

**Wessex Museums Partnership
Strategic Plan
2017-2022**

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INTRODUCTION

The Wessex Museums Partnership is a thriving consortium of the principal museums that tell the stories of Wessex, from prehistory to now. The partnership brings together four museums across Dorset and Wiltshire: Poole Museum, Dorset County Museum, The Salisbury Museum and Wiltshire Museum. This is a natural partnership of museums covering the geographical spread of Dorset and Wiltshire, and with world class collections spanning archaeology, fine and decorative art, ethnography, literature, social history, costume and textiles. As such, the Wessex Museums are perfectly placed to share the story of Wessex and its relationship with the rest of the world.

The Wessex Museums Partnership was first established by a partnership memorandum in March 2014. In 2015 it was awarded £473k from the Arts Council England's Museum Resilience Fund (MRF) for a major project to build resilience, share skills and develop fundraising, audience intelligence, culture and tourism. In January 2017, the Wessex Museums Partnership established a Charitable Incorporated Organisation – the Wessex Museums Trust. In June 2017, the Wessex Museums Partnership was awarded a conditional offer of £1.278m from the Arts Council England as part of the National Portfolio Programme for the period 2018-2022.

This Strategic Plan sets out the Wessex Museums Partnership's ambitions for the period 2018-2022, both as a National Portfolio Organisation (NPO) and for the continuation and growth of the Wessex Museums Trust.

AMBITION & TRANSFORMATION

Our Strategic Plan seeks to strengthen our strategic partnership, whilst also supporting and adding value to the business objectives in our individual museums. Our work as a partnership will help to ensure that the Wessex Museums deliver a dynamic, diverse and engaging programme for audiences, whilst at the same time, securing our organisational resilience and sustainability.

The Wessex Museums Partnership's purpose and values are expressed through our Partnership Charter (see page 4). The Partnership Charter sits alongside the constitution for the Wessex Museums Trust, for which the charitable objects are:

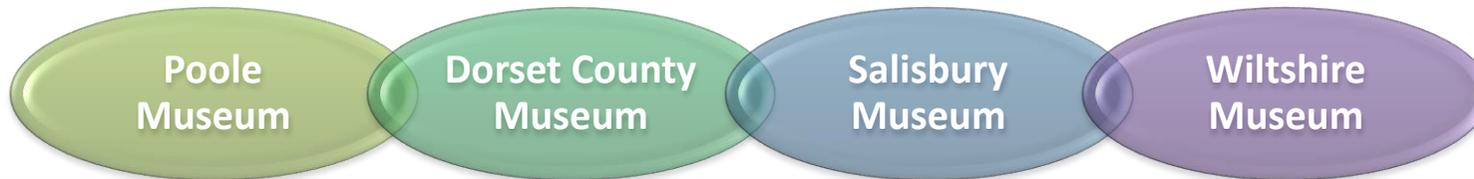
(i) to support for the benefit of the public the building, establishment and maintenance of Accredited museums in Dorset and Wiltshire, their artefacts, art, specimens, documents and other associated material, including the collection, storage, research and conservation of all such material; and

(ii) to advance the education of the public (in particular but without limitation to those living in Dorset and Wiltshire and those geographic, ethnic, disabled and other communities who do not traditionally attend museums) in particular (but not limited to) by providing information about the history, heritage and culture of Dorset and Wiltshire and support to the provision and improvement of the facilities, collections, exhibitions, formal and informal learning opportunities, public events and other educational activities, including in digital form, available to the public in museums in Dorset and Wiltshire and within the communities of Dorset and Wiltshire and across the internet.

The Partnership Charter and the constitution for the Wessex Museums Trust provide the overarching framework for the strategic plan, guide us in setting our objectives and our approach to partnership working. The Wessex Museums Partnership also has in place a Partnership Agreement (Appendix A), which sets out the rights and responsibilities of the partners in relation to the decision making process, dispute resolution, intellectual property, and leaving the partnership. The Partnership Agreement covers the period 2018-2022 and is reviewed annually alongside this strategic plan.

WESSEX MUSEUMS PARTNERSHIP CHARTER

The Wessex Museum Partnership is a thriving partnership of the four leading museums across the counties of Dorset and Wiltshire:



OUR PURPOSE

The Wessex Museums Partnership exists to build the resilience and relevance of our museums by sharing the story of our counties through their outstanding cultural heritage in ways that inspire, connect and add value to people's lives.

OUR AMBITION

The Wessex Museums Partnership will inspire more people to explore and enjoy the outstanding art and heritage of the region and to understand its significance to their lives. We will share the amazing story of the region in new and exciting ways and make a major contribution to the cultural, social and tourism economies of Dorset and Wiltshire.

VALUES

RESPECT: A relationship that is collegiate and candid, that fosters trust and mutual respect is the foundation of our partnership.

COLLABORATION: Seeking every opportunity to work together, recognising and building on our different strengths, and appreciating that these generate a vital and creative tension.

PASSION: For the great collections we have and in our desire to engage people in the wider stories and their relevance to the world today.

INNOVATION: Be brave and creative in our approach to resilience, seeking opportunities for real innovation that will help secure our future – and always challenging what this means to us.

REALISM: About what we can really achieve well and what is sustainable.

OPPORTUNITIES

We believe that this partnership provides the opportunity to:

- Strengthen the message and cultural offer of our museums.
- Push us out of our comfort zone to do things in new ways.
- Tell important stories from across our region.
- Share and learn from successes and mistakes, build relationships and enhance our reputation with partners and stakeholders.
- Increase our organisations' resilience and diversify their income streams.

The Wessex Museums Partnership Strategic Plan for the period 2018 - 2022 builds on the successful outcomes of the ACE Museum Resilience Funded project and sets out an ambitious programme for the partnership as an NPO and a charity based on the following aims:



SWOT ANALYSIS

Strengths	
2016	Now
<ul style="list-style-type: none"> • Museums' unique ability to share the story of Wessex through our collections. • Amazing designated and internationally important collections, including pre-history and archaeology. • Professional staff teams maintained at all 4 museums. • Examples of best practice in learning & engagement. • Volunteer engagement and community support for our museums. • Good relationships with ACE & HLF built up through demonstration of the success of our museums. • Experience of high profile exhibitions. • Significant museum buildings that tell a story. 	<ul style="list-style-type: none"> • Museums' unique ability to share the story of Wessex through our collections is enhanced by our partnership. • Amazing designated and internationally important collections, including pre-history and archaeology. • Professional and motivated staff teams maintained and working together across 4 museums. • Examples of best practice in learning & engagement. • Significant volunteer engagement and community support for our museums. • Good relationships with ACE & HLF strengthened by major funding successes. • Experience of high profile temporary exhibitions shared across the partnership. • High quality permanent displays. • Established working groups support skills sharing and staff development across the partnership. • Significant museum buildings that tell a story. • Success in attracting major funding as a partnership. • Complementary skills at leadership team level. • Sharing good practice across the partnership (i.e. Mentoring, problem-solving), resulting from different business models. • Confidence – organisational and leadership.

Opportunities	
2016	Now
<ul style="list-style-type: none"> • Attract higher profile exhibitions through our relationships with each other and national museums. • Develop a year round, regional culture & tourism offer. • Develop and innovate shared approaches to learning & engagement. • Skills sharing/mentoring across the partnership to continue to develop our professional staff teams. • Housing growth across the region. • Relationships with the NT and English Heritage. • Development of masterplans across the partnership. • Attract funding for joint projects. • Shared approaches to storage and collections care. • Diversify income streams (fundraising, income gen, membership). • Diversify our audiences 	<ul style="list-style-type: none"> • Attract higher profile exhibitions through our good relationships with each other and knowledge of each others' collections. • Develop a year round, regional culture & tourism offer. • Develop and innovate shared approaches to learning & engagement through a strategic review of our learning provision. • Potential to develop long term partnerships with national museums. • Housing and population growth across the region. • Relationships with the NT, English Heritage and British Museum could be furthered through major Stonehenge exhibition. • Development of masterplans across the partnership and potential to attract funding from HLF and other major funders. • Tomorrows Museum for Dorset to include conservation facilities for the partnership. • Attract funding for joint projects. • Collections Resource Centre to provide storage for the partnership. • Creation of a shared collections database and digital initiatives across the partnership. • Use of audience data to identify under represented groups.
Weaknesses	
2016	Now
<ul style="list-style-type: none"> • Understanding our audiences through visitor data and intelligence. • Digital strategy/social media. • Marketing expertise/resource. • Revenue funding streams. • Attracting visitors in a crowded tourism marketplace. • Buildings maintenance. • Lack of diversity in membership. • Interpretation and displays in some of our galleries. • Low profile of museums in their localities. • Collections management. 	<ul style="list-style-type: none"> • Partnership digital strategy/social media. • Partnership marketing strategy/resource. • Revenue funding streams. • Attracting visitors in a crowded tourism marketplace. • Old buildings requiring excessive and costly maintenance. • Lack of diversity in membership, workforce & governance. • Interpretation and displays in some of our galleries. • Collections management. • Small number of full-time professional staff.

Threats

2016

- Staff capacity to deliver museum priorities and partnership activity.
- Sustaining fundraising staff posts beyond MRF.
- Further reductions in LA funding.
- Storage capacity.
- Divergent priorities of the 4 museums.
- Staff /Trustee continuity.
- Unable to meet fundraising targets.
- Costs of delivering high profile exhibitions.

Now

- Staff capacity to deliver museum priorities and partnership activity.
- Further reductions in LA funding.
- Storage capacity.
- Ambitious fundraising targets.
- Increased competition for external funds.
- Costs of delivering high profile exhibitions.

PESTLE ANALYSIS

<p>P (Political)</p>	<ul style="list-style-type: none"> • Local authority reorganisations (Dorset, Bournemouth & Poole, Swindon). • Austerity – could reduce funding in year 4 or have longer term impact on NPO funding. • Brexit • Change of government • Withdrawal of Local Authority funding due to lack of political understanding/expediency. • Devizes Town Council & Salisbury City Council taking on more local services, causing museums to be less visible.
<p>E (Economic)</p>	<ul style="list-style-type: none"> • Competitive funding environment. • Local authority budget cuts. • Rising costs to meet national standards for employment and building regulations. • Inflation means value of grant decreases over 4 year period. • Further increases in retirement age could reduce volunteer input. • Long term impact of austerity leads to drop in cultural participation. • Economic slowdown impact on tourism to Wessex. • Impact of Brexit on economy, inflation, tourism (currently positive due to weak Pound), and labour market. • Significant number of major cultural projects seeking investment. • Impact of increasing transport costs / reductions in public transport.
<p>S (Social)</p>	<ul style="list-style-type: none"> • Local/regional competition for tourists. • Local competition for families with young children. • Rising expectations of visitors. • Ageing population potentially good for volunteering. • Housing developments leading to population growth in Dorset and Wiltshire.
<p>T (Technological)</p>	<ul style="list-style-type: none"> • Reliance on digital expertise external to the partnership. • Fast pace of technological change. • Customer expectation is for more technology underpinning museum interpretation.
<p>L (Legal)</p>	<ul style="list-style-type: none"> • Novation of NPO to Wessex Museums Trust. • Responsibility for running a charity mitigates against novation. • GDPR and other legislation making it harder to fundraise. • Governance model for Poole Museum • Increasing complexity of governance (and hence costs).
<p>E (Environmental)</p>	<ul style="list-style-type: none"> • Delays to capital redevelopments in partner museums. • Impact of changes to patterns of visitor behaviour (Sunday/evening opening) • Museum premises at risk due to changing weather patterns (particularly flooding). • Climate change impact on infrastructure and Wessex tourism. • Impact of policies designed to reduce greenhouse gas emissions on visitor numbers.

EQUALITY, DIVERSITY & THE CREATIVE CASE

The Wessex Museums Partnership is committed to promoting the values of a just, inclusive and cohesive society and we take seriously our responsibilities under the Equality Act 2010. Through the delivery of the workstreams within this strategic plan and in all we do as a partnership, we will seek to remove barriers to participation, create opportunities for engagement and meet the needs of all people, including those from protected characteristic groups and with a particular focus on our under represented audience groups. We will do this through our governance and leadership, with our workforce and audiences.

Equality and diversity is integral to our aims, and as such, our specific equality and diversity objectives are embedded across all of the workstreams in our action plan. The specific aims and key performance indicators (KPIs) related to the Creative Case for Diversity are labelled 'CCD' in the action plan, and are also shown in this section.

EQUALITY FRAMEWORK

As part of the Local Authority, lead partner for the consortium - the Borough of Poole Museum Service - has robust equality and diversity plans and policies. The partner museums also have their own equality and diversity plans and policies in place. However, as a consortium and a new CIO, the Wessex Museums Trust has yet to consider and develop its approach to equality and diversity in a meaningful way. Therefore a top priority for the Wessex Museum Trust is to develop its own **Equality Framework** which will be guided by but also facilitate a review of equality and diversity policies and plans across the partnership. The Equality Framework will set out how the partnership will diversify and provide equal access for our audiences and workforces – both permanent and contract employees and volunteers – ensuring that they are representative of our community in terms of ethnic origin, gender, sexuality, disability and age.

We will establish **Advisory Groups** to support the development of our Equality Framework. An **Equality & Access Advisory Group** and a **Young Peoples Advisory Group**, involving individuals from a diverse range of backgrounds and life experiences, including those from protected characteristic groups, will be created to guide and shape the partnership in terms of its emerging strategy, policy and best practice in regard to equality and diversity. We will also seek to undertake joint consultation with other NPOs/culture & heritage organisations in our localities where possible and where it makes sense to do so, to get the broadest possible capture of views from our Advisory Groups.

The Equality and Access Advisory Group and the Young People Advisory Group will also work with the Wessex Museums Trust to produce an **Access and Diversity Charter** that will set out the ways in which we will work to ensure that everybody within our community can engage with, benefit from and enjoy our museums.

<p>Equality & Diversity Aims</p> <ul style="list-style-type: none"> • Develop of an Equality Framework for the Wessex Museums Partnership. • Establish Equality & Access and Young Persons Advisory Groups to support the development of the partnership's Equality Framework. • Create an Access & Diversity Charter for the Wessex Museums Partnership. 	<p>KPIs</p> <ul style="list-style-type: none"> • Equality Framework adopted by Sep 2018. • Advisory Groups established by June 2018. • Access & Diversity Charter adopted by Nov 2018.
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AUDIENCES

The story of Wessex as told through the four partner museums' collections is one of rich cultural diversity. This diversity is highlighted in the museums' displays and is a platform for interpretation, learning and contemporary collecting. Each of the four museums wishes to develop its contemporary collecting to better reflect the diversity of contemporary Wessex using the rich historical diversity as the benchmark.

Through our Audience Engagement, Digital Engagement and Collections Development, we will place these stories at the heart of our bold, innovative and exciting programming – particularly as we seek to build new narratives around our collections through our work directly with artists and diverse audience groups. These interactions will also inform how we connect our shared stories through interpretation across the partnership, to strengthen the story of our region and its relevance to contemporary England, Great Britain and the rest of the world.

<p>Equality & Diversity Aims</p> <ul style="list-style-type: none"> • Create opportunities for collaboration and co-production around our collections with a broad and diverse audience, as well as providing specific opportunities for our less engaged audience groups (e.g. aged under 50, lower socio-economic, visitors with disabilities) to become engaged. • Develop and deliver programmes that inspire the interest of more diverse audiences, particularly those from lower socio-economic groups whose level of attendance and engagement is still substantially less than those in the highest socio-economic groups. • Develop and deliver audience engagement and digital initiatives that break down barriers and reach out to specific, underrepresented audience groups with protected characteristics, particularly young people and audiences with disabilities, to demonstrate that there is something for everyone in our museums. • Through engagement with diverse and under represented audience groups, develop an approach to contemporary collecting, that ensures that our museum collections are developed and grown in such a way that they are reflective of life in Wessex today as a whole and that ensure everyone's voice is represented. 	<p>KPIs</p> <ul style="list-style-type: none"> • A minimum of 4 community groups engaged in developing the Contemporary Collecting and Interpretation Strategies • 20x under represented community groups engaged across the partnership between 2018-2022 • 4x community exhibitions or displays held per annum across the partnership • 20x sessions per annum with under represented C&YP groups. • 32 participants from under represented groups engage in digital projects, per annum.
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Our Equality Framework will require us to better capture and annually report on **Diversity Data** across our partnership, allowing us to compare our performance against nationally and regionally recognised benchmarking criteria. It will also inform our evaluation through the ACE Quality Evaluation Framework, including through self evaluation, peer evaluation and audience feedback.

We will monitor our progress against our equality and diversity objectives through the Wessex Museums Partnership's continued membership of **Audience Finder**. This will allow us to compare the visitor data we have collected together since 2015 with the audiences who use our museums as a result of the NPO programme, to better understand their composition and diversity. (See: Audience Engagement & Development)

<p>Equality & Diversity Aims</p> <ul style="list-style-type: none"> • Effectively monitor and understand our audience diversity data using Audience Finder methodology. 	<p>KPIs</p> <ul style="list-style-type: none"> • First Diversity Data collected, reviewed and published by Sep 2018. • Information reviewed and published as part of annual data report.
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GOVERNANCE & LEADERSHIP

We recognise the need for our Equality Framework to address diversity issues in the leadership and governance of our partnership and our individual museums. The partnership’s Equality Framework will enable the Wessex Museums Trust to lead by example, challenging and providing a platform for partner museum Boards to review their own equality and diversity practice and offering board development opportunities, with the long term aim of diversifying the leadership and governance in their museums.

We will designate a **Diversity Champion** at each museum. These Diversity Champions will promote the values of equality and diversity within our individual museum’s Boards and take responsibility for ensuring that each museum’s policies and services reflect the equality and diversity principles and obligations within the Creative Case for Diversity, the Equality Act 2010 and our partnership Equality Framework. They will form a network across our consortium for sharing best practice and maximising training and development opportunities for Trustees, staff and volunteers. This in turn will benefit the individual museums in the partnership, by supporting the review and development of equality and diversity plans and policies within their own organisations.

<p>Equality & Diversity Aims</p> <ul style="list-style-type: none"> • Meaningfully influence the diversity of our own and partner museum boards to reflect our audiences, communities and contemporary England as it relates to our localities. • Provide equality & diversity development opportunities for staff and trustees. 	<p>KPIs</p> <ul style="list-style-type: none"> • Appointment of Board-level Diversity Champions by end of September 2018. • Include Diversity as a standing item on the agenda of the WMT Board by April 2018. • Diversity training for Trustees by end of Dec 2018. • Action plan for diversifying the WMT Board developed by Dec 2018. • Establish Diversity Working Group by Feb 2018. • Achieve a CCD rating of strong by October 2021.
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WORKFORCE

We will take positive action in our recruitment of new staff through the NPO by developing a **Partnership Recruitment Policy** that ensures equal access to employment opportunities and facilitates applications from a more diverse range of applications.

We will seek to deliver training and development opportunities for existing and new staff and volunteers in line with the priorities identified in our Equality Framework, to support our workforce to better promote the values of equality and diversity.

<p>Equality & Diversity Aims</p> <ul style="list-style-type: none"> • Develop a Partnership Recruitment Policy in order to encourage applications from more diverse applicants. • Develop and diversify our volunteer base – with a particular emphasis on attracting younger people and people from lower socio-economic background. 	<p>KPIs</p> <ul style="list-style-type: none"> • Recruitment policy prepared by end Feb 2018. • Increase the proportion of volunteers from lower socio-economic backgrounds to 5%, by 2022.
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AUDIENCE ENGAGEMENT & DEVELOPMENT

Our Partnership Charter highlights our commitment to ensuring the relevance of our museums and collections to diverse audiences across our localities and beyond. In order to achieve this, we must continue to develop our relationships with both existing and new audiences. The activities in this Strategic Plan are designed to reach out to our under represented visitor groups in order to diversify our audiences and build the relevance of our museums. We will also maintain our focus on growing and building long lasting relationships with our existing visitor groups, in order to support our organisational resilience and sustainability.

Over the past two years, the Wessex Museums Partnership has been working to better understand our existing visitors as well as those audience groups that we are not reaching. The Wessex Museums Partnership implemented a visitor survey through Audience Finder in February 2016. Alongside this, individually the partner museums employ a range of visitor intelligence collection methods and tools for analysis which inform our audience development priorities. As such, we now have a good understanding of our existing visitors and the audience groups that we are not currently reaching.

There are over 300,000 visitors per annum across the partner museums. There are 3.9 million visitors within a one hour drive time of our four venues. Just over half of all our visitors are locally based, so engaging with local people through a dynamic museum offer and encouraging them to return is central to the objectives in our Strategic Plan. With the remainder of our visitors being tourists, largely from the UK, our Strategic Plan aims to raise our profile as significant cultural destinations in the region.

The visitors across the partnership have a similar profile – largely they are white, British and over 50 years of age. Whilst we recognise that our region has low ethnic diversity, an older population and is perceived to be more affluent than other parts of England, there are clearly groups within each of our museum localities that are not currently engaging with our offer as much as they could be, and these groups are the focus for our Audience Development priorities.

Priority Audience Groups for the Wessex Museums Partnership



Our audience development aims and objectives are an integral part of the various workstreams in our action plan, but are also captured specifically below.

Through our NPO programme we will seek to diversify and develop our audiences in the following ways:

Audience Development Aims	KPIs
<ul style="list-style-type: none"> • Increase the frequency of engagement and first time attendance among local people in the Wessex region through exhibitions and targeted marketing campaigns • Attract more tourists from a wider geographical area (i.e. over 1 hours drive away) – especially through our temporary exhibitions and other programmes • Look to grow the audience spectrum segment ‘Trips and Treats’ which is underrepresented in our audience base compared with the numbers living in the South West • Grow and diversify the membership bases in DCM, SM and WM, and introduce membership at Poole Museum. • Develop our profile and reach with special interest groups (i.e. those interested in archaeology and history, plus The Art Society, U3A etc.), especially through the exhibition programme. • Develop our relationship with academic researchers and enquirers from HE and FE through the development of the Wiltshire archaeology store and digital resources online. • Introduce and develop our under 5’s programming and attract greater numbers of families with young children • Increase our engagement with formal learners, particularly Years 7 to 11 • Increase our engagement with adults with special educational needs and disabilities • Involve young people (17–24 years of age) at higher education institutions in course related opportunities • Develop and diversify our volunteer base – with a particular emphasis on attracting younger people and people from lower socio-economic backgrounds • Deepen our community engagement, for example with military families and people living in deprived areas. • Develop specialisms working with people with protected characteristics, for example people who are visually impaired and people with dementia 	<ul style="list-style-type: none"> • Increase frequency of first time, local attenders by 1.5% per annum across the partnership. • Increase tourism visitors from over 1 hour drive away by 1.5% per annum across the partnership. • Increase Trips & Treats audience segment from 15% to 20% of audience base. • Increase membership bases by 10% across the partnership by 2022. • Proportion of members under the age of 50 increases by 10% across the partnership by 2022. • Increase number of special interest group visits by 10% across the partnership by 2022. • 10 researchers use the store per annum in year 3, 15 researchers in year 4. • 10 participants per session – Under 5s programme • Engage with 2 groups of formal learners Year 7-11, per year/per museum. • Engage with one group of adults with special educational needs per year, per museum. • Engage with 1 FE/HE group per museum, per year. • Increase proportion of volunteers under the age of 50 by 10%, by 2022. • Increase the proportion of volunteers from lower socio-economic backgrounds to 5%, by 2022. • Engage with 20 under represented groups across the partnership by 2022. • 1 training & development opportunity with specialist practitioners per year.

DIGITAL ENGAGEMENT

The Wessex Museums Partnership aims to build our expertise and embed the use of digital technology in all that we do in order to support the resilience and sustainability of our museums, and to engage in new ways with audiences. We will do this through shared development of skills, interface and marketing opportunities using digital technology across our successful partnership, and through new partnerships with digital experts who will help us to unlock our museums and collections more effectively for audiences.

Currently across the partnership, our museums have a substantial online audience – 54k on social media and 190k who visit us online. However, we know that we can improve the on-line interfaces with our audiences and encourage more visits through a more co-ordinated approach to on-line engagement across the partnership.

Our principles for digital engagement are aligned to our Partnership Charter (see page 4) and will support our wider partnership aims and ambition. They are:

- **Collaborative** – we will use the combined knowledge, experience and resource of our partnership to make the most of our digital profile and digital engagement opportunities.
- **Innovative** – we will use digital technology in ways that support the innovative nature of our partnership and our programming, and seek new ways to engage audiences through the use of digital technology and through partnerships with digital experts.
- **Realistic** – we will maintain a sense of realism about what is achievable and sustainable for our museums, in terms of digital engagement. We have developed the beginnings of our digital profile as a partnership, but wish to expand this profile to support our organisational development, resilience and advocacy.

Our experience of using digital technology to engage our audiences is limited to date and we lack the resource, skills and expertise to make the most of opportunities to do so. We recognise that there is much greater scope to use digital platforms to deepen audience engagement in line with our audience development priorities, with our collections and our museums, both on and off-line. We will appoint a partnership Marketing & Digital Officer who will possess the digital expertise to help us to develop our partnership website and social media presence in support of our audience development priorities. Their expertise will enable us to make the most of digital platforms to reach a wider, more diverse audience through our partnership programming. Alongside this, Collections Assistants will be working to make our collections available on-line so that they are accessible to more people more of the time.

We will use the opportunities presented through our programming and engagement opportunities with diverse groups in our community to showcase our collections and exhibitions in new ways and time their release to compliment our programming. We will work in partnership

with specialist digital firms to deliver engagement projects with children and young people and to extend the reach of our on-line collections, and in the process extend our own digital knowledge, skills and experience.

Our strategic development is supported throughout by digital technology, and it is embedded in our practice. But there is room to improve and we will seek to develop our digital skills and expertise so that we can better share our learning across the Partnership and with our colleagues in the sector. We are committed to delivering two partnership conferences during the life of this plan, both of which will be widely marketed through our websites and social media platforms, and will also be live streamed to extend our audience reach.

Our digital objectives are fully integrated into our action plan, where specific KPIs are labelled ‘Digital’. These objectives have been extracted from the action plan and shown below.

OUR USE OF DIGITAL 2017-2022:

Digital engagement features in all workstreams of our Strategic Plan and is therefore central to the successful delivery of our programme.

Through digital engagement, the Wessex Museums Partnership will seek to:

Audiences	
<p>Digital Aims</p> <ul style="list-style-type: none"> • Gain a better understanding of our online and off-line audiences through the use of analysis tools and surveys, including through the ACE Quality Evaluation Framework and Audience Finder. • Work with digital experts to engage young people and hard to reach audiences in cultural learning with our collections, and to create new, high quality creative content that enhances our organisations’ digital profiles, skills, experience. • Use appropriate digital distribution channels more effectively to promote our museum, partnership, collections, events, research and exhibitions. • Use captured content to reach wider audiences through low-fi streaming of events and exhibitions. 	<p>KPIs</p> <ul style="list-style-type: none"> • Partnership Marketing & Branding Strategy, including digital, in place by August 2018. • Partnership Instagram established by the end of Y1. • Web and Social Media data collections and KPIs established by the end of Y1. • Deliver 4x digital projects per annum (1 per museum), with digital outputs to be co-created with children & young people (8 CYP per group) and that introduce new digital knowledge, skills, expertise to our organisations (e.g. outputs could include digital exhibition, video interpretation, or a creative digital response to the collections, e.g. a sound sculpture). • Digital outputs from C&YP projects to reach wider audience/s of 100+.

Collections	
Digital Aims <ul style="list-style-type: none"> • Work with partners including CultureGrid to share our collections more widely with online audiences. • Create a virtual Wessex Museums collection to support learning and research and to help create exhibitions that will link across our Partnership. • Develop a strategy and action plan for publishing our on-line collections in order to maximise audience engagement. • Develop a strategy and action plan to ensure the preservation of our born-digital collections and digital assets. 	KPIs <ul style="list-style-type: none"> • DCM collections available on MODES by end of year 4 • 500k records are available on-line by the end of 2022 • 100k images are available online by the end of 2022 • Digital archive strategy for each museum in place by 2022 • Digital publication strategy in place and implemented from Y2 onwards.
Resilience & Sustainability	
Digital Aims <ul style="list-style-type: none"> • Develop a website to advocate for our partnership and to act as a focal point for our work. • Live stream our Partnership conference. • Consider the viability of new revenue streams linked to our digital collections and our new website. • Develop our digital skills and expertise. 	KPIs <ul style="list-style-type: none"> • Partnership website and associated targets established by the end of Y1. • 50 digital audience via each conference streaming. • Report on options for new revenue streams linked to digital by end of Y1. • Marketing & Digital Officer appointed by April 2018. • MODES training: 1 session in year 1 for 20 participants, 5 cascaded training sessions in each museum per annum.

GOVERNANCE & MANAGEMENT

The Wessex Museums Partnership established a Charitable Incorporated Organisation (CIO) for the partnership – The Wessex Museums Trust – in January 2017. The CIO formalises the Wessex Museums Partnership and gives it charitable status enabling the partnership to employ staff, own/lease property, fundraise and hold investment funds, and advocate for the work of the partnership more effectively.

The CIO was established to enable collaboration across the Wessex Museum Partnership that will benefit key areas of the work of the individual museums as well as through a range of shared programmes. The Wessex Museums Trust will be responsible for the delivery of this strategic plan and the strategic management of the shared programme.

The initial Wessex Museums Trust Board is made up of an independent chairperson, treasurer and trustee as the appointed Trustees, and the Directors from each of the four partner museums as the nominated Trustees. Within the constitution there is an option to increase membership to the Board from, for example, other museums or independent membership in future. The Trustees will be appointed for a term of three years.

The Wessex Museums Trust will not alter the current governance arrangements at the individual museums, where Boards of Trustees and/or the Local Authority will maintain responsibility for the governance and management. The Directors of the four museums, as Trustees of the Wessex Museums Trust, will provide the direct link between the individual museum governing bodies and the Trust. Minutes of the Wessex Museums Trust Board will be a standing agenda item for the meetings of the governing bodies in each of the partner museums.

Approval to the Wessex Museums Partnership Strategic Plan and the CIO constitution for the Wessex Museums Trust will be sought from each of the four museums' governing bodies on an annual basis. In addition, where the on-going activities of the Trust will have a direct impact upon the management, legal and/or financial matters of a partner museum, approvals will be sought from the individual museum's governing body.

Governance & Management as a National Portfolio Organisation

The Wessex Museums Partnership will become one of Arts Council England's National Portfolio Organisations from 1 April 2018 and for the lifetime of this strategic plan. The Borough of Poole Museums Service is acting as the lead organisation for the partnership in respect

of the NPO, meaning that the Local Authority is the legally funded organisation and is therefore bound by the terms of the Arts Council's Funding Agreement.

The Borough of Poole will retain full responsibilities as lead organisation for the NPO, however effective management of the NPO programme through the delivery of this Strategic Plan will be assured through the Wessex Museums Trust Board, working under the terms of the Partnership Agreement (Appendix A). The Board will have oversight of the Strategic Plan, management of risks, decision making in relationship to expenditure, etc. In order to ensure that the Local Authority is protected under these governance arrangements, the Borough of Poole is represented on the Wessex Museums Trust charity board by two Trustees – the Head of Culture & Community Learning and the Museums & Arts Manager.

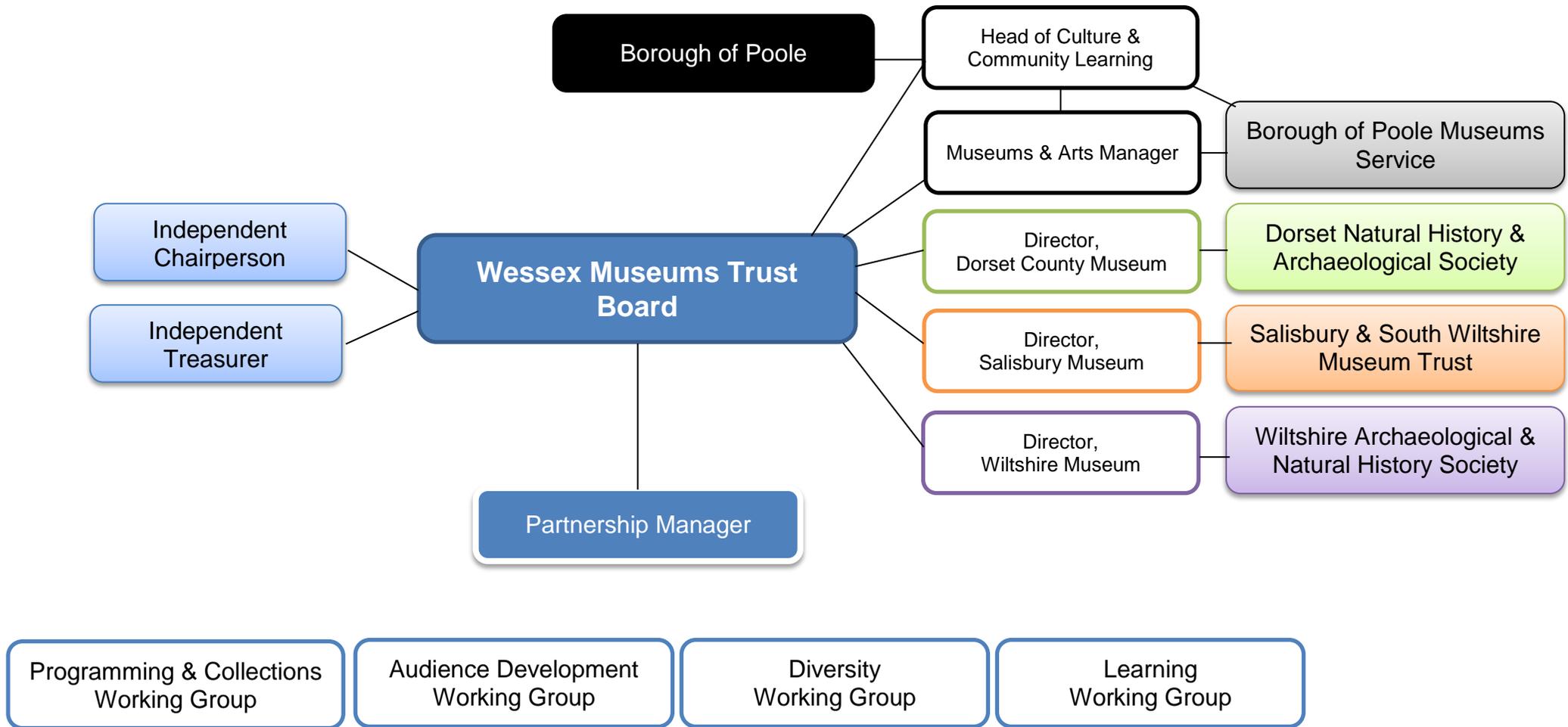
The NPO programme management, reporting and financial administration will be carried out by a Partnership Manager, funded by the NPO and employed by the Borough of Poole.

The partnership will continue to engage staff with this strategic plan through the thematic working groups that were established during the MRF project. The working groups bring together the specialist staff working across the partnership to deliver against some of the objectives in the plan, make the most of our shared knowledge and experience, and to capitalise on opportunities for partnership working.

The NPO funding will create a number of new staff posts and freelance appointments across the partnership that will be responsible for managing and delivering certain aspects of this Strategic Plan. Posts and freelance contracts will be employed and managed by the Borough of Poole Museum Service or by one of the partner museums, as appropriate. (See Management of new Posts & Freelance Contracts through NPO)

An objective in this Strategic Plan is to review the need to novate the NPO status from the Borough of Poole Museum Service to the Wessex Museums Trust at some point during the life of this plan. If novation goes ahead, these governance and management arrangements will be reviewed and updated to reflect the increased responsibilities of the Wessex Museums Trust and any changes to the make up of the Board and employment/contracts of staff and freelancers.

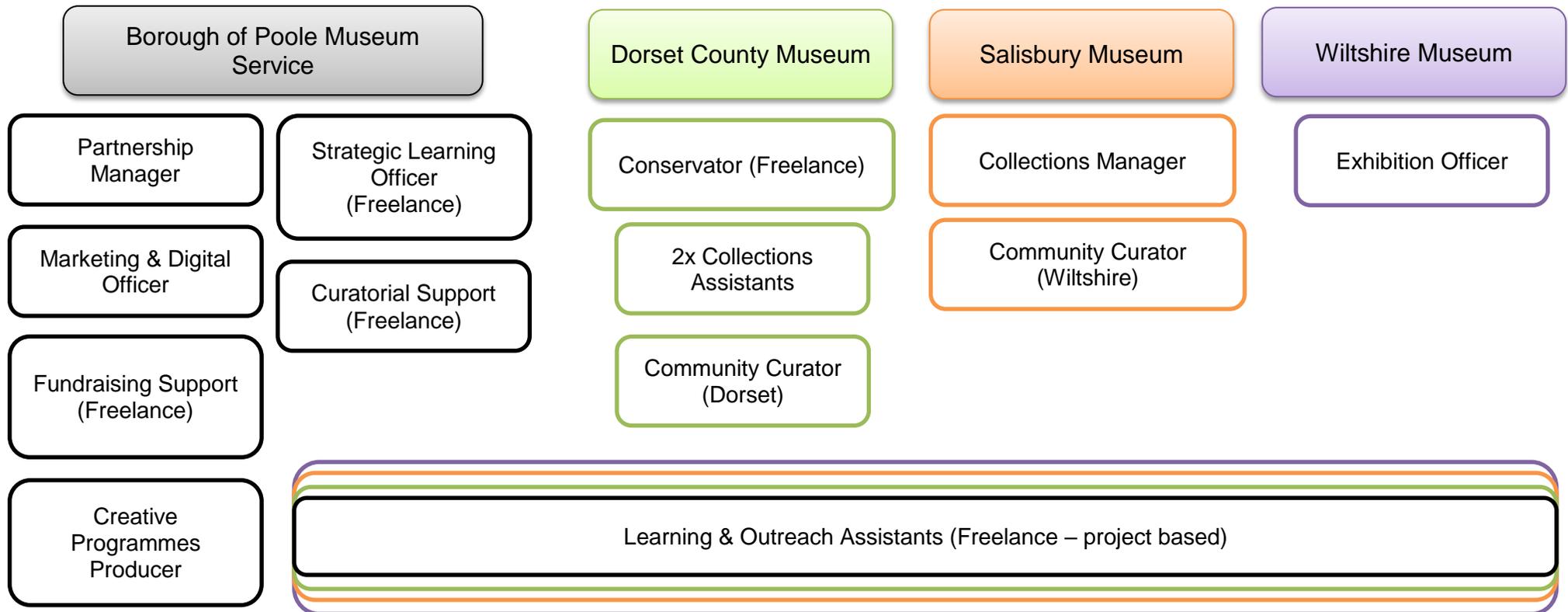
Governance & Management of the Wessex Museums Partnership



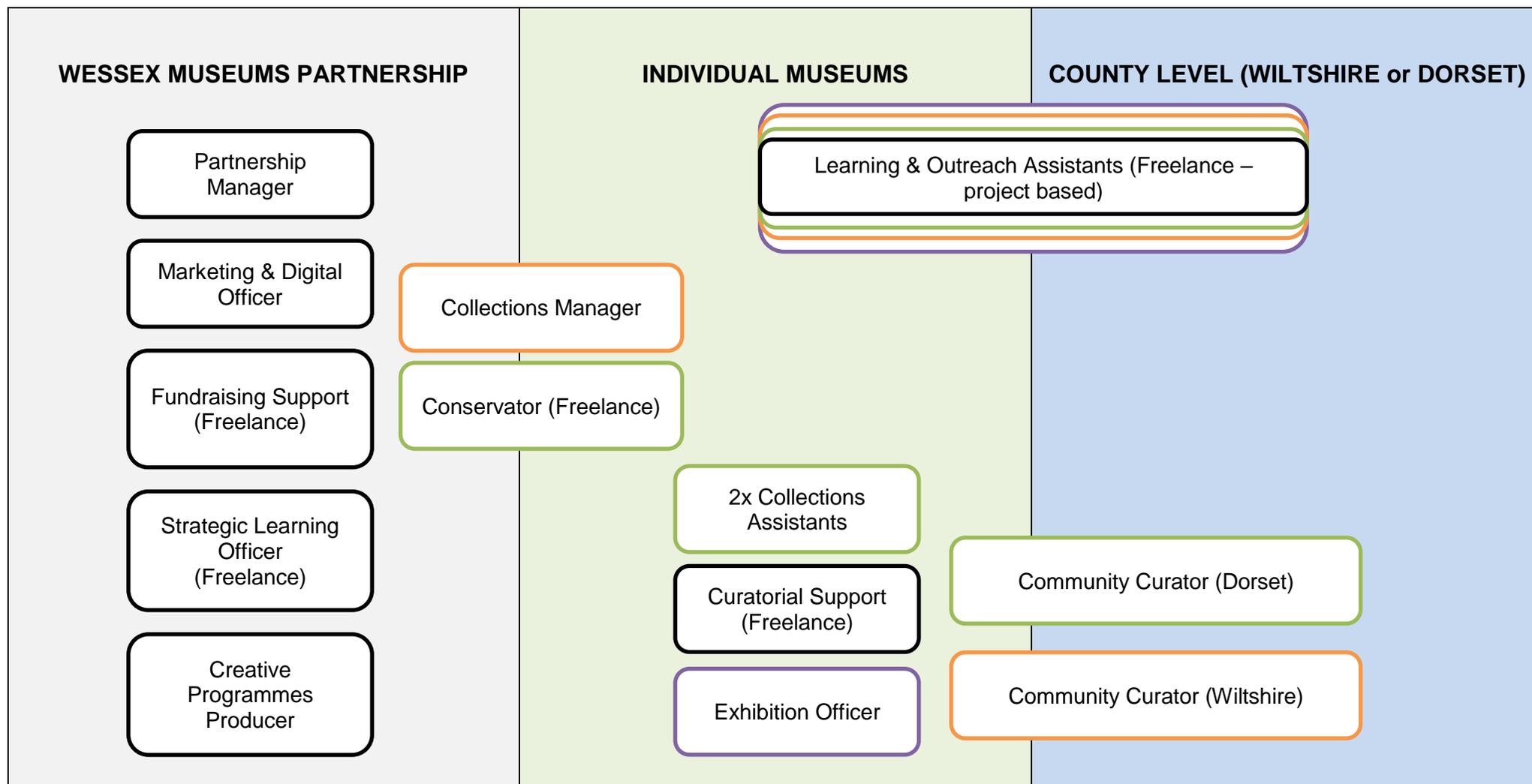
Management of new Posts & Freelance Contracts through NPO

As stated in the Wessex Museums Partnership's NPO application, new or continuing partnership staff roles being proposed through the NPO programme and any freelance contracts will be employed and managed by the Borough of Poole Museum Service or by one of the partner museums, as appropriate. Employed staff and freelancers will be bound by the terms and conditions agreed by their employer. Funding from the NPO for staff posts and freelancers that will be employed and managed by partner museums, will be transferred by the Borough of Poole to the partner museum in accordance with the programme budget and cashflow.

The proposed structure for the employment and management of posts and freelance roles through the NPO is as follows:



A post / freelancer role that is employed by a particular museum will often be working across the partnership and/or county. The diagram below shows how the partnership envisions the focus of each of the posts / freelance roles.



EVALUATION & REFLECTION

The Wessex Museums Partnership will continue to use evaluation and reflection as an integral part of all of our activities. Evaluation and reflection creates a culture of learning and continuous improvement and is therefore key to the resilience of our partnership and museums. We will use the ACE Quality Evaluation Framework to interrogate, evaluate, reflect on and learn from our work.

We are committed to continuing our partnership wide visitor survey through Audience Finder throughout the life of this Strategic Plan, which will enable us to continue to examine our audience data in detail individually, as a partnership, to inform our audience development priorities. We will also use Audience Finder to assess our performance in comparison to other venues, both regionally and nationally.

Alongside this, we will design bespoke evaluation methodologies linked to our aims and objectives for our exhibitions and engagement activities with community groups and children and young people, with the aim of collecting in-depth audience feedback about the quality of our programming and the depth and reach of our engagement opportunities.

We will use peer evaluation both within and beyond the partnership to evaluate our activities. Throughout our MRF project, we used our working groups as a platform for sharing learning across the partnership. We will now engage members of these groups in more formal peer evaluation of partnership activities in order to further embed these groups in partnership development activity. We will also engage our museum Directors in peer evaluation with other NPOs, in order to broaden our perspectives and bring perspectives of others in the sector to bear on the evaluation of our activities. Where we feel it is particularly valuable or where we require specialist/objective input, we will engage independent evaluators to interrogate our activities, for example to evaluate how we engage with audience groups with specific needs (e.g. physically/mentally disabled, Dementia, etc.).

Planned annual away days will be opportunities for the museum Directors and Trustees of the Wessex Museums Trust to reflect on key themes/issues for the partnership and to shape the strategic development of the Trust for the future.

Training and development opportunities for staff and volunteers delivered through this Strategic Plan will be evaluated in order to capture participant feedback and to assess the impact of these opportunities on working practices in our museums.

We will use the evaluation of our partnership conferences to reflect these events, but also to reach out to colleagues across the sector, share learning and provide support and networking opportunities through the platform that our conferences provide, both live and on-line.

ACTION PLAN

Key: (AD) Audience Development

(CCD) Creative Case for Diversity

(Digital) Digital Plan

AIM	OBJECTIVES	ACTIONS	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
COLLECTIONS DEVELOPMENT: To develop and share a better understanding of our collections across the partnership through shared approaches to collections care.	To establish a Collections Resource Centre to house the archaeological archives for Wiltshire and to provide a community research facility.	<ul style="list-style-type: none"> * Salisbury Museum to purchase off site store. * Appoint Collections Manager * Fit out of premises * Secure rental agreements with Wessex Archaeology. * Complete a Research Charter to guide researchers. * Wiltshire Museum to secure adjacent premises. 	<ul style="list-style-type: none"> * By end March 2018 * Jan - March 2018 * by April 2019 * By April 2019. * By April 2019 * By April 2020 	1x FTE Wessex Collections Manager, employed by SM. £25k p.a. Running costs £5k per annum.	AG	<ul style="list-style-type: none"> Collections Manager appointed by April 2018. * Store operational by 1 April 2019. * Store open to the public by appointment by 1 April 2019. * 10 archaeological archives taken into the CRC per annum. * 10 researchers use the store per annum in year 3, 15 researchers in years 4. (AD) * Community uses of the store: 5 in year 3, 10 in year 4. 	<ul style="list-style-type: none"> * Archaeological collections are better preserved, catalogued and cared for. * Improved access to archaeological collections through centralised facility – one venue will save time for researchers as currently collections are dispersed between archaeological contractors and museums. * Public have access to previously unseen archaeological collections for research and enjoyment. * Store will offer behind the scenes tours, talks and other new opportunities for community to engage with collections. 	<ul style="list-style-type: none"> * Centralisation of archaeological collections frees up space in museum buildings and unlocks capital redevelopments. * Museums have access to broader range of archaeological collections from the locality. * Museums are able to better tell the story of Wessex through the archaeology of the region. * Museums are primary holders of archaeology in the region. * Museums able to derive income from storage fees to offset running costs. * Archaeological storage crisis solved in Wiltshire. * Closer collaboration with HE research community.
	To improve and standardise data management of our collections across the partnership and provide public access to our collections on-line through a virtual Wessex Museums Collection .	<ul style="list-style-type: none"> * DCM to purchase MODES software and licenses. * Appoint Collections Assistants * Volunteer Recruitment * Staff/Volunteer training on MODES. * Mentoring/consultancy from within Partnership. * Enter collections onto MODES * Establish partnership with Culture Grid. * Skills for the Future digital partnership with British Museum. * Upload partner museums collections to Culture Grid. * Digital preservation strategy & action plan developed. * Digital publication plan established. 	<ul style="list-style-type: none"> * By May 2018.. * Apr-May 2018. * Apr-May 2018 and on-going. * Jun-Jul 2018 and on-going as required * On-going from April 2018 From Jun 2018 onwards By April 2018. From April 2018 onwards. * By end of Y4 * By end of Y1. 	2x Wessex Collections Assistants employed by DCM. Volunteers (75) Working Budget: to pay for DCM Modes license and training for volunteers. Culture Grid Programming & Collections Working Group	DD/JM	<ul style="list-style-type: none"> * DCM collections are available on a MODES database by the end of year 4. (Digital) * 75 volunteers engaged across the partnership in entering records onto common database. *MODES training: 1 session in year 1 for 20 participants, 5 cascaded training sessions in each museum per annum. (Digital) * 500k records are available on-line across the partnership by the end of 2022. (Digital) * 100k images are available on-line by the end of 2022. (Digital) * Digital archive strategy for each museum by 2022. (Digital) * Digital publication strategy in place and carried out from Y2 onwards. (Digital) 	<ul style="list-style-type: none"> * DCM's collections are more accessible and better interpreted for visitors. * The public are able to access the Wessex Museums collections on-line. * Digital resources are preserved for future generations. 	<ul style="list-style-type: none"> * DCM is able to rationalise their collections and better interpret them for their visitors. * Wessex Museums have a strong digital profile with the public. * Wessex Museums are able to use the virtual collection to share information with each other and other museums for programming, loans, exhibitions, etc. * Wessex Museums virtual collections support formal and informal researchers.
	To conserve our collections across the Wessex Museums Partnership.	<ul style="list-style-type: none"> * Appoint Conservator * Identify priority collections for conservation. 	<ul style="list-style-type: none"> * By end of April 2018. * From Jan 2018 onwards 	Conservator (Freelance) Programming & Collections Working Group	JM	<ul style="list-style-type: none"> * 10% increase p.a. on number of objects conserved. 	<ul style="list-style-type: none"> * Conserved objects are able to be displayed for the public. 	<ul style="list-style-type: none"> * Museums have access to more of their collections to enhance exhibitions and display. * Collections are better monitored and cared for.

AIM	OBJECTIVES	ACTIONS	TIMESCALE	RESOURCE	OWNER	KPIS	CUSTOMER IMPACT	WMP IMPACT
INTERPRETATION & DISPLAY: To work across the partnership and with our communities to strengthen our interpretation and develop new narratives about Wessex that are relevant to contemporary society.	To develop cross museum narratives, object links and creative interventions to strengthen our interpretation and display strategies.	<ul style="list-style-type: none"> * Appoint Community Curators. * Establish focus groups for strategy. * Review current Collecting and Interpretation Strategies. * Develop Contemporary Collecting Strategy for the partnership. * Develop Interpretation Strategy for the partnership. 	<ul style="list-style-type: none"> * By Sep 2018. * Sep 2018- Sep 2019. * Sep 2018 – Mar 2019. * By end of Mar 2020. * By end of March 2020. 	2x 0.8 FTE Community Curators (employed by SM and DCM) Museum Curatorial Teams Volunteers (Wessex Collections Assistants - see Collections Development) Programming & Collections Working Group Working Budget	JM/AG	<ul style="list-style-type: none"> * Contemporary Collecting and Interpretation Strategies are in place by the end of year 2. * A minimum of 4 community groups engaged in developing the Contemporary Collecting and Interpretation Strategies. (CCD) 	<ul style="list-style-type: none"> * Visitors have a better understanding of the story of Wessex through their visits to partner museums. * Visitors have a greater sense of connection with the museums and their collections. * A more coherent story is presented across the region. 	<ul style="list-style-type: none"> * Interpretation and display has a stronger narrative about the region and therefore attracts more visitors. * The partner museums are better able to rationalise their existing collections. * Audiences inform collecting strategy, making our museums more relevant.
	To reach out to specific under represented groups in our communities to develop our interpretation and display.	<ul style="list-style-type: none"> * Appoint Community Curators * Develop programme for displays across the partnership. * DCM to share best practice from Museum Makers programme. * Outcomes from community displays to feed into Contemporary Collecting and Interpretation Strategies. * Appoint specialist practitioners to provide training & development opportunities for staff & volunteers. * Devise project/programme evaluation methodologies and recruit specialist support as required. 	<ul style="list-style-type: none"> * By end of June 2018. * From July 2018 / on-going to Aug 2021 * on-going * On a project by project basis. 	JM/AG	<ul style="list-style-type: none"> * 4x Community Exhibitions/displays held per annum across the partnership. (CCD) * 20x under represented community groups engaged across the partnership between 2018-2022. (CCD/AD) * Engage with 1 group of adults with SEN and disability per museum per annum. (AD) * 1 training & development opportunity with specialist practitioners per year. (AD) * Qualitative evaluation targets to be set for each project. 	<ul style="list-style-type: none"> * Communities are able to actively engage with the museums in new ways. * Communities have a voice in how their stories are told. * Communities gain experience and skills through working with the museums. * Communities learn about local history and artefacts. 	<ul style="list-style-type: none"> * Museums are able to reach out to and engage with under represented groups. 	

AIM	OBJECTIVES	ACTIONS	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
PROGRAMMING: To create shared programmes that unite us, animate our museums and audiences, and increase visitor numbers.	To bring higher profile and more diverse artists, exhibitions and programming to the region, adding value to our individual programming and delivering economies of scale through our partnership.	Augustus John/Henry Lamb Exhibitions * Development of Augustus John / Henry Lamb Exhibitions * Exhibitions part 1 * Exhibition part 2 * Establish evaluation methodology to include audience feedback / peer review	* June 2017 - April 2018 * May - Sep 2018 * May - Sep 2019	Curatorial Support (Freelance) £7k Museum Curatorial Teams Programming & Collections WG Exhibition costs £15k p.a. in Y1 & 2.	MS/AG	* John & Lamb exhibitions at Poole Museum and Salisbury Museum delivered in Summer 2018 and swapped in Summer 2019. * 200k exhibition visitors in total across the 2 exhibitions. * £10k in catalogue sales in total for the 2 exhibitions. * SM £25k uplift on ticket sales per exhibition. * PM £10k uplift on donations in total for the 2 exhibitions.	* Visitors have a chance to see major works by these artists in the region and understand their local connections through new narratives. * New visitors are alerted to the museums and their offering. * Visitors are made aware of an artist that they may not have encountered before. * Visitors views on artists are changed.	* High profile exhibitions increase visitor numbers, spend and donations. * More visitors see the other displays in the museums. * Continued engagement with national collections. * Cross promotion between Poole and Salisbury Museums.
		Thomas Hardy Exhibition * Appoint curatorial support * Exhibition Development * Exhibition to open at Salisbury Museum * Exhibition at other partner museums from Sept 2021 * Identify external touring venues * Establish evaluation methodology to include audience feedback / peer review	* By March 2019 * April 2019 - March 2021 * May - Sep 2021 * Sep 2021 - Sep 2024 * By Sep 2021	Exhibition Officer £43k over Y2 & 3 at DCM Museum Curatorial Teams Programming & Collections WG Exhibition costs £10k p.a. in Y3 & 4.	JM/AG	* Exhibition to partner museums from Sep 2021, opening at SM in 2020. * Secure 4 external touring venues for the exhibition. * 150k exhibition visitors across the 4 venues. * £15k in catalogue sales across the 4 venues.	* Visitors have opportunity to see major Hardy exhibition in the region. * Visitors made aware of Hardy connections across Wessex region.	* High profile exhibitions increase visitor numbers, spend and donations. * Cross promotion for museums in the partnership. * Use of WMP collections for joint exhibition.
		European Prehistory/Stonehenge Exhibition * Agree exhibition storyline and how Wessex Museums to be featured. * Agree loans list. * Establish evaluation methodology to include audience feedback / peer review * Opens at British Museum	* By Sep 2018 * By Jan 2019 * Oct 2021	0.6FTE Exhibition Officer based at WM for 39 months from Y1/Q3.	DD	* Objects from the Wessex Museums feature in the BM exhibition. * Marketing strategy agreed to deliver visitors to Wessex Museums.	* London and international audiences have opportunity to see Wessex Museums collections. * Tourism development opportunities created by Oct 2020.	* Builds profile of Wessex Museums on a national/ international stage. * Increases visitor numbers, spend and donations to partner museums.
		Artist in Residence Programme * Appoint Creative Programmes Producer * Programme scoping * Artist working in partner museums * Artist installations/exhibitions in partner museums. * Establish evaluation methodology to include audience feedback / peer review	* April 2018 * April - Sep 2018 * Oct 2018 - Dec 2019 * Jan 2020 - Dec 2022	Creative Programme Producer (Freelance) Programming & Collections WG AiR Fees £15k in Y1, £20k in Y2, £25k in Y3, £25k in Y4.	MS	* AiR Exhibition/installation in all partner museums in 2020/2021 * 50k exhibition/installation visitors across 4 venues. * 8 x engagements with 160 participants across the 4 venues.	* Visitors have a chance to engage with and see work by a major artist in the region. * Visitors have the chance to explore new, contemporary narratives about Wessex.	* Opportunity for partner museum to build relationships with high profile artists. * Museums can 'contemporaries' their collections/interpretation making them more relevant. * Major artist is likely to pull in increased audience numbers.
		Spotlight Loans Programme * Scope tour - annually * Tour – annually * Establish peer evaluation through Working Groups	* Apr - Aug annually * Sep - Aug annually	Creative Programme Producer (Freelance) Programming & Collections WG Spotlight Loans project costs £1k p.a.	MS	* 2x engagements linked to each Spotlight Loan tour slot, p.a.	* Visitors have the opportunity to see objects from partner museums. * Visitors extend their understanding of the region through the objects on display.	* Programme has potential to increase crossover visits across the partnership. * Opportunity for partner museums staff to work together.

AIM	OBJECTIVES	ACTIONS	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
AUDIENCE DEVELOPMENT: To develop relationships with existing and new, more diverse audiences through our programming and communication.	To improve marketing, communications and promotion across the partnership including through the use of digital technology.	Partnership Marketing & Branding Strategy * Appoint Marketing & Digital Officer * Develop Partnership Marketing & Branding Strategy	* By April 2018 * By August 2018	1x FTE Marketing & Digital Officer (BoP Grade H for 48 months) Marketing Working Budget £13k in Y1, £14k in Y2, £15k in Y 3&4. Website development budget £5k in Y1.	DD	* Partnership Marketing & Branding Strategy, including digital, in place by August 2018. (Digital)	* Visitors can recognise the link between the 4 museums in the partnership.	* Potential to increase crossover visits. * Broader audience reach through social media. * Cross promotion of museum programmes/events.
		Partnership Website & Social Media * Analysis of website requirements. * Website development * Review of partnership social media channels and requirements. * Partnership social media strategy development. * Develop campaigns to target audience spectrum segment 'Trips and Treats' and special interest groups.	* By August 2018 * August 2018 - end March 2019 * By August 2018 * August 2018 - end March 2019	Audience Development WG	DD	* Partnership website established by the end of Y1. (Digital) * Partnership Instagram established by end of Y1. (Digital) * Increase 'Trips and Treats' segment from 15-20% of audience base by 2022.(AD) * Increase number of special interest group visits by 10% across the partnership by 2022. (AD)	* Audiences are able to access the museums digitally in a coherent way. * Audiences are made aware of museum programming through digital channels.	* Website improves advocacy and raises profile of the partnership. * Digital communication increases audience engagement for partner museums.
	To gain a better understanding of our visitors and their motivations by using visitor data more effectively as a partnership and individually.	Visitor Survey & ACE Quality Evaluation Framework * Review and amend current visitor survey with staff/volunteers/TAA. * Implement new visitor survey across the partnership. * Visitor survey review points. * ACE Quality Evaluation Framework actions to be included when online process is provided by ACE. * Design evaluation methodology for special exhibitions and programmes. * Agree digital data measures/KPIs	* By Dec 2017 * From Feb 2018 * Quarterly * ? * April 2018 and on-going	Subscription to TAA Audience Finder £4k p.a. Audience Development WG Volunteers to administer surveys and input data. Project Manager Programming & Collections WG	DD	* Cross over visits across the partnership increase by 5% over 4 years. *1.5% increase p.a. of local visitors' frequency of engagement and first time attendance across the partnership by 2022. * 1.5% increase p.a. in the number o tourism visitors from over 1 hour drive time away across the partnership by 2022. * Web and Social Media data collection and KPIs established by end of Y1. (Digital)	* Visitors are able to feedback on their visitor experience to each of the museums. * Visitor experience and programming is improved based on visitors' views.	* Robust audience data is available to the partnership to inform programming and improve the visitor experience. * Opportunity to compare visitor data with other organisations. * Partners have better understanding of digital audiences.

AIM	OBJECTIVES	ACTIONS	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
CHILDREN & YOUNG PEOPLE: To create, extend and sustain meaningful opportunities for children and young people to engage with our museums and collections.	To create a multi-faceted engagement programme to enhance our partnership programme.	Engagement Programmes; * John/Lamb Exhibitions * Hardy Exhibition * AiR Programme * Spotlight Loans Programme * Devise evaluation methodology / peer review	* For May 2018 & May 2019 * For May 2020 * For Oct 2018 * For Sep 2017 / on-going	Museum Learning Teams Learning WG Learning Volunteers	AG	* All learning programmes to include KPIs against the ACE Quality Principles. * Objectives to be set according to individual programming initiatives. * Involve 1 new group of young people aged 17-24 at HE/FE institutions in course related opportunities linked to our programming, per museum, per year.(AD) * Promote new learning and engagement opportunities linked to Arts Award objectives to schools.	* Multiple opportunities for different audiences to engage with museums' programmes in a meaningful way.	* Opportunity to extend audience reach and raise the museums' profile with target groups.
	To undertake a strategic review of learning across the partnership in order to improve analysis of data on C&YP, better understand the barriers to engagement, and support the long term sustainability of the learning services across the partnership.	* Appoint Freelance Learning Officer * Develop Strategic Plan and Action Plan for Partnership Learning * Identify opportunities for Arts Award across the partnership learning programmes and linked to our programming.	* By end March 2018 * By end March 2019	1 x 0.6 FTE Strategic Learning Officer in Y1 Learning WG	AG	* Strategic Plan and Action Plan for Learning across the partnership in place by the end of Y1. * Common C&YP data collection and analysis system in place across the partnership from Y2. * Map Arts Award objectives to partnership learning programmes and engagement opportunities by end of Y1.	* Learning activities are available to audiences across the partnership and are meaningful, affordable and fun.	* Strategic basis for learning activity across the partnership. * Learning services in each museum are put on a more sustainable footing. * Opportunity to share expertise across the partnership.
	To deliver new outreach work targeting C&YP from under represented groups.	Outreach Programme * Appoint Learning & Outreach Assistants * Identify priority C&YP/under represented groups for new outreach in each museum. * Outreach programme development * Outreach programme delivery * Devise evaluation methodology / peer review	* By Sep 2018 * From Apr 2018 * Oct - Dec 2018 * From Jan 2019 / on-going	Learning & Outreach Assistants (Freelance) Learning volunteers Learning WG	AG	* 20 sessions per annum with under represented C&YP groups. (CCD) * Engage with 2 new groups of formal learners in Y7-11 per year, per museum. (AD) * More detailed objectives to be set according to individual projects/groups.	* C&YP can access the museums in new ways within their own communities. * C&YP gain a better understanding of the stories / history of their localities.	* Museums develop new relationships with under represented C&YP groups to extend their reach and access.
	To develop new learning programmes for under 5s and make them sustainable.	Under 5s Programmes: * Share learning across the partnership about existing Under 5s programmes. * Develop marketing strategy for Under 5s programme. * Under 5s programme development (DCM/WM) * Pilot under 5s programmes at DCM and WM. * Under 5s programme delivery * Devise evaluation methodology / peer review	* From Sep 2017 * By Aug 2018 * Oct - Dec 2018 * Jan - July 2019 * on-going	Museum Learning Teams Learning volunteers Learning WG Marketing Officer	AG	* DCM and WM to have under 5s programme in place by January 2019. (AD) * Have 10 participants per session at all museums by end of 2019. (AD)	*Engaging under 5s offer available at all museums on a regular basis.	* Opportunity for museums to engage with future audiences and their families on a more regular and established basis. * Increase audience reach and visitor spend in the museums.

<p>CHILDREN & YOUNG PEOPLE: To create, extend and sustain meaningful opportunities for children and young people to engage with our museums and collections.</p>	<p>To develop digital learning projects with partners and C&YP groups.</p>	<p>Digital Learning Projects:</p> <ul style="list-style-type: none"> * Project development with identified groups. * Establish partnerships with digital firms. * Project delivery * Devise evaluation methodology / peer review 	<ul style="list-style-type: none"> * From Apr 2018 * From Apr 2018 * From Sep 2018 	<p>Learning & Outreach Assistants (Freelance) (2x FTE Community Curators)</p> <p>Learning Volunteers</p> <p>Partner Organisations - Create Studios, Forge Creative</p> <p>Digital Engagement budget £8k p.a.</p>	<p>AG</p>	<ul style="list-style-type: none"> * Deliver 4x projects per annum (1 per museum). (Digital) * 32 participants from under represented groups per annum. (CCD). * Digital outputs from each project to reach wider audience/s of 100+. (Digital) 	<ul style="list-style-type: none"> * C&YP are given a platform for telling the story of their localities through the museums' collections. * C&YP have the opportunity to learn new skills and gain professional experience in museums and digital. 	<ul style="list-style-type: none"> * Museums are able to build new relationships with C&YP from under represented groups. * Museums are able to increase audience reach and engagement through the use of digital technology. * Museums build long term relationships with digital firms.
	<p>To recruit and develop learning volunteers to support the sustainability of our learning programmes.</p>	<p>Learning Volunteers:</p> <ul style="list-style-type: none"> * Review of learning volunteers across the partnership. * Learning volunteer recruitment * Learning volunteer training 	<ul style="list-style-type: none"> * as part of strategic review of learning - by end March 2019 * April 2019 onwards * Summer 2019 / 2020 	<p>Museum Learning Officers</p> <p>Learning WG</p> <p>Learning Volunteers</p>	<p>AG</p>	<ul style="list-style-type: none"> Number of active learning volunteers - 40 after 4 years. 500 volunteer hours contributed to learning activities per museum p.a. Volunteer contribution: £60k p.a. across the 4 museums. 	<ul style="list-style-type: none"> * Local people have the opportunity to volunteer for the museum and work with C&YP. * C&YP have the opportunity to work with people with a range of skills and experience through the museums. 	<ul style="list-style-type: none"> * Opportunity to build numbers of learning volunteers to support the sustainability of our learning services. * Opportunity to diversify our volunteer base. * Offer specialist training for learning volunteer roles.

AIM	OBJECTIVES	ACTIONS	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
RESILIENCE & SUSTAINABILITY: To be dynamic, diverse, well managed museum that achieve resilience both independently and through our successful partnership.	To ensure the medium and long term sustainability of the partnership.	* Review options for the novation of the NPO to Wessex Museums Trust.	*By end Dec 2019	Directors/Trustees Project Manager Project Support Working Budget £5k p.a.	KB	*Decision taken regarding novation of the NPO by end of March 2020.	* Wessex Museums Partnership has a cohesive public profile.	* Simplification of governance arrangements for the WMP.
		Fundraising: * Develop Fundraising Strategy to support activity in the NPO programme. * Secure NPO programme (if avail) for 2022 onwards. * Individual museums to review and develop membership schemes.	* By April 2018 * Oct 2020 - Mar 2022	Fundraising Consultancy Support Fundraising Officers Network Project Manager	KB	* Fundraising strategy for the partnership in place by April 2018 and updated annually. *£175k funding generated through fundraising in support of the strategic plan over the 4 year period. * NPO funding secured for next funding period. * 10% increase in membership across the partnership by 2022.(AD) * Age profile of members across the partnership under the age of 50 years increases by 10% by 2022. (AD/CCD)	* Wessex Museums continue to offer excellence in their programming and activity to a broad and diverse audience.	* Continue to develop fundraising skills across the partnership. * Fundraising facilitates delivery of excellence in programming, leading to increased audience reach & engagement. * NPO funding raises the profile of the WMP and continues to strengthen the partnership.
		* Devise terms of reference, job descriptions and detailed workplans for shared/county level posts.	* By Feb 2018	Directors/Trustees Project Manager	KB	* ToRs, JDs, and workplans in place for all shared/county level posts by Feb 2018.	* New roles are able to make the greatest impact on audiences.	* Individual museums have equitable benefits from new posts.
		* Options appraisal for new revenue streams linked to digital platforms.	* By end of Y1	Directors/Trustees Project Manager	DD	* Report on options for new revenue streams linked to digital by end of Y1 (Digital).	* Increased access to collections.	* New revenue streams to support the partnership.
		Evaluation: * Identify opportunities for peer review within the programme of activity. * Define methodology for peer reviews with specialist support as required. * Establish 'peer evaluation partnerships' with other NPOs to support peer reviews.	* By end March 2018 * April 2018 * By end of y1	Directors/Trustees Project Manager Working Groups	KB	* Undertake 4 internal peer evaluations by the end of Y1. * Undertake a minimum of 2 external peer evaluations by the end of Y2. * Undertake 4 external peer evaluations in Y3 & Y4.	* Programming and engagement activities are continuously improved.	* Evaluation informs planning of future programming and engagement opportunities. * Programming and engagement opportunities are improved leading to an increase in audience engagement with the museums. * WMP learns from broader perspectives.

<p>RESILIENCE & SUSTAINABILITY: To be dynamic, diverse, well managed museum that achieve resilience both independently and through our successful partnership.</p>	<p>To share our learning across the partnership and more widely across the culture and heritage sector and amongst key regional/national stakeholders.</p>	<p>Skills Sharing:</p> <ul style="list-style-type: none"> * Develop & deliver partnership conferences. * Establish network of Diversity Champions across the partnership. * Directors Away Days on key themes * Explore potential for joint consultation with other NPO/arts & cultural organisations... 	<ul style="list-style-type: none"> * Oct 2020 & Oct 2022 * From June 2018 * 1 per annum from June 2018. * From April 2018 	<p>Project Manager</p> <p>Marketing & Digital Officer</p> <p>Skills Sharing & Training budget £34k</p>	<p>KB</p>	<ul style="list-style-type: none"> * To deliver 2x Partnership Conferences in 2020 and 2022 that will be live streamed. * 100 live attendees per conference. * 50 digital audience via streaming. (Digital) * Participate in two external conferences by 2022. * Diversity network for the partnership established by 2018. (CCD) * 1 Directors away day per annum. 	<ul style="list-style-type: none"> * Museum sector is able to engage with the work of the WMP. * WMP is able to share experience of developing equality and diversity in its leadership. 	<ul style="list-style-type: none"> * WMP is able to share learning, advocate for its work and raise its profile across the sector. * Will help to ensure the sustainability of the partnership. * Diversification of governance makes our museums more relevant. * WMP able to work with other NPOs/arts & cultural organisations.
	<p>To diversify our audiences, workforce, governance and leadership to provide equal access and ensure that our museums are relevant.</p>	<ul style="list-style-type: none"> * Establish Diversity WG * Include Diversity as a standing item on the agenda of the WMT Board *Diversity Champion appointed at Board level within each partner museum *Diversity training and development for Trustees * Develop a Recruitment Policy for the Wessex Museums Partnership to encourage applications from more diverse applicants. * Achieve ACE CCD rating of Strong * Development of an Equality Framework to diversify our paid and voluntary workforce in terms of ethnic origin, gender, sexuality, disability and age. *Establishment of Equality & Access Advisory Group *Establishment of a Young Persons Advisory Group * Creation of an Access & Diversity Charter for the partnership. * Monitoring of audience diversity using Audience Finder methodology 	<ul style="list-style-type: none"> * by Jan 2018 * by April 2018 *By Sep 2018 * By Dec 2018 *By end Feb 2018 * by Oct 2021 * First draft April 2018, Consultation with Equality & Access Advisory Group Summer 2018, final draft Sep 2018. * By June 2018 * By June 2018 * In consultation with Advisory Groups September 2018. Adopted by November 2018 * Ongoing from April 2018 	<p>JM</p> <p>Trust Board</p> <p>Directors</p> <p>Project Manager</p> <p>Diversity WG</p> <p>Community Curators</p> <p>Audience Agency</p>	<p>JM</p>	<ul style="list-style-type: none"> * Diversity WG established by Feb 2018. (CCD) * Diversity is a standing item on the Board agenda by April 2018. (CCD) * Appointment of Board-level diversity champions by end of September 2018. (CCD) * Diversity training for Trustees by end of Dec 2018. (CCD) * Recruitment policy prepared by end February 2018. (CCD) * Achieve a CCD rating of strong by October 2021. (CCD) * Action plan for diversifying the WMT Board developed by Dec 2018. * Increase proportion of volunteers from lower socio-economic backgrounds by 5% by 2022. (AD/CCD) * Increase proportion of volunteers who are younger people (under 50s) by 10% by 2022. (AD/CCD) * Access & Diversity Charter adopted by November 2018. (CCD) *First Diversity Data collected, reviewed and published by September 2018. (AD/CCD) *Information reviewed and published annually as part of data report. (CCD) 	<ul style="list-style-type: none"> * Museums reflect the diverse views of their communities * Museum leadership better reflects the make-up of the local community. * A diverse museum workforce reflects the locality. * Audiences (particularly those from non-traditional backgrounds and young people) have a voice in museum development. * Access & Diversity Charter helps make the Wessex Museums more accessible to all parts of the community. * WMP is able to demonstrate to the sector and the public the value of our offer to a wide audience. 	<ul style="list-style-type: none"> * A diverse museum workforce reflects the locality. * Wessex Museums are able to recruit professional staff with broader backgrounds and experience. * Wessex Museums meaningfully engage with audiences in their localities to inform their work. * Wessex museums build long term relationships with local communities. * Access & Diversity Charter helps make the Wessex Museums more accessible to all parts of the community. * Access & Diversity Charter allows us to reflect on current practice and make improvements to accessing our museums

BUDGET & CASHFLOW

NPO Budget 2018-2022 v. 25.01.18	NPO					18-22 TOTAL Benefit to Individual organisation (see note below *)	INCOME PROJECTIONS				18-22 TOTAL	Source of funding
	Year 1	Year 2	Year 3	Year 4	1,278.00		Year 1	Year 2	Year 3	Year 4		
Annual total grant request (£000s)	319.5	319.5	319.5	319.5	1,278.00		109.5	141.5	136.0	111.0	498.0	
Collections Development												
Wessex Collections Manager (1x 0.8 FTE)	25.0	25.0	25.0	25.0		Partnership						
Wessex Collections Assistants (2FTE)	25.0	30.0	30.0	30.0		Partnership	12.5	12.5	12.5			DCM HLF funding
Conservator (Freelance)	10.0	20.0	20.0	20.0		Partnership	7.5	7.5	7.5	7.5		DCM HLF funding
Wessex Collections Store Running Costs							5.0	5.0	10.0	10.0		From rental income/box storage fees/museums' existing budgets
Working Budget	3.0	3.0	3.0	3.0		Partnership						
TOTAL	63.0	78.0	78.0	78.0	297.0		25.0	25.0	30.0	17.5	97.5	
Interpretation and Display												
Wessex Community Curators (2x 0.8 FTE)	15.0	23.0	23.0	23.0		Partnership	15.0	22.0	22.0	22.0		DCM HLF funding (JM to check cashflow)
Working budget	9.0	13.0	13.0	13.0		Partnership						
TOTAL	24.0	36.0	36.0	36.0	132.0		15.0	22.0	22.0	22.0	81.0	
Programming												
Wessex Exhibition Officers (x 2)	15.0	27.5	22.5	12.5		Partnership		12.5	12.5			DCM HLF funding
Exhibition Costs - Augustus John/Henry Lamb	15.0	15.0				Salisbury/Poole	25.0	25.0				From fundraising Salisbury & Poole Museums
Exhibition Costs - Thomas Hardy			10.0	10.0		Partnership	5.0	10.0	22.5	22.5		From fundraising / DCM HLF / Salisbury Museum
Spotlight loans	1.0	1.0	1.0	1.0		Partnership						
Artist in Residence Fees	15.0	20.0	25.0	25.0		Partnership						
Creative Programmes Producer	5.0	5.0	5.0	5.0		Partnership						
TOTAL	51.0	68.5	63.5	53.5	236.5		30.0	47.5	35.0	22.5	135.0	
Audience Development												
Wessex Marketing + Digital Officer (1x FTE)	34.0	35.0	36.0	36.0		Partnership						
WMP Website Development	5.0					Partnership						
Marketing working budget	11.0	12.0	11.0	11.0		Partnership	2.0	2.0	4.0	4.0		In-kind / from museums' own marketing budgets
Visitor Finder Subscription	4.0	4.0	4.0	4.0		Partnership						
TOTAL	54.0	51.0	51.0	51.0	207.0		2.0	2.0	4.0	4.0	12.0	
Children & YP												
Digital Engagement	8.0	8.0	8.0	8.0		Partnership						
Partnership Research & Strategic Development (Freelance 0.6 FTE)	21.0					Partnership						
Wessex Learning & Outreach Assistants (Freelance/Project Based)	11.5	15.0	15.0	15.0		Partnership	7.5	15.0	15.0	15.0		From fundraising / DCM HLF / Military Civilian integration
TOTAL	40.5	23.0	23.0	23.0	109.5		7.5	15.0	15.0	15.0	52.5	
Programme Support												
Partnership Manager	30.0	30.0	30.0	30.0		Partnership	10.0	10.0	10.0	10.0		From fundraising/contributions from individual museums
Quality Evaluation Support	4.0	4.0	4.0	4.0		Partnership						
Working budget	5.0	5.0	5.0	5.0		Partnership						
Fundraising Development & Support	41.0	15.0	20.0	30.0		Partnership	10.0	10.0	10.0	10.0		In-kind time from museum staff/Directors to support fundraising
Financial/Business Support (Borough of Poole)							10.0	10.0	10.0	10.0		In-kind from BoP
Skills Sharing & Training	7.0	9.0	9.0	9.0		Partnership						
TOTAL	87.0	63.0	68.0	78.0	296.0		30.0	30.0	30.0	30.0	120.0	
OVERALL TOTAL (£000s)	319.5	319.5	319.5	319.5	1,278.0		109.5	141.5	136.0	111.0	498.0	

*Note The guidance notes require the budget to show clearly how much NPO investment each organisation would receive. Because the Wessex Museums Partnership programme is truly a partnership programme, with all staff posts and most with all staff posts and most activity benefitting the whole partnership, it has only been possible to identify one instance where funding will be received directly by individual organisations.

BUDGET & CASHFLOW

			2018/19					2019/2020					2020/2021					2021/2022					
NPO Programme Cashflow 2018-2022			Q1	Q2	Q3	Q4	Year 1 Total	Q1	Q2	Q3	Q4	Year 2 Total	Q1	Q2	Q3	Q4	Year 3 Total	Q1	Q2	Q3	Q4	Year 4 Total	TOTAL
COLLECTIONS DEVELOPMENT	BUDGET	ITEM																					
Collections Resource Centre	£ 130,000.00																						
Wessex Collections Manager (1x 0.8 FTE for 4 years @ approx £25k p.a.)	£ 100,000.00	Salary + On-costs	£ 6,250.00	£ 6,250.00	£ 6,250.00	£ 6,250.00	£ 25,000.00	£ 6,250.00	£ 6,250.00	£ 6,250.00	£ 6,250.00	£ 25,000.00	£ 6,250.00	£ 6,250.00	£ 6,250.00	£ 6,250.00	£ 25,000.00	£ 6,250.00	£ 6,250.00	£ 6,250.00	£ 6,250.00	£ 25,000.00	£ 100,000.00
Collections Resource Centre Running Costs	£ 30,000.00	Running Costs	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 5,000.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 5,000.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 10,000.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 10,000.00	£ 30,000.00
Partnership Collections Management Database	£ 152,500.00																						
Wessex Collections Assistants (2x FTE @ £18k.p.a. + 20% on-costs for 42 months)	£ 152,500.00	Salary + On-costs	£ 5,625.00	£ 10,625.00	£ 10,625.00	£ 10,625.00	£ 37,500.00	£ 10,625.00	£ 10,625.00	£ 10,625.00	£ 10,625.00	£ 42,500.00	£ 10,625.00	£ 10,625.00	£ 10,625.00	£ 10,625.00	£ 42,500.00	£ 10,625.00	£ 10,625.00	£ 8,750.00	£ -	£ 30,000.00	£ 152,500.00
Conservation of Collections	£ 100,000.00																						
Conservator (Freelance)	£ 100,000.00	Professional Fees	£ -	£ 3,750.00	£ 6,875.00	£ 6,875.00	£ 17,500.00	£ 6,875.00	£ 6,875.00	£ 6,875.00	£ 6,875.00	£ 27,500.00	£ 6,875.00	£ 6,875.00	£ 6,875.00	£ 6,875.00	£ 27,500.00	£ 6,875.00	£ 6,875.00	£ 6,875.00	£ 6,875.00	£ 27,500.00	£ 100,000.00
Working Budget	£ 12,000.00	Working Budget	£ 750.00	£ 750.00	£ 750.00	£ 750.00	£ 3,000.00	£ 750.00	£ 750.00	£ 750.00	£ 750.00	£ 3,000.00	£ 750.00	£ 750.00	£ 750.00	£ 750.00	£ 3,000.00	£ 750.00	£ 750.00	£ 750.00	£ 750.00	£ 3,000.00	£ 12,000.00
TOTAL COLLECTIONS DEVELOPMENT	£ 394,500.00						£ 88,000.00					£ 103,000.00				£ 108,000.00						£ 95,500.00	£ 394,500.00
INTERPRETATION & DISPLAY																							
Contemporary Collecting & Interpretation Strategies / Community Displays	£ 165,000.00																						
Wessex Community Curators (2x 0.8 FTE @ £22.5k p.a. + 20% on-costs for 45 months)	£ 165,000.00	Salary & On-costs	£ -	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 30,000.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 45,000.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 45,000.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 45,000.00	£ 165,000.00
Working Budget	£ 48,000.00	Working Budget	£ 2,250.00	£ 2,250.00	£ 2,250.00	£ 2,250.00	£ 9,000.00	£ 3,250.00	£ 3,250.00	£ 3,250.00	£ 3,250.00	£ 13,000.00	£ 3,250.00	£ 3,250.00	£ 3,250.00	£ 3,250.00	£ 13,000.00	£ 3,250.00	£ 3,250.00	£ 3,250.00	£ 3,250.00	£ 13,000.00	£ 48,000.00
TOTAL INTERPRETATION & DISPLAY	£ 213,000.00						£ 39,000.00					£ 58,000.00				£ 58,000.00						£ 58,000.00	£ 213,000.00
PROGRAMMING																							
Partnership Exhibitions (John/Lamb, Hardy, Stonehenge)	£ 262,500.00																						
Wessex Exhibition Officers (£7k for PWSM in Y1, WM 0.6FTE @ £22k p.a. for 39 months, DCM £43k for Y2/3)	£ 102,500.00		£ 7,000.00		£ 4,000.00	£ 4,000.00	£ 15,000.00	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 40,000.00	£ 8,750.00	£ 8,750.00	£ 8,750.00	£ 8,750.00	£ 35,000.00	£ 4,500.00	£ 4,000.00	£ 4,000.00		£ 12,500.00	£ 102,500.00
Exhibition Costs (John&Lamb)	£ 80,000.00		£ 20,000.00				£ 40,000.00	£ 20,000.00	£ 20,000.00			£ 40,000.00											£ 80,000.00
Exhibition Costs (Hardy)	£ 80,000.00			£ 2,500.00	£ 2,500.00		£ 5,000.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 10,000.00	£ 16,250.00	£ 16,250.00			£ 32,500.00	£ 16,250.00	£ 16,250.00			£ 32,500.00	£ 80,000.00
Partnership Programmes	£ 109,000.00																						
Spotlight Loans Programme	£ 4,000.00	Working Budget	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 1,000.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 1,000.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 1,000.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 1,000.00	£ 4,000.00
Artist in Residence Programme	£ 85,000.00	Artists Fees		£ 7,500.00	£ 7,500.00	£ 7,500.00	£ 15,000.00	£ 5,000.00	£ 5,000.00	£ 5,000.00	£ 5,000.00	£ 20,000.00	£ 6,250.00	£ 6,250.00	£ 6,250.00	£ 6,250.00	£ 25,000.00	£ 6,250.00	£ 6,250.00	£ 6,250.00	£ 6,250.00	£ 25,000.00	£ 85,000.00
Creative Programmes Producer	£ 20,000.00	Freelance Contract @ £5k p.a.	£ 2,500.00				£ 5,000.00	£ 2,500.00				£ 5,000.00	£ 2,500.00				£ 5,000.00	£ 2,500.00				£ 5,000.00	£ 20,000.00
TOTAL PROGRAMMING	£ 371,500.00						£ 81,000.00					£ 116,000.00				£ 98,500.00						£ 76,000.00	£ 371,500.00
AUDIENCE DEVELOPMENT																							
Digital Marketing & Promotion	£ 146,000.00																						
Wessex Marketing & Digital Officer (1x FTE @ BoP Grade H + 25% on-costs for 48 months)	£ 141,000.00	Salary & On-costs (@25%)	£ 8,500.00	£ 8,500.00	£ 8,500.00	£ 8,500.00	£ 34,000.00	£ 8,750.00	£ 8,750.00	£ 8,750.00	£ 8,750.00	£ 35,000.00	£ 9,000.00	£ 9,000.00	£ 9,000.00	£ 9,000.00	£ 36,000.00	£ 9,000.00	£ 9,000.00	£ 9,000.00	£ 9,000.00	£ 36,000.00	£ 141,000.00
WMP Website Development	£ 5,000.00	Website		£ 2,500.00		£ 2,500.00	£ 5,000.00																£ 5,000.00
Visitor Survey & Quality Evaluation Framework	£ 16,000.00																						
TAA Subscription	£ 16,000.00	£4k p.a. x 4 years	£ 4,000.00				£ 4,000.00	£ 4,000.00				£ 4,000.00	£ 4,000.00				£ 4,000.00	£ 4,000.00				£ 4,000.00	£ 16,000.00
Working Budget	£ 57,000.00	Working Budget	£ 3,250.00	£ 3,250.00	£ 3,250.00	£ 3,250.00	£ 13,000.00	£ 3,500.00	£ 3,500.00	£ 3,500.00	£ 3,500.00	£ 14,000.00	£ 3,750.00	£ 3,750.00	£ 3,750.00	£ 3,750.00	£ 15,000.00	£ 3,750.00	£ 3,750.00	£ 3,750.00	£ 3,750.00	£ 15,000.00	£ 57,000.00
TOTAL AUDIENCE DEVELOPMENT	£ 219,000.00						£ 56,000.00					£ 53,000.00				£ 55,000.00						£ 55,000.00	£ 219,000.00
CHILDREN & YOUNG PEOPLE																							
Strategic Review of Learning	£ 21,000.00																						
Secondment Learning Research & Development (Freelance, 0.6 FTE for 12 months)	£ 21,000.00	Salary & On-costs	£ 5,250.00	£ 5,250.00	£ 5,250.00	£ 5,250.00	£ 21,000.00																£ 21,000.00
Outreach and New Learning Programmes	£ 109,000.00																						
Learning & Outreach Assistants (Freelance / Project Based)	£ 109,000.00			£ 4,000.00	£ 7,500.00	£ 7,500.00	£ 19,000.00	£ 7,500.00	£ 7,500.00	£ 7,500.00	£ 7,500.00	£ 30,000.00	£ 7,500.00	£ 7,500.00	£ 7,500.00	£ 7,500.00	£ 30,000.00	£ 7,500.00	£ 7,500.00	£ 7,500.00	£ 7,500.00	£ 30,000.00	£ 109,000.00
Digital Learning Projects	£ 32,000.00																						
				£ 4,000.00		£ 4,000.00	£ 8,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 8,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 8,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 8,000.00	£ 32,000.00
TOTAL CHILDREN & YOUNG PEOPLE	£ 162,000.00						£ 48,000.00					£ 38,000.00				£ 38,000.00						£ 38,000.00	£ 162,000.00
RESILIENCE & SUSTAINABILITY																							
Partnership Management (1x 0.8 FTE BoP Grade J + 25% on-costs for 48 months)	£ 160,000.00	Salary & On-costs	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 40,000.00	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 40,000.00	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 40,000.00	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 40,000.00	£ 160,000.00
Working Budget	£ 20,000.00	Working Budget	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 5,000.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 5,000.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 5,000.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 5,000.00	£ 20,000.00
Quality Evaluation Support	£ 16,000.00	Freelance			£ 2,000.00	£ 2,000.00	£ 4,000.00			£ 2,000.00	£ 2,000.00	£ 4,000.00			£ 2,000.00	£ 2,000.00	£ 4,000.00			£ 2,000.00	£ 2,000.00	£ 4,000.00	£ 16,000.00
Fundraising	£ 146,000.00																						
Fundraising & Development Support	£ 146,000.00	Professional Fees/working budget	£ 12,750.00	£ 12,750.00	£ 12,750.00	£ 12,750.00	£ 51,000.00	£ 6,250.00	£ 6,250.00	£ 6,250.00	£ 6,250.00	£ 25,000.00	£ 7,500.00	£ 7,500.00	£ 7,500.00	£ 7,500.00	£ 30,000.00	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 40,000.00	£ 146,000.00
Skills Sharing & Training	£ 34,000.00	Volunteer Training/Conferences	£ -	£ -	£ 4,500.00	£ 2,500.00																	

RISK REGISTER

No.	Risk Description	Date Entered on Register	Risk Owner	Likelihood	Impact	Current Status (RAG)	Mitigation	Comments	Date Completed
				1=Low, 2=Med, 3=High					
	GENERAL								
	ACE do not agree strategic plan and therefore funding agreement for the NPO.	11-Aug-17	Trust Board	1	3	3	Workshops with Directors to develop strategic plan. Programme for approvals of the strategic plan from WMT and museums' Boards. Regular communication with ACE Relationship Manager throughout the funding agreement process.		
	Partnership disputes	11-Aug-17	Trust Board	1	3	3	Partnership agreement to be agreed by end of 2017.		
	Museum governing bodies cannot see the value of the Wessex Museums Partnership.	13-Apr-16	Directors	1	3	3	Partnership Strategic Plan objectives to be embedded into business plans of partner museums. Partnership to define Rol for objectives in the Partnership Strategic Plan as part of KPIs and evaluation process. Partnership Agreement approved by boards of individual museums (MRF and NPO).		
	Dorset councils reorganisation.	11-Aug-17	MS	3	1	3	Borough of Poole to keep Trust Board and ACE informed of reorganisation proposals and timescale. New council to be asked to reconfirm commitment to NPO. Role of Russell-Cotes to be considered if they are to become part of the new LA museum service.		
	Inadequate resource capacity to deliver the Partnership Strategic Plan due to failure to recruit to new posts/loss of existing staff	13-Apr-16	Trust Board	2	2	4	Commit existing resource from partner museums through individual staff work plans. Devise recruitment timetable and plans for new posts aligned to programme. Actively engage working groups in programme.		
	Recruitment of posts and freelance contracts to support delivery of the NPO programme delayed or ineffective.	11-Aug-17	Project Manager	2	2	4	Realistic programming of recruitment timeframes against project delivery. Seek ACE permission to begin recruitment for key partnership posts prior to April 2018 upon funding agreement. Partnership recruitment policy to reflect desire/need to diversify recruitment practice and broaden candidate range.		
	Planned capital redevelopments at partner museums impede NPO programming.	11-Aug-17	Trust Board	1	2	2	Maintain programme for capital redevelopments. Trust Board to review programme at each meeting and address any concerns.		

RISK REGISTER

No.	Risk Description	Date Entered on Register	Risk Owner	Likelihood	Impact	Current Status (RAG)	Mitigation	Comments	Date Completed
				1=Low, 2=Med, 3=High					
	RESILIENCE & SUSTAINABILITY								
	WMT is suitably developed to be ready for novation if agreed.	11-Aug-17	Trust Board	2	2	4	Trustee away days to focus on future development of the Trust. Trust to prioritise decision on and preparation for novation if agreed.		
	Inability to meet fundraising targets for the Wessex Museums Partnership	13-Apr-16	AG	2	3	6	Partnership Fundraising Strategy is aligned to the objectives in the Strategic Plan. All partnership projects are fully costed (FCR) to allow realistic fundraising targets to be set. Identify multiple income streams for partnership projects. Identified resource is in place to deliver fundraising strategy.		
	Unable to diversify membership bases in partner museums in line with targets.	12-Sep-17	Directors	1	2	2	Design specific marketing campaigns to target members under 50 years old.		
	Unable to agree ToR, JDs and workplans for shared posts.	12-Sep-17	Directors	1	2	2	Develop detailed workplans for shared posts based on individual museums' priorities. Agree ToR, JDs and workplans for shared posts at WMT Board level prior to recruitment. Disputes regarding shared posts to be referred to WMT Board.		
	SKILLS SHARING								
	Wessex Museums Partnership fails to raise its profile in the sector and beyond.	13-Apr-16	Trust Board	1	3	3	Undertake mapping and gap analysis of representation on key sector/non-sector networks. Partnership presence at key sector conferences/events. Budget for conference attendance is included in the partnership budget. Identified resource for advocacy including relationship management with funders. Partnership launch event held in Oct 2016.		
	EQUALITY & DIVERSITY								
	Equality Plan is insufficient to diversify audiences, governance and the workforce.	11-Aug-17	Trust Board	2	2	4	Ensure comments from advisory panels are incorporated into plan. Museum governing bodies to ensure Equality Plan is implemented in partner museums.		
	Museum Trustees do not engage with Equality & Diversity objectives.	12-Sep-17	Directors	1	3	3	Embed equality and diversity objectives in the strategic plan. Provide equality and diversity briefing for Trustees early in NPO programme. Provide regular updates to individual museum Boards.		
	Failure to achieve 'strong' for Creative Case for Diversity by 2020.	11-Aug-17	Trust Board	1	3	3	Ensure CCD objectives are included, agreed and regularly reviewed in the strategic plan. Ensure CCD is imbued in the culture of each partner museum and their own policies, plans, programmes and staff recruitment and development.		
	Unable to find participants for Advisory Groups.	12-Sep-17		1	3	3	Work through existing community groups and known contacts where possible across the partnership. Put together a clear and compelling offer to participants to encourage engagement. Examine and learn from successful advisory group models that have been used elsewhere in the sector.		

RISK REGISTER

No.	Risk Description	Date Entered on Register	Risk Owner	Likelihood	Impact	Current Status (RAG)	Mitigation	Comments	Date Completed
				1=Low, 2=Med, 3=High					
	COLLECTIONS MANAGEMENT								
	Wiltshire Council funding for Collections Resource Centre is withdrawn due to change in circumstances.	20-Dec-17	AG	1	3	3	Continue to press Wiltshire County Council to offer full £200,000 originally made for archaeological storage in Wiltshire.		
	Wiltshire Museum fails to secure adjacent building.	20-Dec-17	DD	1	3	3	Director of Wiltshire Museum to discuss with Wessex Archaeology the future of their store.		
	Failure to retain trained volunteers throughout the data management project at DCM.	11-Aug-17	JM	2	2	4	Be clear about project requirements during volunteer recruitment process. Provide training opportunities at points throughout the project.		
	Failure to secure partnership with Culture Grid	11-Aug-17	DD	1	2	2	Seek alternative Open Data / Linked Data initiatives as partners		
	Partnership unable to agree on conservation priorities.	11-Aug-17		1	2	2	Museums to review conservation priorities and present to the WMT Board. Conservation priorities to support delivery of NPO programming initiatives.		
	INTERPRETATION & DISPLAY								
	Failure to generate interest in target community groups in interpretation and display projects.	11-Aug-17		1	3	3	Recruit Community Curators from identified communities if possible. Community Curators to define clear aims and objectives for each project. Work through existing groups in local communities where possible.		
	Capital redevelopments limit available space for community displays/exhibitions.	11-Aug-17	Project Manager	1	2	2	Keep up to date programme of museum closure periods and create flexible exhibition programme.		

RISK REGISTER

No.	Risk Description	Date Entered on Register	Risk Owner	Likelihood	Impact	Current Status (RAG)	Mitigation	Comments	Date Completed
				1=Low, 2=Med, 3=High					
	PROGRAMMING								
	Exhibition visitors are lower than anticipated impacting on visitor spend/donations.	11-Aug-17	Directors	1	2	2	Marketing strategy for major exhibitions. Work with partner museums/organisations.		
	Failure to secure funding for John/Lamb exhibitions.	12-Sep-17	MS/AG	1	3	3	Develop plans to scale back exhibition proposals if funding target is not achieved.		
	Failure to secure quality loans for the John/Lamb exhibitions.	12-Sep-17	MS/AG	2	2	4	Develop back-up list of potential loans.		
	Curators/publishers do not produce catalogue to desired quality or deadline for John/Lamb exhibition.	12-Sep-17	MS/AG	1	2	2	Work closely with curators and publishers to ensure deadlines and quality objectives are met.		
	Failure to secure external touring venues for Thomas Hardy exhibition.	11-Aug-17	JM	1	2	2	Early promotion of exhibition to potential interested venues. Invite venues to private view at Salisbury Museum & DCM.		
	Failure to agree loans for Stonehenge exhibition with BM	11-Aug-17	DD/AG	1	2	2	Exhibition Officer and Directors to work with BM to agree loans.		
	Failure to secure high profile artist for Artist in Residence programme.	11-Aug-17		2	2	4	Ensure artist brief and fee is set at the appropriate level. Work through known contacts to secure artist.		

RISK REGISTER

No.	Risk Description	Date Entered on Register	Risk Owner	Likelihood	Impact	Current Status (RAG)	Mitigation	Comments	Date Completed
				1=Low, 2=Med, 3=High					
	PROGRAMMING								
	Artist in residence unable to access DCM during closure period, impacts on delivery of Artist in Residence programme.	11-Aug-17	JM	1	1	1	Ensure closure period programme is kept up to date. Brief artist to plan work at DCM for later in the programme.		
	Failure of partners to agree Spotlight Loans Programme.	11-Aug-17		1	2	2	Spotlight Loans programme to be discussed and agreed at Creative Programming WG. Escalate to Directors if the working group fail to set a programme.		
	Engagement programme for Spotlight Loans programme is not prioritised by partner museums.	11-Aug-17		2	2	4	Creative Programming and Learning WGs to agree number and nature of engagements for each programme. Evaluation of engagements to be put in place and reviewed regularly by Learning WG at their meetings.		
	Lack of interest in Spotlight Loans engagement programme.	11-Aug-17		1	1	1	Learning WG to base engagement programme on what works in each museums and target audiences. Regular evaluation undertaken for engagement programme to improve depth and reach. Clear marketing of engagement opportunities linked to the programme.		

RISK REGISTER

No.	Risk Description	Date Entered on Register	Risk Owner	Likelihood	Impact	Current Status (RAG)	Mitigation	Comments	Date Completed
	AUDIENCE DEVELOPMENT			1=Low, 2=Med, 3=High					
	Audience survey does not provide adequate data to inform partnership programming and audience development.	13-Apr-16		1	3	3	Review and adjust existing survey to meet new strategic plan objectives. Quarterly review of data from TAA undertaken. Partnership budget to include on-going cost of using Audience Finder or other provider. Audience Development Strategies developed on a project specific basis.		
	Failure to achieve minimum number of visitor surveys for TAA comparisons.	11-Aug-17		1	2	2	Ensure volunteers are trained and available to support administration of the surveys at peak times. Assess progress at quarterly review points.		
	Failure to agree partnership marketing and branding strategy.	11-Aug-17	Trust Board	1	3	3	Partners to agree brief and parameters for partnership marketing strategy. Marketing Officer to consult regularly with Directors and Trust Board. Test strategy objectives through small projects.		
	Marketing campaigns do not have a positive impact on audience development targets.	12-Sep-17	Marketing Officer	1	2	2	Ensure Marketing Officer is aware of audience development targets linked to campaigns. Review campaigns upon conclusion to make future improvements if needed.		
	Resource capacity within the partnership to contribute to web/social media content.	11-Aug-17	Marketing Officer	2	2	4	Partnership Marketing Officer to lead on this work supported by Visitor Journey WG and WMT Board.		
	Resource capacity to support delivery against the ACE Quality Evaluation Framework.	11-Aug-17	Project Manager	1	3	3	Assess requirement of ACE Quality Evaluation Framework once known and assign roles & responsibilities. Quality Evaluation support budget.		
	Evaluation methodologies for special exhibitions and programmes do not provide useable data against diversity objectives.	12-Sep-17	Creative Programming WG	1	2	2	Ensure Creative Programming WG are aware and understand partnership diversity objectives in relation to special exhibitions and programmes. Review evaluations after each event to make future improvements if needed.		

RISK REGISTER

No.	Risk Description	Date Entered on Register	Risk Owner	Likelihood	Impact	Current Status (RAG)	Mitigation	Comments	Date Completed
				1=Low, 2=Med, 3=High					
	CHILDREN & YOUNG PEOPLE								
	Strategic Review of Learning across the partnership is not complete by the end of Y1.	11-Aug-17	MS	1	2	2	Recruitment of Learning Officer Jan 2018 for immediate start. Directors and Learning WG to prioritise review and provide necessary input.		
	Failure to secure partnerships with C&YPs groups for the digital projects.	11-Aug-17		2	2	4	Work through existing community groups and known contacts where possible. Use knowledge of partner digital firms to support identification of C&YP. Work through local Culture Education Partnerships where they exist.		
	Failure to secure partnerships with digital organisations delays delivery of projects.	11-Aug-17		1	2	2	Early communication with potential organisations. Work through existing/known contacts. Explore partnerships with other culture and media organisations.		
	Local competition in the Under 5s marketplace makes Under 5s offer unsustainable.	11-Aug-17		2	1	2	Benchmark Under 5s offer locally to ensure competitive pricing. Market the programme through existing museum events, local pre-schools, children's centres etc.		
	Unable to recruit and retain adequate number of learning volunteers.	11-Aug-17	Directors	2	2	4	Targeted recruitment drives. Offer training and development opportunities as part of recruitment. Recruitment policy to broaden candidate base. Ensure volunteers have a range of opportunities to engage with learning activities through the programme. Explore opportunities to work with Culture Volunteers Poole or other relevant organisations.		

APPENDIX A – PARTNERSHIP AGREEMENT

BOROUGH OF POOLE

PARTNERSHIP AGREEMENT BETWEEN BOROUGH OF POOLE

AND

THE WESSEX PARTNER MUSEUM SERVICES

1 PARTIES TO THE AGREEMENT

1.1 The Agreement is made between

Borough of Poole Museum Service (the lead organisation and accountable body), 4 High Street, Poole, Dorset, BH15 1BW (hereinafter referred to as "Poole")

Dorset County Museum (Dorset Natural History and Archaeological Society, Registered Charity 1062400), High West Street, Dorchester, Dorset, DT1 1XA

The Salisbury Museum (Registered Charity 289850), The King's House, 65 The Close, Salisbury, SP1 2EN

Wiltshire Museum (Wiltshire Archaeological and Natural History Society, Registered charity no 3885649), 41 Long Street, Devizes, SN10 1NS

individually a 'Partner' and collectively as the Wessex Museums Partnership "WMP".

2 PURPOSE OF THE AGREEMENT

2.1 The Wessex Museums Partnership was first established by a partnership memorandum in March 2014. In 2015 it was awarded £473k from the Arts Council England's Museum Resilience Fund (MRF). In January 2017, the Wessex Museums Partnership established a Charitable Incorporated Organisation – the Wessex Museums Trust. In June 2017, the Wessex Museums Partnership was awarded a conditional offer of £1.278m from the Arts Council England ("ACE") as part of the National Portfolio Programme for the period 2018-2022.

2.2 Having fulfilled the conditions of the Arts Council, the purpose of the Wessex Museums Partnership is to build the resilience and relevance the partner museums by sharing the story of the counties of Dorset and Wiltshire through their outstanding cultural heritage in ways that inspire, connect and add value to people's lives.

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- 2.3** The Partnership will work with a range of local, national and international stakeholders to promote its programmes and the cultural heritage of Dorset and Wiltshire and to disseminate learning among the wider museum community in the counties. The Wessex Museums Trust demonstrates the commitment of the partnership to work through and beyond the ACE funding period (1 April 2018 – 31 March 2022).

3 TERMS AND CONDITIONS OF GRANT AND AGREED ACTIVITY

- 3.1** The ACE Funding Agreement and terms and conditions that apply to the acceptance of the Grant and delivery of the Agreed Activity are at Appendix B. Each partner organisation undertakes to act in accordance with the ACE terms and conditions of grant so far as applicable to discharging their obligations under the partnership agreement and that in the event of conflict between the terms and conditions of the partnership agreement and the terms and conditions of the Funding Agreement, the ACE terms and conditions will take precedence.
- 3.2** The Partnership and the individual Partners warrant they shall comply with the Funding Agreement terms and conditions in all respects pertaining to the Grant, the Agreed Activity and related activities.
- 3.3** Any changes to the Agreed Activity must be agreed with ACE in advance of such changes being implemented. Failure to do so can result in the withholding of the Grant by, or the repayment of the Grant to, ACE.
- 3.4** The Grant cannot be used to recover VAT costs. Grant is only payable for expenditure net of VAT. Partners must therefore ensure that claims submitted to Poole (and therefore ACE) exclude VAT. Inclusion of VAT in grant claims will result in the repayment of Grant to ACE. Any such shortfalls will be passed onto the relevant partners.

4 ALLOCATION OF GRANT

- 4.1** The allocation of the ACE Grant will be to the Borough of Poole, as lead organisation for the ACE, and in accordance with the budget and cash flow contained within the Strategic Plan at Appendix A.
- 4.2** The Grant is cash limited. Overspends are the responsibility of the partnership and underspends must be returned to ACE.

5 MANAGEMENT OF THE AGREED ACTIVITY

- 5.1** The Agreed Activity will be managed by the Board of the Wessex Museums Trust ("The Board"), which consists of the senior officers of the Partners, presently the Museum and Arts Manager, Borough of Poole (Trustee), the Director of the Dorset County Museum, the Museum (Trustee), the Director of The Salisbury Museum (Trustee), and the Director of Wiltshire Museum (Trustee), an independent Chairperson (Trustee) and Treasurer (Trustee). The

APPENDIX A – PARTNERSHIP AGREEMENT

Borough of Poole, as the lead organisation and legal holder of the Grant, is also represented on the Wessex Museums Trust Board by the Head of Culture & Community Learning (Trustee).

- 5.2 The Board will meet, in person, once every two months and may meet additionally by telephone or other conferencing facility. The Partners may nominate substitutes if required, although it is a requirement that the senior officers shall attend and participate as much as is reasonably possible.
- 5.3 A quorum for meetings of the project board shall be Poole and any two other Partners.
- 5.4 The Board shall operate through consensus. In the event that consensus cannot be reached, then a vote will be taken. In the event that a vote is tied Poole will have a casting vote.
- 5.5 In the event of a dispute between Partners which the Board is unable to resolve to the satisfaction of all parties, the partners are obliged to request and accept arbitration carried out by an independent arbitration committee to be agreed by all partners.
- 5.6 Every partner shall be obliged to accept and apply the decisions of the arbitration committee, subject to the applicable law hereby agreed upon.
- 5.7 The Board may invite other organisations and individuals to attend meetings of the Wessex Museums Trust Board as observers or advisors.
- 5.8 ACE reserves the right for its own employees to attend Board meetings as it deems fit (e.g. the designated ACE Relationship Manager for the Partnership's Agreed Activity) and for its Independent Assessors to be allowed to visit and assess the work produced by the partners under the Agreed Activity.

6 ROLES AND RESPONSIBILITIES OF THE PARTNERS FOR DELIVERING THE AGREED ACTIVITY

- 6.1 The Partners will be responsible and accountable to the Wessex Museums Trust Board and to Poole for delivery of their workplans as defined in the Agreed Activity, which is at Appendix A.
- 6.2 The Agreed Activity shall not be varied by Partners or the Partnership unless by agreement of the Board and ACE.
- 6.3 The Partnership has a detailed partnership work plan, programme and KPIs within the Strategic Plan at Appendix A, which support the successful implementation, reporting, monitoring and evaluation of the Agreed Activity. The workplan is agreed by the Board. Partners may also create detailed workplans for their individual elements of the Agreed Activity. These workplans must not cause variation of the Agreed Activity, unless this is agreed by the Board and ACE.

APPENDIX A – PARTNERSHIP AGREEMENT

- 6.4 Programme monitoring information shall be delivered by the other Partners to Poole on a quarterly basis, the dates and format of reporting to be stipulated by Poole, which may in its discretion vary the dates and format.
- 6.5 Poole will report to ACE on the Agreed Activity and agreed KPIs in a format and on dates required by ACE
- 6.6 As lead organisation, Poole will have overall management of the Agreed Activity for the Consortium. Partners will manage their own detailed workplans, recruitment, resources and employee/contractor arrangements as they relate to the Agreed Activity. Poole will provide the key contact point for all Partnership matters.
- 6.7 The Wessex Museums Trust, in consultation with the Borough of Poole, will manage all external Partnership communications. Partners issuing external communications or paid advertising referring to the Agreed Activity must comply with ACE branding guidelines.

7 FINANCIAL RESPONSIBILITIES OF POOLE AND THE PARTNERS

- 7.1 Poole will comply with Borough of Poole Financial Regulations in all matters concerning the management of the Grant and delivery of the Programme.
- 7.2 Borough of Poole will account for the Grant under the terms of the relevant standard (IFRS 11) and it will be treated as a Joint Operation. The award of this Grant shall not impact on the Borough of Poole's overall VAT liability.
- 7.3 Financial monitoring information and evidence of payments made shall be delivered by the other Partners to Poole in a format stipulated by Poole on a quarterly basis, the dates for this reporting to be set by Poole. This information will include any claim for payment of Grant in accordance with the ACE Funding Agreement, agreed budget and cashflow, and in accordance with the Agreed Activity and KPIs and any other relevant requirements agreed by the Board. ACE reserve the right to request additional information during the life of the Agreed Activity as it deems fit. Partners will submit such additional information to Poole as necessary.
- 7.4 Poole will endeavour to reimburse Partners within 30 days of receipt of financial claims that meet all requirements of this Agreement.
- 7.5 Poole will report to ACE on financial matters and agreed KPIs in a format and on dates required by ACE.
- 7.6 In the event of any overspend by the Partnership or of a Grant shortfall or repayment resulting from the Partnership not meeting reporting, monitoring or other ACE requirements, which has been agreed by the Board to be the responsibility of the Partnership, the Partners shall make good the overspend or shortfall at equal individual percentages of 25% of Grant allocated.

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7.7 In the event of any such overspend or shortfall or repayment caused by one or more of the Partners but not by the whole Partnership, and this responsibility having been agreed by the Board, the Partner(s) responsible shall make good the overspend or shortfall.

7.8 Under the terms of the grant underspends must be repaid to ACE. In the event that an underspend is held by a Partner other than Poole that Partner must repay the amount due to the Borough of Poole who will in turn arrange repayment to ACE.

8 LAW AND POLICIES

8.1 This Agreement and any disputes arising under it or in any way connected with the subject matter or formation of the Agreement shall be subject to the requirements of ACE and governed by and construed in accordance with English law. Each Partner submits to the exclusive jurisdiction of the courts of England in relation to any disputes or other matters arising out of or in connection with this Agreement not resolved by the Board.

8.2 In all matters associated with the Programme and its delivery the Partnership and individual Partners shall comply with all relevant laws and relevant government and local government compliance policies and procedures including those of the Borough of Poole and the ACE Funding Agreement (at Appendix B), in particular those pertaining to equal opportunities, protection of children and vulnerable adults, freedom of information, data protection and health and safety.

8.3 Individual Partners shall comply with their own policies and procedures unless any of these contradict the law or the policies and procedures of the Borough of Poole, in which case the policies and the procedures of the Borough of Poole will take precedence. Any resulting discrepancies must be reported to Poole which will report and act accordingly.

9 PROCUREMENT

9.1 Under the terms of the grant all partners are expected to ensure value for money in the procurement of goods & service (see 6.2.6.7 of the ACE Standard Terms & Conditions for National Portfolio Organisations document). This means getting the best prices for goods & services & having appropriate policies and procedures for competitive tendering in place for purchasing any capital items or services or a series of services costing more than £10,000. ACE's prior written consent is required if any of the partners decide they cannot put an order out to competitive tender.

9.2 All partners are to supply the Borough of Poole with details of their own procurement rules/financial orders and regulations if requested to do so to demonstrate their ability to meet the requirements set out in 6.2.6.7 of ACE's Standard Terms & Conditions for National Portfolio Organisations. It is agreed by the parties that the Borough of Poole's Financial Regulations which are

APPENDIX A – PARTNERSHIP AGREEMENT

attached as Appendix C, shall be the minimum standard for inviting competitive tenders unless otherwise agreed.

10 INTELLECTUAL PROPERTY RIGHTS

- 10.1 The Partners shall not make any claims with respect to the Intellectual Property rights of any other partner organisation during the Funding Period or for five years after the end of this Agreement.
- 10.2 Partners may agree to make their Intellectual Property available for joint initiatives developed for the Agreed Activity under a licence to the Wessex Museums Trust.
- 10.3 Any Intellectual Property jointly developed shall be owned by the Wessex Museums Trust with a license to each organisation to use such Intellectual Property for the purposes of the Agreed Activity and this Agreement.
- 10.4 No Partner will do, or authorise any third party to do, any act which would or might invalidate or might be inconsistent with any Intellectual Property of any other or which would or might prejudice the distinctiveness or goodwill therein and will not omit, or authorise any third party to omit, to do any act which, by its omission, would have that effect.
- 10.5 Each Partner will notify the other Partners immediately if it becomes aware of any unauthorised use of any of the Intellectual Property and any necessary action will be decided by the Board.

11 TERMINATION

- 11.1 This Agreement shall terminate at the end of the Funding Period (31 March 2022). The partners may decide to introduce a successor agreement pertaining to Partnership activity beyond the Funding Period. A successor agreement may include all or some of the partners.
- 11.2 The terms of this Agreement may be amended at any time during the Funding Period (1 April 2018 – 31 March 2022) by agreement in writing of all Partners and ACE and no amendment shall take effect unless and until this agreement is in place.
- 11.3 Poole may terminate the Agreement forthwith by notice in writing if for any reason ACE suspends or terminates its Grant.
- 11.4 This Agreement is between the Partners and their respective successor and permitted assigns and shall not be assigned in whole or in part without the prior written consent of the other parties which shall not be unreasonably withheld or delayed.
- 11.5 The Partners will comply with their obligations under the Data Protection Act 1998 and the Freedom of Information Act 2000 at their own cost and comply

APPENDIX A – PARTNERSHIP AGREEMENT

11.6 If any provision of this Agreement is held to be invalid, illegal or unenforceable for any reason such provision shall be severed and the remainder of the provision and this Agreement shall remain in full force and effect.

12 THIRD PARTIES RIGHTS

12.1 Nothing in this Agreement shall confer or purport to confer on any third party except for the Arts Council England any benefit or the right to enforce any term of it.

12.2 Except as otherwise agreed the Partners shall bear their own costs and expenses incurred in complying with or enforcing this Agreement.

12.3 In the event of a Partner discharging its responsibilities under this Agreement negligently the other Partners shall invoke the dispute resolution process described in clause 6.5 of this Agreement.

13 EXECUTION

13.1 This Agreement may be executed in any number of counterparts, each of which when executed and delivered shall constitute a duplicate original, but all the counterparts shall together constitute the one agreement.

13.2 Transmission of an executed counterpart of this agreement (but for the avoidance of doubt not just a signature page) by email (in PDF, JPEG or other agreed format) shall take effect as delivery of an executed counterpart of this agreement. If either method of delivery is adopted, without prejudice to the validity of the agreement thus made, each party shall provide the others with the original of such counterpart as soon as reasonably possible thereafter.

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14 DECLARATION

This Agreement is agreed by the authorised signatories of the Partners:

Signed by Michael Spender
For and on behalf of
Borough of Poole Museum Service



Date 19 / 1 / 2018

Signed by Jon Murden
For and on behalf of
Dorset County Museum



Date 19 / 1 / 2018

Signed by Adrian Green
For and on behalf of
The Salisbury Museum



Date 19 / 01 / 2018

Signed by David Dawson
For and on behalf of
Wiltshire Museum



Date 19 / 1 / 2018

APPENDIX B – NPO PROGRAMME

NPO Programme - Version 6	2017/2018												2018/19												2019/2020												2020/2021												2021/2022											
	QTR 2			QTR 3			QTR 4			QTR 1			QTR 2			QTR 3			QTR 4			QTR 1			QTR 2			QTR 3			QTR 4			QTR 1			QTR 2			QTR 3			QTR 4																	
	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
Audience Development																																																												
Digital Marketing & Promotion																																																												
Recruit Marketing & Digital Officer																																																												
Marketing & Digital Officer Contract																																																												
Partnership Marketing & Brand Strategy																																																												
Analysis of website requirements																																																												
Website Development																																																												
Partnership Social Media Development																																																												
Visitor Survey																																																												
Review current visitor survey																																																												
Implementation																																																												
Review Points																																																												
ACE Annual Survey																																																												
Children & Young People																																																												
Strategic Review of Learning																																																												
Learning Officer (Freelance) Recruitment																																																												
Learning Officer Contract																																																												
Partnership Learning Report																																																												
Outreach & New Programmes																																																												
Recruit Learning & Outreach Assistants																																																												
Identify Priority C&YP groups																																																												
Outreach programme Development																																																												
Outreach programme delivery																																																												
Shared learning about under 5s																																																												
Under 5s Programme Development																																																												
Under 5s Programme Pilot																																																												
Under 5s Programme Delivery																																																												
Establish partnership with Digital firms																																																												
Digital Project Development																																																												
Digital Project Delivery																																																												
Learning Volunteer Development																																																												
Review Learning Volunteers																																																												
Volunteer Recruitment																																																												
Volunteer Training																																																												
Resilience & Sustainability																																																												
Sustainability of the Partnership																																																												
Partnership Manager Contract																																																												
ToR for Shared Posts																																																												
Review options for renovation																																																												
Environmental Policy Board approval																																																												
Environmental Policy review points																																																												
Environmental Data uploaded to IG Tools																																																												
Fundraising																																																												
Fundraising Support																																																												
Fundraising Strategy Implementation																																																												
NPO Application																																																												
Diversify the Workforce/ Provide Equal Access																																																												
Recruitment Policy																																																												
Recruitment Partnership Posts / Collections Assistants																																																												
Establish Diversity Working Group																																																												
Equality Framework																																																												
Set-up public advisory panels																																																												
Appoint Diversity Champions																																																												
Diversity Training for Trustees																																																												
Explore potential for joint consultation																																																												
Access & Diversity Charter - 1st Draft																																																												
Diversity Data collected & Published																																																												
Access & Diversity Charter																																																												
Skills Sharing / Conferences																																																												
Partnership Conferences																																																												
Diversity Champions Network																																																												
Directors Away Day																																																												
Evaluation & Reflection																																																												
Identify opportunities for peer review within programme																																																												
Define methodology for peer reviews																																																												
Establish peer evaluation partnerships with other NPOs																																																												
Internal peer evaluations																																																												
External peer evaluations																																																												

APPENDIX C – CAPITAL REDEVELOPMENTS – MUSEUM CLOSURE PERIODS DRAFT PROGRAMME

All of the Wessex Museums are at various stages of capital redevelopment plans for their buildings. Whilst the detailed programmes for the majority of these redevelopments are not yet known, it is anticipated that proposals may go ahead during the period of this plan. A programme for the capital redevelopments anticipated in each museum, as they are known at the time of publication of this plan, follows, and will be regularly updated as proposals are developed.

Dorset County Museum

The Stage 2 Heritage Application Fund application for the redevelopment at Dorset County Museum (DCM) was approved in late September 2017. The high level programme for DCM's *Tomorrows Museum for Dorset* capital re-development is as follows:

Milestones	Start Date	Finish Date	Consultant	Status
HLF Permission to Start	13 November 17			
RIBA Stage 4 – Technical Design	13 November 17	30 March 18	Design Team	On track
Exhibition Design – RIBA stages 3 and 4	13 November 18	31 August 18	Exhibition Designer	On track
Enabling Works tender preparation, tender period and contract award	1 December 17	9 March 18	Project Manager / Design Team / QS	On track
Diplodocus in the Victorian Hall	February 18	May 18	DCM	On track
Commence Enabling Works	30 March 18	31 August 18	TBC	On track
Full site archaeological investigation	14 May 18	6 July 18	TBC	On track
Main Construction Works tender preparation, tender period and contract award	5 March 18	27 July 18	Project Manager / Design Team / QS	On track
Main Contract Works on site	3 September 18	31 December 19	TBC	On track
Exhibition fit out procurement period	3 September 18	20 December 18	Exhibition Designer / Project Manager	On track
Full Museum closure	4 November 19		DCM	On track
Exhibition fit out on site	2 December 19	24 April 20	TBC	On track
Object installation	27 January 20	22 April 20	DCM	On track
Museum opens		1 May 20	DCM	On track

APPENDIX C – CAPITAL REDEVELOPMENTS – MUSEUM CLOSURE PERIODS DRAFT PROGRAMME

The implications of this for the Wessex Museums Partnership programme are that DCM will begin a partial closure from September 2018 when the works begin on site and will have extremely limited facilities for the hosting of public programmes, activities and events from this time. DCM will be completely closed from November 2019 until May 2020. These closures will not impact upon the delivery of the programming activities in this plan.

Poole Museum

Poole Museum Service is planning a capital project with applications for funding starting in summer 2018. It would be expected that capital works would take place in 2020/21 and that phasing might allow a public service to continue without detriment to NPO programming.

Wiltshire Museum

Wiltshire Museum is in the early stages of plans to move to the former Assize Court in Devizes. Wiltshire Museum is unlikely to experience a closure period within the life of this Strategic Plan and the NPO.

Salisbury Museum

Salisbury Museum is planning to submit a round I bid to the HLF in March 2018 for £3 million to redevelop our permanent displays. If successful we would anticipate undertaking building works from the winter of 2021 through to the spring of 2022. It is likely that we will only be partially closed over this period so this would only have a limited impact of the delivery of the outcomes for the NPO.

APPENDIX D – KPIs MAPPED TO ACE GOALS

Version 25.01.18	Goal 1	Goal 2	Aud Dev	Goal 5	Management & Governance	Finance	CCD	Digital
Collections Development								
Collections Manager appointed by April 2018.					x			
Store operational by 1 April 2019.	x							
Store open to the public by appointment by 1 April 2019.	x							
10 archaeological archives taken into the CRC per annum.	x							
10 researchers use the store per annum in year 3, 15 researchers in year 4. (AD)	x							
Community uses of the store: 5 in year 3, 10 in year 4.	x							
DCM collections are available on a MODES database by the end of year 4. (Digital)	x							x
75 volunteers engaged across the partnership in entering records onto common database.					x			
MODES training: 1 session in year 1 for 20 participants, 5 cascaded training sessions in each museum per annum.					x			x
500k records are available on-line across the partnership by the end of 2022. (Digital)	x							x
100k images are available on-line by the end of 2022. (Digital)	x							x
Digital archive strategy for each museum by 2022. (Digital)	x							x
10% increase p.a. on number of objects conserved.	x							
Digital publication strategy in place and carried out from Y2 onwards								x
Interpretation & Display								
Contemporary Collecting and Interpretation Strategies are in place by the end of year 2.	x						x	
A minimum of 4 community groups engaged in developing the Contemporary Collecting and Interpretation Strategies. (CCD)		x					x	
4x Community Exhibitions/displays held per annum across the partnership. (CCD)	x						x	
20x under represented community groups engaged across the partnership between 2018-2022. (CCD/AD)		x	x				x	
Engage with 1 group of adults with SEN and disability per museum per annum. (AD)		x	x					
1 training & development opportunity with specialist practitioners per year. (AD)		x	x					
Qualitative evaluation targets to be set for each project.		x						

APPENDIX D – KPIs MAPPED TO ACE GOALS

	Goal 1	Goal 2	Aud Dev	Goal 5	Management & Governance	Finance	CCD	Digital
Programming								
John & Lamb exhibitions at Poole Museum and Salisbury Museum delivered in Summer 2018 and swapped in Summer 2019.	x							
200k exhibition visitors in total across the 2 exhibitions. (John/Lamb)		x						
£10k in catalogue sales in total for the 2 exhibitions. (John/Lamb)						x		
SM £25k uplift on ticket sales per exhibition. (John/Lamb)						x		
PM £10k uplift on donations in total for the 2 exhibitions. (John/Lamb)						x		
Exhibition to partner museums from Sep 2021, opening at SM in 2020. (Hardy)	x							
Secure 4 external touring venues for the exhibition. (Hardy)	x							
150k exhibition visitors across the 4 venues. (Hardy)	x							
£15k in catalogue sales across the 4 venues. (Hardy)						x		
Objects from the Wessex Museums feature in the BM exhibition. (Stonehenge)	x							
Marketing strategy agreed to deliver visitors to Wessex Museums. (Stonehenge)		x	x					
AiR Exhibition/intallation in all partner museums in 2020/2021	x							
50k exhibition/installation visitors across 4 venues. (AiR)		x						
8 x engagements with 160 participants across the 4 venues. (AiR)		x						
2x engagements linked to each Spotlight Loan tour slot, p.a..		x						
Audience Development								
Partnership Marketing & Branding Strategy, including digital, in place by August 2018. (Digital)			x					x
Partnership website established by the end of Y1. (Digital)								x
Partnership Instagram established by end of Y1. (Digital)								x
Increase 'Trips and Treats' segment from 15-20% of audience base by 2022.(AD)		x						
Increase number of special interest group visits by 10% by 2022. (AD)		x						
Cross over visits across the partnership increase by 5% over 4 years.		x						
1.5% increase p.a. of local visitors' frequency of engagement and first time attendance across the partnership by 2022.		x						
1.5% increase p.a. in the number of tourism visitors from over 1 hour drive time away across the partnership by 2022.		x						
Web and Social Media data collection and KPIs established by end of Y1. (Digital)		x						x

APPENDIX D – KPIs MAPPED TO ACE GOALS

	Goal 1	Goal 2	Aud Dev	Goal 5	Management & Governance	Finance	CCD	Digital
Children & Young People								
All learning programmes to include KPIs against the ACE Quality Principles.		x		x				
Objectives to be set according to individual programming initiatives.		x		x				
Involve 1 group of young people aged 17-24 at HE/FE institutions in course related opportunities, per museum, per year.(AD)			x	x				
Strategic Plan and Action Plan for Learning across the partnership in place by the end of Y1.				x	x			
Common C&YP data collection and analysis system in place across the partnership from Y2.		x		x				
20 sessions per annum with under represented C&YP groups. (CCD)				x			x	
Engage with 2 groups of formal learners in Y7-11 per year, per museum. (AD)			x	x				
More detailed objectives to be set according to individual projects/groups.		x						
DCM and WM to have under 5s programme in place by January 2019. (AD)			x	x				
Have 10 participants per session at all museums by end of 2019. (AD)			x	x				
Deliver 4x digital projects per annum (1 per museum). (Digital)				x				x
32 participants in digital projects from under represented groups per annum. (CCD).				x			x	x
Digital outputs from each project to reach wider audience/s of 100+-. (Digital)								x
Number of active learning volunteers - 40 after 4 years.				x	x			
500 volunteer hours contributed to learning activities per museum p.a.				x	x			
Volunteer contribution: £60k p.a. across the 4 museums.				x	x			
Resilience & Sustainability								
Decision taken regarding novation of the NPO by end of March 2020.					x			
Fundraising strategy for the partnership in place by April 2018 and updated annually.						x		
£175k funding generated through fundraising in support of the strategic plan over the 4 year period.						x		
NPO funding secured for next funding period.						x		
10% increase in membership at each museum by 2022.(AD)			x					
Age profile of members in each museum under the age of 50 years increases by 10% across the partnership by 2022. (AD/CCD)			x				x	
ToRs, JDs, and workplans in place for all shared/county level posts by Feb 2018.					x			
To deliver 2x Partnership Conferences in 2020 and 2022 that will be live streamed.					x			
100 live attendees per conference.					x			
50 digital audience via streaming. (Digital)					x			x
Participate in two external conferences by 2022.					x			
Diversity network for the partnership established by 2018. (CCD)					x		x	
1 Directors away day per annum.					x			
Appointment of Board-level diversity champions by end of September 2018. (CCD)					x		x	
Recruitment policy prepared by end February 2018. (CCD)					x		x	
Increase proportion of volunteers from lower socio-economic backgrounds by 5% across the partnership by 2022. (AD/CCD)			x		x		x	
Increase proportion of volunteers under the age of 50 by 10% across the partnership by 2022. (AD/CCD)							x	
Access & Diversity Charter adopted by November 2018. (CCD)							x	
First Diversity Data reviewed and published by September 2018. (AD/CCD)		x	x				x	
Information reviewed and published as part of Diversity Data annually. (CCD)		x					x	
Undertake 4 internal peer evaluations by the end of Y1.					x			
Undertake a minimum of 2 external peer evaluations by the end of Y2.					x			
Undertake 4 external peer evaluations in Y3 & Y4					x			

APPENDIX E – ENVIRONMENTAL POLICY & ACTION PLAN

Wessex Museums Partnership Environmental Policy

About us

The Wessex Museums Partnership is a thriving consortium of the principal museums that tell the stories of Wessex, from prehistory to now. The partnership brings together four museums across Dorset and Wiltshire: Poole Museum, Dorset County Museum, The Salisbury Museum and Wiltshire Museum. This is a natural partnership of museums covering the geographical spread of Dorset and Wiltshire, and with world class collections spanning archaeology, fine and decorative art, ethnography, literature, social history, costume and textiles. As such, the Wessex Museums are perfectly placed to share the story of Wessex and its relationship with the rest of the world.

Our purpose is to build the resilience and relevance of our museums by sharing the story of our counties through their outstanding cultural heritage in ways that inspire, connect and add value to people's lives. We strive to inspire more people to explore and enjoy the outstanding art and heritage of the region and to understand its significance in their lives. We will share the amazing story of the region in new and exciting ways and make a major contribution to the cultural, social and tourism economies of Dorset and Wiltshire.

As a registered charity, The Wessex Museums Trust, our charitable objectives are to support the services provided by the Accredited museums of Dorset and Wiltshire and to advance the education of the public about the history, heritage and culture of Dorset and Wiltshire.

Our role in environmental sustainability

Whilst the Wessex Museums Trust as an organisation has no staff, buildings or services of its own, we believe that we are in a unique position to raise awareness, promote and share best practice in environmental sustainability across our partnership, the sector and the region. We are also committed to the principles of environmental sustainability in our organisation and the delivery of our partnership activity. Through our action plan, we will aim to reduce the carbon footprint of our organisation.

APPENDIX E – ENVIRONMENTAL POLICY & ACTION PLAN

Our starting point

We recognise that our partner museums have a unique role in protecting the environment as stewards of the cultural heritage of our beautiful region. Environmental sustainability is therefore a key priority in each of our partner museums, all of which have their own environmental policies and actions plans for the running and management of their buildings, collections and services.

As lead organisation in our partnership, the Borough of Poole Museums Service is also operating within the Local Authority's framework for environmental sustainability which includes commitments to the Council's Sustainable Energy Action Plan, the Nottingham Declaration on Climate Change 2006, participation in the Carbon Trusts' Local Authority Carbon Management Programme and the Poole Environment Partnership.

This policy and action plan however refers specifically to the Wessex Museums Partnership (Wessex Museums Trust). It is our first step towards considering and identifying the environmental impacts of our organisation and activities, and taking responsibility for our wider role in raising awareness and promoting environmental sustainability with our staff, suppliers and audiences.

Our main environmental impacts

Our main areas of environmental impact are:

1. Carbon emissions from travel
2. Materials use in office activities, production and marketing
3. Waste created through office activities, production and marketing

These impacts are created by the Trustees, our staff, suppliers and our audiences.

APPENDIX E – ENVIRONMENTAL POLICY & ACTION PLAN

Our key environmental commitments

Our focus in this our first year as an organisation, will be on establishing high standards of environmentally sustainable practice in relation to our work. We will set a baseline for our environmental performance so that we are better able to understand, measure and improve our performance in the future.

We have focussed our environmental commitments around three areas which are where we believe we can have a meaningful impact. We will...

1. Our Organisation

- Establish and communicate our environmental policy across the partnership and beyond.
- Establish a baseline for the environmental performance of the Wessex Museums Trust and regularly review our performance.
- Audit the environmental performance of our partner museums to identify areas where we can work collaboratively to improve performance.
- Promote environmental best practice with museum staff and volunteers and exchange learning in relation to environmental practice across our partnership.
- Encourage the reduction in business travel by seeking opportunities to limit the need to travel, promoting green transport and providing useful alternatives to travelling (e.g. digital conferencing).
- To comply with and exceed where possible environmental legislation.

2. Our Activities

- Promote environmental sustainability with our audiences through our activities (e.g. encouraging green transport to our museums).
- Increase 'green access' to our collections through our Wessex Museums on-line collections.

APPENDIX E – ENVIRONMENTAL POLICY & ACTION PLAN

- Support artistic work based on environmental themes.
- Use environmentally sustainable production and materials for the production and marketing of our activities.

3. Our Advocacy

- Engage audiences with our commitment to environmental sustainability and raise awareness of environmental issues facing our museums, through our marketing and communications.
- Use our conferences as a platform for advocacy and sharing about environmental sustainability across the museums sector.
- Encourage suppliers, artists and others that we work with to use sustainable practice.

Responsibility for our environmental policy

This environmental policy is for the year 2018/19 and is the responsibility of the Wessex Museums Trust Board. The policy will be updated annually in March by the Partnership Manager and be formally approved at a meeting of the Trust Board.

The policy is supported by our Environmental Action Plan. The Action Plan is informed by our policy objectives and engagement with internal and external stakeholders. It will also be reviewed, updated and approved annually by the Wessex Museums Trust Board.

Next review date: March 2019

This Environmental Policy and associated Action Plan was developed using guidelines from Julie's Bicycle, www.juliesbicycle.com.

APPENDIX E – ENVIRONMENTAL POLICY & ACTION PLAN

Wessex Museums Partnership Environmental Action Plan – January 2018

Our Organisation					
Objective	Action/s	Timeline	Responsibility	KPI	Budget
Establish and communicate WMP Environmental Policy & Action Plan	WMT to approve policy and action plan.	Jan 2018	WMT Board	N/A	
	Policy & Action Plan published on partner websites	April 2018	Directors		
	Policy & Action Plan reviewed annually.	Annually in March	KB/WMT Board		
	Policy & Action Plan published on WMP website.	April 2019	Marketing Officer		
Establish a baseline for the environmental performance for the WMT and review regularly.	Define environmental performance measures with support of Julie's Bicycle.	April 2018	KB	To be confirmed once baseline is established.	
	Collect data on performance measures.	April 2018 – March 2019	KB		
	WMT Board to review data and set targets against performance measures.	Oct 2018 and March 2019	WMT Board		
Audit the environmental performance of the partner museums and identify areas for improvement.	Commission Julie's Bicycle to undertake audit of partner museums.	April 2018	KB	To be confirmed once performance measures are established.	£5k (working budget)
	Identify areas for improvement across the partnership and establish performance measures in action plan.	October 2018	KB/WMT Board		
Promote and share learning about environmental best practice with museum staff and volunteers.	Environmental sustainability to be included on agenda for WMT Board meetings.	From Jan 2018	KB	N/A	
	Environmental sustainability to be included on museum staff meeting agendas bi-annually.	April 2018 Oct 2018	Directors		
	WMP Environmental policy and action plan to be shared with museum staff and volunteers.	April 2018	Directors		

APPENDIX E – ENVIRONMENTAL POLICY & ACTION PLAN

Encourage reductions in business travel in relation to WMP activity.	Establish digital conferencing facility for all WMP meetings. Actively encourage meeting attendees to car share or use green transport in meeting communications.	April 2018 From Jan 2018			
To comply with and exceed where possible, environmental legislation	Check baseline environmental performance against relevant legislation for compliance. Check targets in action plan against relevant legislation to ensure compliance and areas where targets might exceed legislation.	March 2019	WMT Board WMT Board	To be defined.	
Our Activities					
To promote environmental sustainability with our audiences through our activities.	Track audience travel through Visitor Survey Include promotion of green transport routes in exhibition marketing.	From April 2018 From July 2018	Audience Dev WG Museum Marketing Teams		
Increase 'green access' to our collections through our Wessex Museums on-line collections.	Define performance measures in line with Digital Publication Plan.	April 2019	Marketing Officer	To be defined.	
Support artistic work based on environmental themes.	Identify opportunities within the partnership programme for exploration of environmental themes. Deliver at least one opportunity for work based on an environmental theme during the lifetime of the NPO programme.	April 2018 By March 2022	Programming & Collections WG		
Use environmentally sustainable production and materials for our marketing and communications.	Source environmentally sustainable printer for marketing materials linked to the NPO programme.	July 2018	Marketing Officer		

APPENDIX E – ENVIRONMENTAL POLICY & ACTION PLAN

Our Advocacy					
Engage audiences with our commitment to environmental sustainability and raise awareness of issues facing our museums through our marketing and communications.	Publish environmental policy and action plan on WMP website.	April 2019	Marketing Officer		
Use our conferences as a platform for advocacy and sharing about environmental sustainability across the museums sector.	Establish one speaker/slot on the conference programme with a focus on environmental sustainability.	Oct 2019 Oct 2021	KB		
Encourage suppliers, artists and others that we work with to use sustainable practice.	Share WMP environmental policy with all suppliers, artists, etc. at the time of commissioning services.	On-going	KB		
	Work with lenders for exhibitions to leave objects with partner museums between tour dates.	Jan 2018, on-going.	MS		