

Unlocking the Potential of the Hunterian  
Appendix 1.1 Project Overview

## **Our vision**

**For over 250 years, The Hunterian collection has been used to help change the way that people think. From its beginnings as a teaching tool for students, to becoming the oldest public museum in Scotland, today we see the value of our collections, stories and spaces as even greater. In our complex world, we need places where people can think critically and build understanding of the world and one another. The Hunterian can be that place, but only if we invest in our spaces.**

Within 10 years' time The Hunterian will have been transformed. We will be a leading example of what a university museum can be – fully embedded in our local communities *and* (inter)nationally relevant. We will use our heritage to change the way people think, and how they can look to the past to respond to the challenges of the present and future.

Our founding principle – to help people to learn and understand – will be reimagined to open the museum and our collections in ethical and equitable ways. We will put people at the heart of our work, giving them a central role in defining what The Hunterian will be for the next generation. The Museum and Art Gallery will be welcoming, accessible and a 'must-see' for the University community, Glaswegians and (inter)national visitors alike.

**The Hunterian must safeguard and reimagine our public venues – to ensure the continued use of the collection as a tool for critical thinking and creating understanding, and to be a place where people can make visible, tangible links between our past, present and future.**

We need to conserve and upgrade our Museum and Art Gallery, revitalising two buildings that are significant parts of the city's and University's built heritage. We need to transform the visitor experience and make our spaces more relevant, welcoming and accessible. As a first step, we will undertake a crucial scoping exercise that will help us to understand what we need to do to achieve our vision. The University of Glasgow has committed to fund a comprehensive buildings survey. With National Lottery Heritage Fund support, we will be able to reimagine what happens inside our buildings. Working with our communities we will give people a central role in shaping the future of The Hunterian.

The second phase, the full redevelopment, will be funded by a mixed funding model including a dedicated philanthropic campaign. When our vision is realised, our collections will be conserved and protected from further damage, displayed in modern, sustainable venues that maximise the use of existing resources and meet the needs of all of our visitors. We will have spaces where people can think critically, can come together to both challenge and find common ground. We will help people to understand what the past means today and what it can mean in the future. We will critically engage with our past to address the challenges that still play out in society today – including inequality, the legacies of Empire and colonialism and the growing impact of climate change.

**Our world is complex, often fractious and divided – change seems to be the only constant. As a university museum, The Hunterian has a distinctive mission. We are a space where diverse voices can be heard and where people can build an understanding of complex issues and of one another. The Hunterian can be that and much more, but only if we invest in our spaces.**

The University and The Hunterian have been places for critical thinking for centuries, where complexity is handled with confidence and where people come together to both challenge and find common ground. We draw on academic freedom, interdisciplinary research, a local, national and international profile, and a huge range and number of stakeholders and audiences – all of these bring something different to the conversation.

We acknowledge that there is much more that we need to do. We have started to critically engage with our past and recognise the problematic aspects of our collection and institutional history. Our strategic driver is that as society changes, so must the University and The Hunterian. This ambition and vision far exceed what can be achieved in our current setup.

**The time to act is now.**

We've been building The Hunterian's reputation as an open, inclusive place and have created value around our heritage. We've been able to secure some important resources and commitments to enable further change. This is *the* time to continue building on this momentum.

The University's commitment creates an opportunity to capitalise on their initial investment. National Lottery Heritage Fund support will enable us to create a clear plan and set of activities to get us from where we are now to where we know we want to be. Other funders typically would not fund this vital, foundational work.

The value of the two strands of the scoping project is more than the sum of their parts. If we don't understand how to fix our buildings, then we can't protect the collection and serve the needs of our audiences. And if we don't build partnerships and open our collection up to other voices and expertise, then we'll fail to capitalise on any improvements to the buildings.

## Project Objectives

- To gain the understanding and knowledge necessary for a (potentially phased) redevelopment of the Hunterian Museum and Art Gallery that will deliver transformational change for the future.
- To build deeper, strengthened equitable relationships with stakeholders, communities and broader and more diverse audiences.
- To plan for a sustainable development, to use the existing estate to its full potential, for present and future generations.

## Project Approach

- Founded on a participatory approach.
- Consultation, collaboration and co-production will be embedded in the project governance, as well as throughout the curatorial, interpretive, public programme and facilities planning, with a range of partners.
- Necessary skills and decision-making will be mapped on to structures across all parts of our organisation, from boards to volunteers.
- Focus on building the research base on current and potential audiences, exploring barriers to inclusion.

## Project Outcomes

At the end of this project, we will:

### 1. Saving heritage

- Have significantly improved our knowledge of the ongoing needs of the historic buildings and collections in relation to conservation and physical display and how we can ensure our heritage's sustainable care into the future.
- Have a shared understanding between the Hunterian and the wider University of the work required to safeguard and enhance the buildings, including the safe and sustainable future display of collections.
- Have stimulated broader engagement with our collection, including opening it up to a wide range of voices, and an approach to interpreting and sharing the collection which is underpinned by participation.

### 2. Protecting the environment

- Have embedded sustainable approaches and thinking in next stage planning in terms of buildings, facilities and interpretation.
- Understand how we can use our existing estate to meet our objectives, without recourse to new build projects.

### 3. Inclusion, access and participation

- Understand current and potential audiences and how to collaborate with partners to programme for, communicate with and welcome a diverse audience.
- Have our staff and team upskilled, supported and developed to work in participation with a range of audiences and communities and to deliver large scale change.
- Have agreed interpretive approaches, thematic focus and an overall framework to interpret the collection that will be diverse, inclusive and shaped by participants.
- Ensured that community partners feel engaged as participants in shaping the future of The Hunterian and are invested in The Hunterian's future development.

- Understand how to greatly reduce barriers to participation, including physical, sensory and social.
- Be an active partner in a range of mutually beneficial and supportive relationships with community, civic, academic and sector partners.

#### **4. Organisational sustainability**

- Have garnered the full support of the University of Glasgow, by engaging with its civic strategy and leveraging its research strengths to positively affect society.
- Developed a compelling case for support and a robust fundraising plan to take forward to a large-scale redevelopment project.
- Understand potential phasing of projects, and how pieces of work could be delivered independently, in order to maintain organisational resilience.
- Understand the change required to improve our financial sustainability, through robust business planning and an increased emphasis on commercial income generation.

**Project Workstreams and Outputs**

<b>Work Package</b>	<b>Workstreams</b>	<b>Outputs</b>
1 Recruitment & Governance	<p>Set up and run: Project Board, Project Team and Community Panel.</p> <p>Recruit Collections Officer and Projects &amp; Exhibitions Manager (backfill).</p> <p>Evaluate project activity.</p> <p>Develop an evaluation plan for future large-scale project.</p>	<p>Evaluation report</p> <p>Proposed evaluation plan for large scale project</p>
2 Places, Spaces & Objects	<p>Carry out a masterplanning exercise, including space assessment, options appraisal and high-level costing.</p> <p>Develop collections decant and storage plan.</p> <p>Carry out a conservation appraisal for collections and buildings.</p> <p>Develop sustainability plan.</p>	<p>RIBA Stage 1 project brief for conservation of building fabric, accessibility improvements, space reconfiguration and wayfinding for both venues.</p> <p>Decant and storage plan</p> <p>Buildings assessment and proposal</p> <p>Conservation assessment and requirements</p> <p>Sustainability plan detailing sustainability and environmental interventions and requirements</p> <p>Costings for the above.</p>
3 People & Partnerships	<p>Embed stakeholders in project, through range of participatory activities.</p> <p>Consult on people and skills plan, with Hunterian team and other advisors, with focus on Fair Work, inclusive workplace and access to the sector.</p> <p>Compile a commercial business case for catering and retail in venues.</p>	<p>Skills development plan</p> <p>Commercial plan and catering proposal</p> <p>Multi use space proposal</p> <p>Redevelopment case for support</p> <p>Fundraising plan</p>

		Develop an internal comms plan and activity. Development of case for support, and fundraising scoping/options appraisal.	
4	Audiences & Access	<p>Accessibility review.</p> <p>Co-productive planning for facilities, design and interpretive framework</p> <p>Strategic audience research activity.</p> <p>Develop co-productive approach to public programme.</p> <p>Scope future digital offer.</p>	<p>Access plan</p> <p>Audience research report</p> <p>Public programming plan</p> <p>Digital Plan</p>
5	Content Planning	<p>Curatorial scoping, research and planning with external partners.</p> <p>Develop methodological framework for co-production of content, across both interpretation and programming.</p> <p>Develop an outline interpretation plan, with reference to audience development.</p>	<p>Interpretive framework and approach</p>
All			<p>Funding application for large scale redevelopment project, including Activity Plan.</p>