

The Buckinghamshire County Museum Trust Forward Plan

2019-2020

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1. Executive Summary

BCMT is at an exciting stage of development with several years of growth in visitor numbers and high quality exhibitions and events. The focus of BCMT in 2019-2020 is to maintain the areas of growth in visitor numbers and self-generated income and drive forward key developments such as creating new permanent galleries telling the Story of Bucks, which will be transformation for the organisation in terms of visitor experience, quality of engagement, access to collections and involvement and representation of the local community.

The key focus for BCMT during the development of the new galleries during this year of the Forward Plan is to manage the creative process and consultation with visitors, building work and installation of the new galleries, whilst minimising the impact on our valued annual visitors. BCMT will continue to give excellent service throughout the project development to all visitors and community users of the Museum with creative solutions for delivery of all activity.

Strategic Aims

Increase visitor numbers and outreach to communities in Bucks by 5%
Increase self generated income streams by 10%
Create new visitor experiences to increase visitor engagement with collections
Develop workforce talent, skill and creativity to effect change

2. Introduction to the organisation

Organisation history and offer :

The Buckinghamshire County Museum was previously run by Bucks County Council (BCC) as the local authority museum representing the collections and people of Buckinghamshire. In 2014 the Museum moved to Trust status after a consultation period, supported by a management fee from the Council and transfer of staff.

The Museum is located in a historic building dating back to medieval times in the old town of Aylesbury and also has the Roald Dahl Children's Gallery on the same site.

The bulk of the large artefact collection is kept at the Halton Resource Centre near Wendover with limited access for individuals and groups by arrangement. The collections include 130,000 objects covering geology, archaeology, art, social history and natural history and includes some finds of notable national and international significance, such as the Lenborough Hoard of over 5000 Anglo Saxon silver coins. BCMT is Accredited by the Arts Council Accreditation Scheme and the collections are cared for by expert curators in Archaeology, Social History, Art and Natural History. Groups and individual visitors are able to view the collections at Halton by arrangement.

The Museum has one permanent gallery telling the story of the local area and an excellent temporary exhibition programme each year based on themes and objects from the collections and travelling exhibitions from round the country. BCMT has established a very high reputation for the excellence in quality of the temporary exhibition programme delivered by the highly skilled and talented staff. The Museum now showcases the Embroiderers Guild collections in a permanent exhibition in part of the Art Gallery since July 2018.

There is a thriving schools programme delivered to around 15000 children each year consisting of workshops, mainly based on the Roald Dahl Children’s Gallery themes and history workshops linked to the collections and permanent displays. There is also a thriving programme of events linked to exhibition and collection themes with some additional events provided by local organisations using the museum as a venue and partnership events with the Aylesbury Town Centre Partnership and local businesses.

Organisational Structure :

BCMT is a medium sized independent Museum and registered charity no. 1153345, as well as a registered company no. 8313398 with a board of 7 Trustees.

BCMT has a staff of 10 FT staff and 13 PT staff and around 15 casual and seasonal staff support. There are currently around 40 volunteers who give 2,500 hours of their time to the Museum each year.

Organisational turnover over the last few years has been around £750,000.

Reach :

The Museum has achieved around 90,000 visitors per annum over the last few years with an increase of 7% in 2017-2018 due to the popularity of the Bricks Britannia exhibition.

3. Vision, Mission and Values

MISSION STATEMENT			
<i>To collect, preserve and share inspiring objects and stories about our natural and cultural heritage in Bucks and beyond: connecting people to past, present and future, reflecting challenges in society and offering learning opportunities about the world around us.</i>			
VISION			
BCMT wants to make a difference to people’s lives through innovative use of our historic building, collections and programmes. We want to be at the heart of our community, providing a sense of place for people, connecting people to their past and present histories, reflecting issues and stories that are of great importance to people and allowing their voices to be heard and expressed in all our exhibitions and programming in the future. We want to provide safe spaces for people to create memories, have fun and share learning experiences together and to provide the community focus for heritage in the region. We also aim to provide access to art and culture for people in our community that don’t engage currently with these areas and to work in partnership with other organisations to provide support and meaning for people’s lives.			
VALUES			
<i>Discover</i>	<i>Preserve</i>	<i>Inspire</i>	<i>Share</i>

4. Creative Case for Diversity

The Forward Plan supports the creative case for diversity through the key aims and objectives which include focus on inclusion and representation.

The NPO funding has enabled BCMT to employ a Community Outreach Officer for 30 hours per week over four years to help co-ordinate the delivery of the inclusion and ensure diversity and community representation within the main activities of BCMT.

BCMT has been working with key local community audiences in 2018 including the Aylesbury Mosque, the Hindu, Sikh and Jain community, the disability community and the LGBTQ community. In 2019 – 20 BCMT will build on the new relationships with these key communities and approach new communities such as the Jewish community in the following ways :

- Key targeted events developed with community members to bring those communities into the Museum to engage with collections and museum spaces. Events include an Eid Fayre and Community Iftar to celebrate the breaking of the fast during Ramadan with lots of local communities, a Hindu Festival of Light and Festival of Colour and a Bucks Museum Pride event following the successful first Pride in November 2018.
- Contemporary collecting of objects from different communities that tell the story of the importance of customs and religions and other milestones in the lives of different communities. Video diaries will also be created and collected to capture the oral stories and evidence from the communities themselves for posterity.
- Communities temporary exhibition April to July 19 showcasing current donations from communities and loans from other museums to demonstrate the type of objects and stories that we need which will help to encourage further donations from local communities. The exhibition will be co-curated by individuals from different communities represented and a programme of events encouraging those communities to use the museum spaces for their ceremonies and important festivals will support the exhibition objectives.
- Involvement of communities in the consultations with visitors and non- visitors to determine the new content of the new permanent Story of Bucks gallery.
- Inclusion of material, objects and stories from different communities in examples for the new story of Bucks galleries to showcase homes, unique nature of Bucks and achievements in Bucks.
- Community Outreach Officer will provide support to several other Bucks and Milton Keynes Museums and heritage organisations as part of the Rothschild Foundation funded project over the next 3 years to ensure wider participation in community engagement from a range of organisations such as voluntary run Museums to large National Trust properties. The funding and personal support will enable these organisations to tackle barriers to community engagement and try new approaches with their local communities and encourage volunteer co-curators to work with museums. The new Cultural Outreach Officer funded by the project will also work with different communities and young people to form new and unusual collaborations to enable different people to be involved in creating and participating in culture.

- Touch tours for blind and visually impaired audiences which introduce visitors to different aspects of the collections and allow them to experience objects in a different way.
- Reminiscence work with older people from different communities using donated objects and stories and video diaries to encourage memories, connections and even further donations of objects and stories.

5. External Environment

BCMT is situated in the old town of Aylesbury amongst the old chantry houses and St Mary's Church. Visitors use nearby car parks as there is no parking at the Museum but road routes in from nearby towns are good with major A roads and Aylesbury train station is within 5 minutes walking distance from the Museum.

Buckinghamshire has a population of approximately 500,000 and encompasses a range of different communities in different parts of the County including Muslim, West Indian, Nigerian, Indian, Italian and Polish communities represented in different towns such as Aylesbury, Chesham or High Wycombe. There are large developments of new housing estates in the south and north of the county, such as 4500 houses being built on the outskirts of Aylesbury with a new potential audience for future museum programmes.

BCMT works closely with Milton Keynes Museum, the National Heritage Paralympic Trust and the Embroiderers Guild through formal SLAs to look after their collections and help them with acquisitions, displays and events. Further support is also given to smaller and voluntary run museums such as Tring Local History Museum to provide them with storage and advice services too.

The BCC archive Centre for Bucks Studies also collaborate with the Museum on joint projects and share collecting for paper-based objects offered to BCMT. Aylesbury Town Council support the Museum with an annual Tudor Fayre event at the Museum and by offering their parking to support Museum events occasionally.

Other authorities are also keen to share resources and costs and to work in partnership to achieve shared goals such as Northamptonshire, who hire temporary storage at the Halton Resource Centre. The route for HS2 and East West Rail will also produce archaeology for storage, which would be an opportunity to earn income and provide an opportunity to showcase rescue archaeology techniques.

Aylesbury has also recently acquired Garden Town status with funding to increase public green spaces and to encourage improvement of the environment and promotion of culture and leisure to the surrounding areas. BCMT works closely with the Aylesbury Town Centre Partnership comprising of many local retailers and businesses. The Museum contributes to local annual events such as Diwali Mela celebrations and the WhizzFizz Literary Festival in Aylesbury and organises joint partnership events such as gin and jazz in the Museum gardens.

A joint heritage partnership for Bucks starts in 2019 led by BCMT to engage with different communities including disability and LGBTQ communities as well as non-white and white minority communities in Buckingham, Wycombe, towards Milton Keynes, Waddesdon, Amersham and the Chilterns. New cultural partnerships will be formed working with job centres, businesses, retailers in each of those areas to provide opportunities for development of well-being, pride in the local area and its history and new skills for the people living there which could lead to future employment.

PESTLE Analysis :

<p>Political</p>	<p>Local :</p> <p>Unitary authority to be created from Bucks County Council and Aylesbury Vale District Council – may affect future plans but Bucks County Council have given reassurances have been given that the management fee and relationships will not be affected. BCMT maintains an excellent relationship and close communication with BCC.</p> <p>National :</p> <p>Be aware of and respond to Mendoza Review of museums and subsequent national initiatives to address issues raised.</p> <p>Review staff roles and pay against Museum Association pay scales and Character Matters report work on staff development and CPD.</p>
<p>Economic</p>	<p>Local economy is very affected by lack of retail spending in Aylesbury with empty shop units and failing retail operations. BCMT has strong partnerships with the two main shopping Centres with mutual promotional opportunities and sponsorship for the Museum to help address this.</p> <p>Opportunities for BCMT to develop new partnerships such as the Bucks Craft Guild to encourage purchases from local suppliers and artists and to develop catering offers at the Museum in partnership with other local outlets to reduce competition and encourage growth.</p> <p>The Brexit negotiations may further affect the economy and spending, as well as local businesses and the availability of European Funding in the future.</p> <p>Great pressure on all funding sources and great competition from other heritage organisations. BCMT is working with professional fundraisers to ensure excellence in approach and is developing other funding sources such as the Local Enterprise Partnership.</p>



Social	<p>Awareness of new housing estates being built in areas surrounding Aylesbury with new residents to the town who need to develop a sense of place and community through connection with BCMT collections.</p> <p>Large populations of different communities in and around Aylesbury who have not been engaged with museums and heritage in the past. BCMT is working with those communities to create ownership and representation in collections and staffing.</p>
Technological	<p>Improving all IT and digital platforms to better meet the need of visitors and funders</p> <p>Using technology to communicate with visitors in different ways and to provide access to collections and archives not currently accessible to visitors.</p>
Legal	<p>Keeping up to date with charity and company law changes and requirements</p> <p>Ensuring compliance with all health and safety legislation and GDPR requirements</p> <p>Reviewing all organisational policies with board approval to ensure fit for purpose and in line with new legal and best practice policy.</p> <p>Taking professional advice for accountancy, HR and legal matters.</p>
Environmental	<p>Considering the environmental impact of all Museum activities and updating the Environmental policy regularly to reduce carbon foot print and encourage visitors and personnel to participate in environmentally friendly practice where possible</p>
Ethical	<p>Museums Association Code of Ethics to be at the heart of BCMT plans</p> <p>Consider BCMT core values when considering income generation</p>

Market Analysis :

BCMT target audiences are formal school groups, families, local communities and adult / older individual and group visitors.

The majority of visitors are families or groups of families looking for an entertaining and engaging day out together with some learning content. Above all the feedback shows that all visitors are looking for an enriching experience, which provides them with quality of life.

There are also a significant number of older visitors also looking for enriching experiences around their particular life interests and enthusiasms such as art, history or archaeology and these visitors often come to the Art exhibitions such as the Frink Show or the Terry Pratchett exhibition but don't currently visit the permanent exhibitions. The Embroiderers Guild members often visit their new displays at the museum and will travel some distance to do so as the Guild is a national organisation with members all over the country and no other visible showcase of their collections.

School audiences are a key target to engage with the collections. BCMT provides key Curriculum support to early years, Primary and Secondary schools through interactive taught workshops covering Roald Dahl and crafts incorporating ideas from the museum collections, prehistory and replica archaeology experiences, Victorian history workshops and Arts Award sessions on running cultural organisations.

Destination

Bucks County Museum is the main heritage destination in Aylesbury and a medium sized destination for Bucks with 97000 visitors per year and there are no other museums or heritage organisations locally. The Theatre is the other main cultural destination which people come into Aylesbury to visit, as well as several large events organised by the Town Centre Partnership and the Town Council. Bucks tourism industry includes some large attractions mainly with the National Trust such as Clivedon and Waddesdon Manor which attract well over 400,000 visitors a year alongside museums or family attractions such as Chiltern Open Air Museum or Roald Dahl Story Centre in Great Misenden with around 50 – 60,000 visitors. Smaller visitor attractions include Buckingham Old Gaol and Amersham Museum. Relationships with these other organisations is excellent and has led to increased visitors at Bucks County Museum through referrals from the other sites.

Size of market

The tourism industry in Bucks is worth over £782 Billion providing over 18000 jobs in the area. Large attractions include Waddesdon Manor and Blenheim Palace with visitor figures of many thousands providing direct competition for key events and places to go for days out. Smaller attractions include an open air museum and smaller town museums as destinations for visitors, as well as the Chilterns countryside and outdoor pursuits. The large town events, which are provided free of charge, can sometimes also provide direct competition for Museum based events but the development of recent good relationships with the Town Centre Partnership organisation has led to co-operation over dates for future events to avoid such effects.

Marketing Strategy

BCMT has invested in a Marketing Officer since April 2018 to support the essential development of audience communication. The recent marketing strategy has been focussed on the development of



social media platforms, including Facebook and direct Facebook advertising, twitter and the creation of an Instagram account to appeal to different audiences. Involvement of other members of staff has helped to create content and encourage engagement rather than just advertising events and opportunities. The new wedding service at the Museum has a separate twitter and Instagram account but has little content yet.

Future marketing strategy includes developing the physical presence of the museum in the town with signage, banners and leaflets widely distributed around the town, as well as partnership corporate sponsorship to encourage visitors to Aylesbury to shop locally and visit the Museum. A stronger presence just outside the Museum is also needed to encourage visitors and passers by to enter and visit the Museum.

The web site is a crucial tool for encouraging visits to the Museum, but the current site is a few years old and now needs to be updated to be more user friendly and more accessible, especially for mobiles use in order to create a better first impression for all visitors. Funding applications will be made for this in conjunction with the bids for the new gallery. The use of social media needs to be refined to produce more direct engagement with visitors and the wedding platforms need more content creating for them, including the use of blogs and guest blogs to encourage interest.

Future partnerships with local bloggers with large followings of our target audiences are planned to create more engagement and a wider following of the Museum's targeted activities for those audiences.

6. Strategic Aims and Objectives

Strategic Aims :

Increase visitor numbers and outreach to communities in Bucks by 5%

Increase self generated income streams by 10%

Create new visitor experiences to increase visitor engagement with collections

Develop workforce talent, skill and creativity to effect change

Objectives :

Increase museum visitor figures and engagement with local communities in Bucks by 5%

- Create new temporary exhibitions with activity programmes to appeal to target family and adult audiences
Samurai Exhibition with re-enactment events
Robots – touring exhibition covering robots in films and a summer programme of make and take activities, films and craft activities
Art shows – Off the Wall, Pottery and Recycled Art
- Programme events with wide appeal to family audiences and local communities
- Programme community engagement exhibition from April to July 19 to showcase community stories and promote contemporary collecting
- Collect contemporary objects and stories from Bucks communities building on excellent links with Aylesbury and Wycombe Muslims, disability community and LGBTQ and developing new relationships with the Sikh, Jewish and Nigerian Communities. Build links with these communities in other towns in Bucks through Community Engagement project with other heritage organisations funded by Rothschild Foundation.
- Deliver 4 reminiscence sessions to older groups around Bucks
- Review and implement improvements to all current digital platforms to increase visitor engagement and access to collections
Creation of new web site with modern fresh approach and ability to showcase exciting new developments and new digital guides (dependent on funding)
Source new IT support company for computers, phones, wifi to ensure fit for purpose technological support
Use wifi installation to collect data compliant with GDPR about visiting and dwell patterns and to increase use of the café and digital guides



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Development engagement and participation techniques for social media to share collections and stories on line

Source new EPOS and CRM system to better manage tickets, retail and catering sales and analysis, donations and gift aid

Promote the use of new Georgian Room digital guide to provide new access to stories about the historic building and collections archives

- Increase marketing and engagement with schools promoting new programmes for Dahl workshops and new history workshops on Victorians and Prehistory
- *Development of programmes for under 4s building on music and movement Friday Boogie Beat success in 2018*
- Delivery and management of new Bucks Cultural Strategy and Cultural Outreach Officer for Bucks partnerships supported by Rothschild Impact grant funding
Working in partnership with BCC to appoint Cultural Outreach Officer to support community engagement in partner museums and to write and deliver a new Bucks Cultural Strategy through new collaborations with heritage and non-heritage organisations.

Develop income generations streams

- Secure 6 wedding bookings for weddings / receptions
- Increase visitor donations to £7000 p.a.
- Increase gift aid totals by 25%
- Increase schools and family activities turnover by 5%
- Implement retail improvements for a 10 % increase in turnover
- Improve café environment and catering offer for 12% increase in turnover
- Proactively promote venue hire for 10% increase in income
- Identify new SLA to provide replacement income for completion of MK SLA
- Improve facilities and accommodation at Halton Resources Centre to cater for visitors and increased object storage for other museums

Create new visitor experiences to increase visitor engagement with our collections

- Create new permanent galleries telling the story of the people and landscape of Bucks to replace the Touch of Bucks gallery

Fundraising campaign to cover project costs

Appointment of Project Managers and contractors

Visitor and non visitor consultation on themes and objects / evaluation of ideas

Development of Interpretation Strategy

Design stages, dismantling of current exhibition and building works

Team management of closure of gallery and impact on visitors and income generation

Installation of new exhibition

- Tudor House exhibit – promote and develop new exhibit interpretation to showcase the Tudor building features and visitor engagement with this period

- Creation of secret garden / silent space in the Walled garden alcove outside the Learning zones

Develop workforce talent, skill and creativity to effect change

- Individual CPD plans for staff developed with Workforce Development Officer to increase personal knowledge and skills to support organisational change
- Development of new events / front of house volunteers to support operations and support network of volunteer events and communication channels
- Group visits for staff/volunteers to other heritage/attractions to learn good practice and implement at the Museum

7. Resourcing

BCMT has an expert team of staff and volunteers, including the Museum Director, who has nearly 30 years of experience in heritage organisations, 4 well qualified and experienced curators in archaeology, social history, natural history and art, as well as an experienced exhibitions team, front of house staff and several qualified learning staff.

The skills and experience of the teams has expanded in 2018 with the addition of part time staff : Marketing Officer, Wedding Co-ordinator, Workforce Development and Community Outreach Officer during 2018 and a new FT Assistant Director post from March 2019.

The development of volunteering for curatorial support and for visitor experience has added to the resilience of the organisation's personnel and operational model.

The Museum is also very well supported by 300 Friends and Patrons, who raise around £40 000 annually to support the costs of exhibitions in the Art Gallery, as well as events and equipment needed by Museum staff. The Friends committee is very active as volunteers at the Museum and in other community organisations such as the Aylesbury Old Town Residents.

The governance of the organisation continues to develop with the Trustee board of 2 chartered accountants, HR and Marketing Trustees, service industry leaders and the recruitment over the next year of 3 new Trustees from diverse backgrounds including the museum sector to ensure that BCMT is a forward thinking and resilient organisation for the future.

Objective : Increase museum visitor figures and engagement with local communities in Bucks by 5%

Task	Who will do it	By When
Create new temporary exhibitions with activity programmes for summer Robots show to appeal to target family and adult audiences	Exhibitions Manager and Officer, Keepers Creative Engagement and Learning Manager	July 2019
Programme events with wide appeal to family audiences and local communities :		
<i>Family crafts</i>	Learning Team	Feb and Oct 2019
<i>Classic Vehicles</i>	Museum Director / Assistant Director	May 2019
<i>Gin and Jazz / early music</i>	Assistant Director	August 2019
<i>Christmas Science Show</i>	Exhibitions Manager	December 2019



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<i>Eid Fayre / Community Iftar</i>	Community Outreach Officer	May/August 2019
<i>Tunnel Tours</i>	Assistant Director	May and October 2019
<i>Sleep Over at the Museum</i>	Creative Engagement and Learning Manager	May 2019
<i>Festival of Lights/Colour</i>	Community Outreach Officer	October 19 / March 20
<i>Bucks Museum Pride</i>	Museum Director	November 2019
<i>Well being events and activities</i>	Community Outreach Officer	December 2019
Programme community engagement exhibition from April to July 19 to showcase community stories and promote contemporary collecting	Community Outreach Officer Exhibitions Manager Keeper of Social History	April 2019
Collect contemporary objects and stories from existing and new community contacts from around Buckinghamshire	Community Outreach Officer	March 2020
Deliver 4 reminiscence Sessions to audiences around Bucks	Community Outreach Officer	March 2020
Review and implement improvements to all current digital platforms to increase visitor engagement and access to collections :	Workforce Development Officer Marketing Officer Exhibition Manager Museum Director Assistant Director	
<i>Creation of new web site (dependent on funding bids)</i>	Marketing Officer / contractor	March 2020
<i>Source new IT support</i>	Workforce Development Officer	June 2019
<i>Development engagement and participation techniques for social media to share collections and stories on line</i>	Marketing Officer / Operations Officer	March 2020
<i>Source new EPOS and CRM system to better manage tickets, retail and catering</i>	Assistant Director and Operations Supervisors	March 2020



<p><i>sales and analysis, donations and gift aid</i></p> <p><i>Promote the use of new Georgian Room digital guide to provide new access to stories about the historic building and collections archives</i></p>	<p>Marketing Officer Assistant Director Front of House team</p>	<p>April 19 – March 2020</p>
<p>Increase marketing and engagement with schools promoting new programmes for Dahl workshops and new history workshops on Victorians and Prehistory</p>	<p>Marketing Officer Creative Engagement and Learning Manager</p>	<p>Summer 19, Autumn 19 and Spring 20 terms</p>
<p>Development of programmes for under 4s building on music and movement Friday Boogie Beat success in 2018</p>	<p>Creative Engagement and Learning Manager</p>	<p>July 2019</p>
<p>Delivery and management of new Bucks Cultural Strategy and Cultural Outreach Officer for Bucks partnerships</p>	<p>Cultural Outreach Officer Community Outreach Officer</p>	<p>March 2020</p>

Objective : Increase self generated income generations streams by 10%

Task	Who will do it	By When
Secure 6 wedding bookings for weddings / receptions	Wedding Co-ordinator	March 2020
Increase visitor donations to £7000 p.a.	Assistant Director Operations Supervisors Front of House teams	March 2020
Increase gift aid totals by 25%	Assistant Director Operations Supervisors Front of House teams	March 2020
Increase schools and family activities turnover by 5%	Learning Team	March 2020
Implement retail improvements for an 10 % increase in turnover	Assistant Director Operations Supervisors Front of House teams	March 2020



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Improve café environment and catering offer for 12% increase in turnover	Assistant Director Operations Supervisors Front of House teams	March 2020
Proactively promote venue hire for 10% increase in income	Assistant Director Operations Supervisors Front of House teams	March 2020
Identify new SLA to provide replacement income for completion of MK SLA	Museum Director	March 2020
Improve facilities and accommodation at Halton Resources Centre to cater for visitors and increased object storage for other museums	Museum Director / Chairman	March 2020

Objective : Create new visitor experiences to increase visitor engagement with our collections

Task	Who will do it	By When
Create new permanent galleries telling the story of the people and landscape of Bucks to replace the Touch of Bucks gallery : <i>Fundraising campaign</i> <i>Appointment of Project Managers and contractors</i>	Museum Director and fundraising consultant	July 2019
<i>Visitor and non visitor consultation on themes and objects / evaluation of ideas</i>	Museum Director Exhibitions Manager Keepers	June 2019
<i>Development of Interpretation Strategy</i>	Creative Engagement and Learning Manager Community Outreach Officer Operations Officer	August 2019
<i>Design stages, dismantling of current exhibition and building works</i>	Front of House staff Contractors	October 2019
<i>Team management of closure of gallery and impact on visitors and income generation</i> <i>Installation of new exhibition</i>	Museum Director Assistant Director Learning team Exhibitions team	October 19 – March 2020



Tudor House exhibit – promote and develop new exhibit interpretation to showcase the Tudor building features and visitor engagement with this period	Marketing Officer Creative Engagement and Learning Manager Front of House team	March 2020
Creation of secret garden / silent space in the Walled garden alcove outside the Learning zones	Cultural Outreach Officer / Community Outreach Officer	March 2020

Objective : To develop workforce talent, skill and creativity to effect change

Task	Who will do it	By When
Individual CPD plans for staff to increase personal knowledge and skills to support organisational change	Workforce Development Officer	April 19 – March 20
Development of new events / front of house volunteers to support operations and support network of volunteer events and communication channels	Workforce Development Officer	October 2019
Group visits for staff/volunteers to other heritage/attractions to learn good practice and implement at the Museum	Workforce Development Officer / Museum Director	March 2020

8. Finance

BCMT has over 4 years of successful independent financial management with significant surpluses generated each year of operation to date. BCMT is a registered charity 1153345 and a registered company no. 8313398. An external audit is conducted by auditors Haines Watts annually and the BCMT Chairman is a qualified accountant. The management accounts are produced by professional accountants and monthly finance monitoring meetings with the Chairman, Museum Director and accountant ensure close monitoring of spending and financial position. Management accounts are reported to the board meetings every 2 months.

BCMT is a robust and resilient organisation with the financial security of a significant management fee from Bucks County Council, which is assured through a formal agreement between the two organisations. Future reductions to that management fee are already negotiated at 10% from April 2019 giving BCMT time to increase independent income generation to help cover the reduction in the fee and to build up reserves.

BCMT also has other formal SLA agreements with Milton Keynes Museum, the Embroiderers Guild and the National Paralympic Heritage Trust over the next 5 – 25 years for financial security. Income from Milton Keynes Museum SLA will reduce in 2019 – 2020 as most of the objects are being returned to Milton Keynes Museum now that it has attained accreditation status and has new stores. However, the addition of smaller SLAs with other museums and the increasing involvement in the NPHT SLA will help to reduce the impact of this change.

BCMT is increasing the level of self-generated income through the expanding schools programme, events and family activities, ticket income from the Roald Dahl Children's Gallery, donations, catering and retail, grants and sponsorship and financial support for acquisitions and equipment from the Friends of the Museum. The Patrons provide larger grants to support high quality exhibition costs such as the Frink exhibition in 2018. New income streams are being developed too, including the new wedding offer set up in 2018 with 4 weddings booked for 2019.

Expenditure costs include staffing, overheads, exhibitions and events, collections care, equipment and goods for sale.

The forecasts for 2019-20 are included as appendices at the end of this plan to ensure that the Forward Plan can be resourced.

9.Risk Assessment

Risk	Mitigation
Key personnel leave the organisation	Risk is spread over activity plan with involvement from a range of key staff throughout the organisation to ensure reduction of risk
New staff are disengaged or leave soon after appointment	Robust recruitment procedures including use of multiple recruitment techniques to ensure candidates are a fit for the organisation and are then well managed and integrated with good induction and regular management of posts.
Unsuccessful income generation activity	Activity plan based on sound knowledge and experience of key staff and examples of good practice in other museums and heritage organisations, as well as visitor feedback in recent years. Evaluation of income generation by key staff on a regular basis in order to make changes as necessary.
Lack of community engagement	Experienced and committed Community Outreach Officer with personal community links in post supported by Museum Director and other museum staff. Team have established relationships with a wide range of community contacts and have a strong presence in some communities with a range of engagement on local events and community priorities.
Economic downturn gets significantly worse	Cost reduction plan to be put in place to match falling income. Monthly review of accounts and financial situation by BCMT Chair and Museum Director with Accountant. Regular forecasting of year end outturn.



Key organisational income is cut or significantly reduced	BCC management fee reduction already agreed and fixed at 10% annually from April 2019. Milton Keynes Museum SLA will continue in 2019-20 but at a reduced rate providing some collections care and development support. Embroiderers Guild continue to required collections care and the SLA is in place for 25 years. New SLA partners National Paralympic Heritage Trust are a new organisation but they have significant funding from HLF and a museum professional co-ordinator with an eminent board of experienced Trustees.
Over optimistic forecasting of income	Regular monitoring of income and expenditure by Chairman, Accountant and Museum Director on monthly basis. Prompt action to reforecast income and expenditure and tailor spending accordingly.
Unsuccessful capital funding bids for new gallery	DCMS Wolfson funding secured already and a professional fundraiser appointed to work with Museum Director to obtain funding in 2019 to fill the funding gap.
Digital resources are stolen, break or wifi connections lost	Deposits and security measures taken for loan of digital devices to visitors / wifi IT company with remote support in place. IT review planned for 2019 to ensure fit for purpose equipment and support packages.
Thefts from break ins or day time robbery of money or collections / vandalism damage	Weak entry points on garden doors and café doors have been reinforced with several new bolts. Anti Vandal spikes have been fitted to the front gate and walls. High value shop goods to be locked away at night. Donations boxes to be emptied regularly. Good alarm system with a monitoring station and immediate response from designated staff on activation.
Reputational risk from other organisations or individuals	Museum Director and senior staff have excellent relationships with other Aylesbury organisations and businesses. Public challenges about museum activities are handled by Museum Director and Chairman



	only with policy of non engagement with the public from other staff on those issues.
Significant downturn in visitor numbers affecting income	Carefully chosen exhibitions and events programme to have wide family appeal in key holiday periods. Increased marketing to schools audiences and development of new Curriculum related programming to ensure relevance and engagement.

10 Monitoring and evaluation

Organisational Evaluation :

Self evaluation

Annual monitoring sessions with key staff using Arts Council Self Evaluation Toolkit to assess aims and objectives against Arts Council criteria.

- Quality and Impact
- People Development
- Process Development
- Business Development

Staff and Trustees to evaluate Forward Plan every 6 months and create action plan of changes or adjustments against evaluation results.

Monthly staff meeting to assess project progress with feedback from staff and volunteers on changes needed and to celebrate successes.

Audience Evaluation

Regular visitor feedback forms in new formats to be used with individual visitors for exhibitions and events and paper and on- line surveys to be used with school audiences.

Engaging and fun techniques such as mood trees or activity based qualitative evaluation based on Generic Learning Outcomes to be used with community groups to assess the impact of the programmes on their lives.

Peer Group Evaluation

One to one peer evaluation annually working with partner museums from Bucks Oxfordshire and Bedfordshire Museum Leaders Group members focussing on schools programmes, a public event and visitor services.

Buckinghamshire County Museum Trust Business Plan 2020 -2021

Statement

BCMT's aims for 2020 – 2021 will focus around the completion and launch of the new Discover Bucks permanent galleries, building audience engagement based on the new star exhibits, reaching new communities over all of Buckinghamshire and targeting significant increases in our self-generated income to replace decreasing income from Bucks County Council and other sources.

- Installation of new exhibits and launch of Discover Bucks as brand new galleries showcasing star objects from the collections and their stories
- Engage communities represented in the new galleries in sustainable relationships through gallery programmes curating new material with volunteer co-curators and highlighting significant people stories
- Work with other community organisations and charities to deliver reminiscence and dementia friendly engagement with objects
- Building a marketing and social media engagement plan to attract new audiences for the new content at the Museum
- Delivering a high-quality art exhibition to make significant art accessible to all Bucks and beyond audiences
- Develop wedding, ceremonies and venue hire market to significantly increase income by 50%
- Develop new schools programmes based on the new gallery content including a science offer
- Build a community relevant and exciting audience led events programme to increase visitor numbers
- Deliver cultural collaborations and community engagement partnerships with heritage and non heritage organisations across Bucks
- Build on the new digital guide tours to create new content and engagement with other areas of the Museum's historic building.