Abbey Pumping Station and Newarke Houses Museum will ensure continued access, but with reduction of site opening days to focus upon peak visitor times. In order to retain our skilled and experienced staff we plan to move operational staff from these sites to work at Jewry Wall in advance of this revitalised site opening.



Visitor Numbers

Across all our sites and for offsite activities our visitor figures in 2023/24 were 515,241; once we have completed the capital improvement works at key sites, we anticipate this figure will increase to around 560,140. This includes an adjustment reflecting changes at some sites.

Maximising and Diversifying Income Streams

We aim to increase commercial, learning and collections income at free museum sites, and Jewry Wall and KRIII Visitor Centre will be managed as successful charged for attractions.

Young Leicester

We have a key role to play in giving children and young people the best start in life, developing their skills and confidence and helping to tackle inequality.

The museum collections align well with a range of National Curriculum subjects and school visits have increased over the last two years. As a Holiday Activities & Food Programme Provider we will deliver 720 participation sessions between 2025-27, enabling children who qualify for free school meals to enjoy free learning activities and nutritious meals within inspirational museum settings during school holidays.

Partnerships

We will develop and nurture **partnerships** locally, regionally and nationally in order to widen our impact. In 2024 Leicester Museum and Art Gallery was one of 12 museums in the UK to participate in the National Gallery's National Treasures programme to celebrate their bicentenary. We loaned Renoir's iconic 'The Umbrellas' painting and created an animation to accompany our exhibition and to make it more accessible for visitors. Partnerships like these enable people in Leicester to see national works of art on their doorstep rather than having to travel to London to see them.

Developing Staff & Volunteers

We are developing progression route posts for our Front of House team to create career path opportunities. We will develop our team to ensure that we have a combination of the skills which are required for the range of activities which we deliver, including commercial and community focused work. Our Inspired and Inspiring Volunteer Development programme will upskill diverse volunteers, enabling them to gain employment in the cultural sector.



Place

Inclusive Heritage and Culture

We will make Leicester's museums and galleries more relevant and meaningful to and more representative of our diverse local communities and across protected characteristics, reflecting and sharing lived experiences and perspectives and co-creating displays and activities with them

Leicester has been chosen as one of The National Lottery Heritage Fund's Heritage Places and has secured £250k of initial funding for an Inclusive Heritage programme. This long-term funding will enable the council and community partners to give a voice to all of Leicester's diverse communities, ensuring that everyone in Leicester feels involved in, and represented by, the cultural activity and heritage initiatives that take place in the city. Research partner The Audience Agency will now run extensive consultation with local stakeholders and communities to establish where engagement with heritage activities is low and to collect evidence that will help shape a long-term plan for more inclusive programming.

As part of the Story of Leicester programme we will continue the Heritage Panels initiative – there are now over 350 heritage panels in situ bringing to life the people and places who have shaped Leicester's history. We will also continue to develop the Story of Leicester digital resource, including the website and social media.





Strategic Priority	Target	Baseline	Target Date
Create a suite of art galleries which involve and reflect the experiences and perspectives of Leicester's multicultural communities.	New suite of art galleries.		2026.
Connect people and communities with 2,000 years of Leicester's history by developing a co-created Story of Leicester gallery.	Secure NLHF Stage 2 funding for LMAG 'Leicester Voices' capital project.		Gallery to open in 2028.
Use Leicester's global collections to play our part in addressing the climate crisis by creating an environment gallery at LMAG.	Secure NLHF Stage 2 funding for LMAG 'Leicester Voices' capital project.		Gallery to open in 2028.
Make Leicester Museums and Galleries more relevant and meaningful to and more representative of our diverse local communities, reflecting and sharing their lived experiences and perspectives.	Increase Frontline Families and Kaleidoscope Creativity audiences (Audience Agency Audience Spectrum Segments) from 24,100 to 89,585 (36% increase).	Frontline Families and Kaleidoscope Creativity audiences: 65,485 (20% of all visitors 2019/20).	2028
Increase LMAG visitor numbers by 20% through investment.	300,000	249,079	2029
Raise the profile of the revitalised LMAG and Jewry Wall following capital investment.	Win awards for Jewry Wall. Win awards for LMAG.		2027 2029
Open Jewry Wall: A Real Roman Experience.	New museum open.	N/A	Summer 2025.
Achieve Accredited Museum status with ACE for KRIII Visitor Centre.	Full Accreditation.	Museum not accredited.	September 2025.
Increase income by 21% at KRIII Visitor Centre.	£580k	£480k (actual income 2022/23).	March 2026.

Strategic Priority	Target	Baseline	Target Date
Open an improved café at LMAG and increase commercial, learning and collections income by 25% at free museum sites.	£480k income.	£382k (actual income 2022/23).	LMAG café to open 2026. Income – March 2027.
Embed the Leicester Museums and Galleries Development Trust, securing external funding to develop the service. (N.B. this funding target is in addition to the LCC NLHF funding application for the LMAG capital project).	£350k	N/A	By the end of 2026.
Create an exceptionally Family Friendly Museum at LMAG.	Win a Family Friendly award for LMAG.	LMAG has attained Sandford Award for Heritage Education.	December 2028
Tackling inequality for children and young people in Leicester.	720 Holiday Activity Fund Participation Sessions.	360 (2023/24).	March 2027
Increase our engagement with schools by 26%.	15,500	12,288 (2022/23).	March 2026
Play a key role in heritage and placemaking for Leicester.	450 heritage panels installed. Deliver Stage 1 Heritage Places initiative.	300 panels installed March 2023.	March 2026 Feb 2027
Build upon our co-creation temporary exhibition work with local communities and individuals to enable them to share their lived experiences at their local museum and to make Leicester's museums more representative, relevant and inclusive.	Exhibit two co-created temporary exhibitions each year.		2025-27
Upskill diverse volunteers, supporting them to gain employment in the sector.	70 volunteers.	35 volunteers (2022/23).	March 2026

Visitor Numbers	Current	Target	Target Date
Leicester Museum & Art Gallery.	249,071	300,000	2029
Jewry Wall.	Closed for capital development.	70,000	First full year of opening.
King Richard III Visitor Centre.	42,942	45,000	2026
Leicester Guildhall.	48,200	48,200	Ongoing
Abbey Pumping Station.	45,000	13,259 Open for events and railway days.	Post operational change implementation.
Newarke Houses Museum.	42,500	2,681 Open Saturdays May – Aug.	Post operational change implementation.
Belgrave Hall.	8,511		Post operational change implementation.
Offsite Museum Activities.	79,017	81,000	
Total.	515,241	560,140	



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 Leicester
Museums
& Galleries



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