

**Wessex
Museums**

Strategic Plan

2021-2023

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INTRODUCTION

Wessex Museums is a thriving consortium of the principal museums that tell the stories of the Wessex region and its people, from prehistory to now. The partnership brings together four museums across Dorset and Wiltshire: Poole Museum, Dorset 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 formalised in 2017 when the consortium secured major funding from Arts Council England (ACE) as a National Portfolio Organisation (NPO). In the same year, the consortium formed a registered charity, the Wessex Museums Trust. The Trust exists to build the resilience and relevance of the partner museums and we seek every opportunity to connect, inspire and add value to peoples' lives through our collaborative programme.

Wessex Museums Charter

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

DORSET MUSEUM

poole
museum

The SALISBURY
museum

WILTSHIRE MUSEUM

Our purpose

Wessex Museums exists to build the resilience and relevance of the museums in our partnership and across our region.

Our values

Collaborative

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

Inclusive

We value peoples' and work to ensure fairness in our policies and practices, to enable diverse people to effectively work and engage with us.

Innovative

We are 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.

Sustainable

We want to achieve real impact and longevity through our work, by doing the things we can really achieve well and that are sustainable. We want to minimise our impact on the environment.

Our mission

To support museums to connect, inspire and add value to peoples' lives.

Our 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 sustainability.

CHANGING WITH THE TIMES

The last 18 months have brought significant challenge for Wessex Museums and our partners. Coupled with the social, political and economic impact of the pandemic and other global events on our organisations and society as a whole, many of our NPO programme plans simply had to change. In some cases this has meant delay, in others, it has meant a complete overhaul of our activities as we found them no longer relevant, appropriate or fit-for-purpose in the current times.

The Wessex Museums will play an important role in collecting, interpreting and engaging people in these extraordinary times, as well as rebuilding the cultural fabric of society in our region, as we emerge into a post pandemic world. Wessex Museums must also support the recovery of our museums by building organisational resilience and encouraging visitors to return through a dynamic and inclusive offer. These responsibilities are at the heart of Wessex Museums purpose and mission, and are reflected in our restructured NPO programme for 2021 and beyond, as we seek to tighten our focus on...

- Engaging underserved audiences in our local areas.
- Improving access to our world-class collections.
- Delivering excellence through our partnership programming.
- Developing digital content that supports different models of engagement and income generation.
- Equality, diversity and inclusion (EDI) and environmental sustainability.
- Workforce development.
- Building an evidence base for the impact of our work as a partnership.

This plan sets out the Wessex Museums' NPO programme for period 1 April 2021 – 31 March 2022 and includes outline plans for April 2022 - March 2023.

OUR PLAN

Wessex Museums Strategic Plan for the period 2021 - 2023 sets out our programme for the partnership as an NPO and a charity. Our plans for 2021-23 are based on the following assumptions:

- Covid-19 restrictions will begin to ease after Easter 2021 allowing all four partner museums to reopen and for partner museum staff to return from furlough by end of May 2021.
- Museums will be able to operate without social distancing restrictions from August 2021 at the earliest.
- The museums' staff capacity will remain at or near to its current level for the period, but there is a risk of further redundancies.
- Domestic tourism will be allowed in summer 2021, however international tourism is not anticipated. The impact on visitor numbers during the period remains uncertain.

The plan remains ambitious but has been designed to respond more flexibly to the challenges we currently face, including any future Covid-19 restrictions, by focusing our activity in 2021/22 in areas that do not require the museums to be open and are manageable within our existing resources. 2022/23 assumes normal operations in our partner museums.

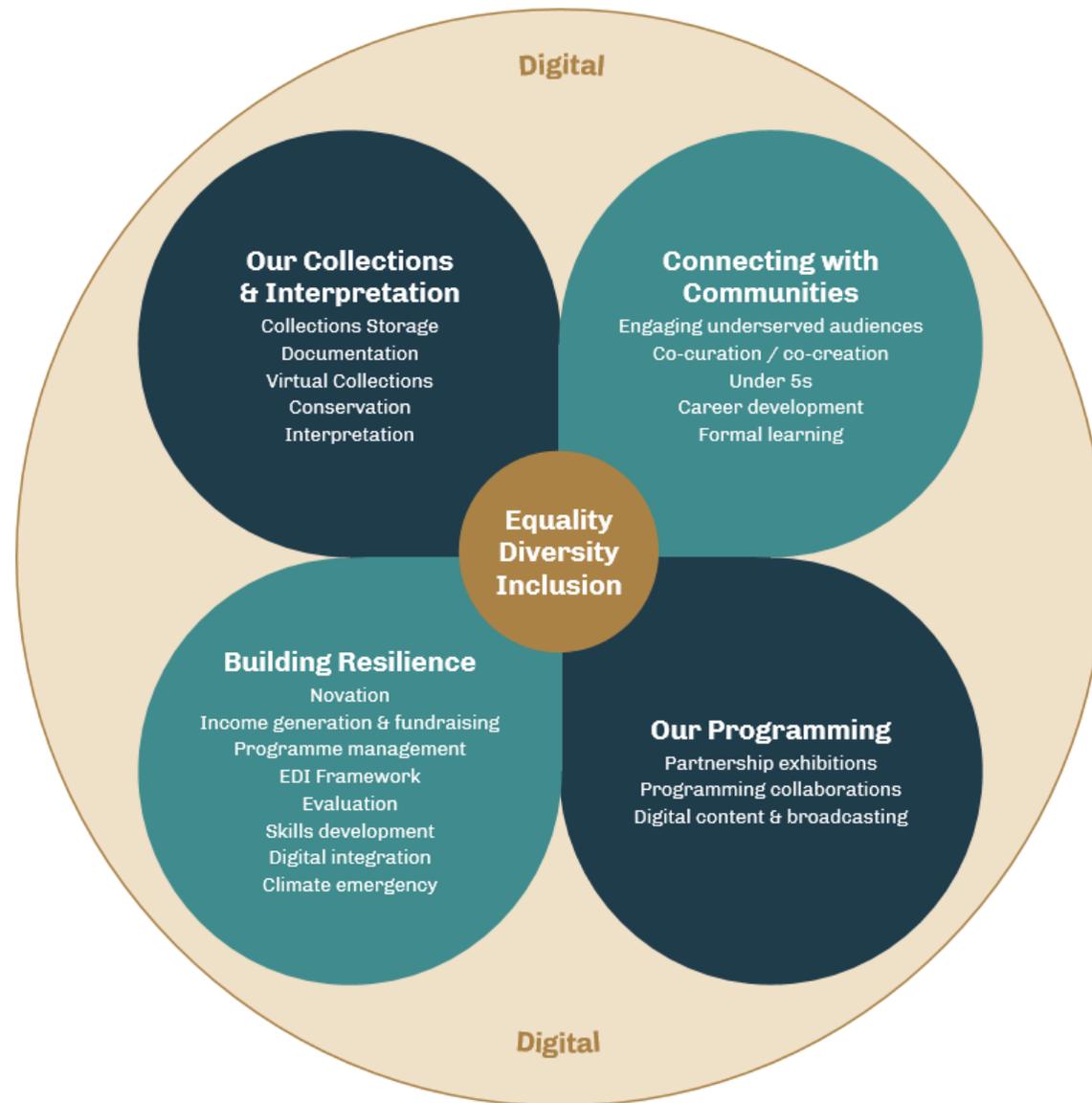
Let's Create

We have already begun to pivot Wessex Museums towards the principles set out by Arts Council England's new strategy: *Let's Create*. The WMT Board held an away day in September 2020, a business planning session in December 2020, followed up by on-going focussed sessions on each Investment Principle in Board meeting to introduce and begin to embed the principles into our NPO programme. We have set out how we see our objectives and KPIs linking directly to the Investment Principles in *Let's Create* on pp 43-47. During 2021/22 we are undertaking specific activity into our programme to introduce the Investment Principles more widely to staff and trustees in our partner museums.

Equality, Diversity & Inclusion (EDI) and Digital are golden threads that run through our strategic plan, and our EDI framework and Digital Strategy objectives are embedded within our programme activity (indicated by *EDI* and *Digi* respectively in our action plan).

Whilst we have made good progress on our environmental action plan (Appendix F) as a partnership over the last three and a half years, we recognise that we must go much further to address the climate emergency. The development of a new partnership environmental framework forms an important part of our programme for the period of this strategic plan and we anticipate more stretching targets around environmental sustainability to be included in our business plan for 2022/23 and beyond.

OUR PLAN



SWOT ANALYSIS

Strengths	Opportunities
<ul style="list-style-type: none"> ▪ Museums’ unique ability to share the story of Wessex through our collections is enhanced by our partnership ▪ Designated and internationally important collections, including pre-history and archaeology ▪ Professional and motivated staff teams maintained and working together across 4 museums ▪ Partnership staff posts (e.g. Community Curators, Collections Assistants) that facilitate collaborative programmes ▪ Significant volunteer engagement and community support for our museums ▪ Good relationships with ACE & NLHF 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 ▪ Skills & experience of WMT Board ▪ Developing digital skills ▪ Supportive museum membership bases maintained throughout pandemic ▪ Continuing support from volunteers throughout the pandemic 	<ul style="list-style-type: none"> ▪ Potential for and growing experience of delivering partnership exhibitions ▪ Build the profile and financial resilience of the Wessex Museums Trust through novation ▪ Development of digital skills, content and platforms across the partnership ▪ Develop and innovate shared approaches to learning & engagement ▪ EDI framework to support diversity in our organisations ▪ Shared environmental framework to drive forward carbon reduction across the partnership. ▪ Projects to develop sustained relationships with underserved groups and community partners ▪ Greater engagement and relationship building with local communities as a result of Covid-19 ▪ Development of a shared framework for environmental sustainability to address the climate emergency ▪ Creation of a shared collections database ▪ Capital redevelopments at all four partner museums ▪ Develop long term partnerships with regional and national museums ▪ Housing and population growth across the region ▪ Dorset Museum to include conservation facilities for the partnership ▪ Attract funding for joint projects
Weaknesses	Threats
<ul style="list-style-type: none"> ▪ Financial profile of the Wessex Museums Trust ▪ Governance structure of WMT Board which limits succession planning and independence ▪ Revenue funding streams ▪ Capacity for delivering partnership activity ▪ Lack of diversity in Boards, membership, workforce, volunteer cohorts ▪ Old buildings with poor environmental conditions and requiring excessive and costly maintenance. ▪ Interpretation and displays in some of our galleries ▪ Collections management (documentation) ▪ Small number of full-time professional staff 	<ul style="list-style-type: none"> ▪ Impact of Covid-19 on museum finances, visitor numbers/preferences ▪ Staff redundancies ▪ Staff capacity to deliver museum priorities and partnership activity ▪ Highly competitive fundraising landscape ▪ Further reductions in LA funding ▪ Costs of delivering high profile exhibitions ▪ Climate change ▪ Pace of change in digital technology

PESTLE ANALYSIS

<p>P (Political)</p>	<ul style="list-style-type: none"> ▪ Government imposed restrictions in respect of Covid-19 ▪ Change of government ▪ Withdrawal of Local Authority funding due to lack of political understanding/expediency ▪ Devises 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"> ▪ Financial impact of Covid-19 ▪ Competitive funding environment ▪ Local authority budget cuts ▪ Rising costs to meet national standards for employment and building regulations ▪ Further increases in retirement age could reduce volunteer input ▪ Long term impact of Covid-19 leads to drop in cultural participation ▪ Impact of Covid-19 and Brexit on economy, inflation, tourism 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"> ▪ Impact of Covid-19 restrictions / social distancing on museum visits, learning/engagement activities, volunteering ▪ Local/regional competition for tourists ▪ Local competition for families with young children ▪ Visitor expectations and preferences ▪ Ageing population ▪ Housing developments leading to population growth in Dorset and Wiltshire
<p>T (Technological)</p>	<ul style="list-style-type: none"> ▪ Competition in the digital realm ▪ Digital skills within the partnership ▪ Reliance on digital expertise external to the partnership ▪ Fast pace of technological change ▪ Customer expectations for more technology underpinning museum visits
<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 & INCLUSION

Wessex Museums put in place a partnership equality, diversity & inclusion (EDI) policy in 2018 and the partner museums have been continuing to deliver on their EDI action plans in their own organisations to address diversity in their governance, workforce and audiences in accordance with the policy. Wessex Museums were proud to achieve a rating of ‘strong’ for the Creative Case for Diversity from ACE in 2019.

The killing of George Floyd, the Covid-19 pandemic, Brexit and the Climate Emergency provoked greater discussion on the inequalities and social disparities of all peoples from marginalised groups, but particularly those peoples from Black, Asian and Minority Ethnic groups, those with disabilities, and those living in the poorest communities.

Wessex Museums has responded by committing to a new intersectional EDI framework, policy and action plan (see Appendix B) which aims to: **dismantle prejudice and discrimination in our organisations**. We believe this framework will move us and our partners to take stronger, practical action to address EDI in our organisations, our programming, and to make us better allies.

Our EDI framework commits Wessex Museums to:

- Embed and integrate EDI in our organisations
- Ensure our organisations reflect the diversity of our region
- Amplify the stories and voices of marginalised groups
- Involve underserved communities in our decision-making
- Educate ourselves and be effective and active allies

The EDI framework flows through all parts of our organisations and therefore is integrated into our programme and activity, as expressed in our action plan (pp 22-42 see *EDI*).



OUR AUDIENCE PRIORITIES

In a normal year, there are over 300,000 visitors per annum across the partner museums and 3.9 million people within a one-hour drive time of our four venues. Generally, just over half of all our visitors are locally based with the remainder of our visitors being tourists, largely from the UK. The visitors across the partnership have a similar profile – largely they are white, British and over 50 years of age.

The impact of the pandemic on museum visits remains unclear, however we anticipate for the period of this strategic plan the visitor profile for our museums will be more local and there is likely to be an increase in domestic tourism. As such our audience priorities and our programming will have a more local focus, encouraging local people to engage and visit through a dynamic museum offer in the museums, in our local communities and online. Alongside this, we will continue to raise our profile as significant cultural destinations in the region.

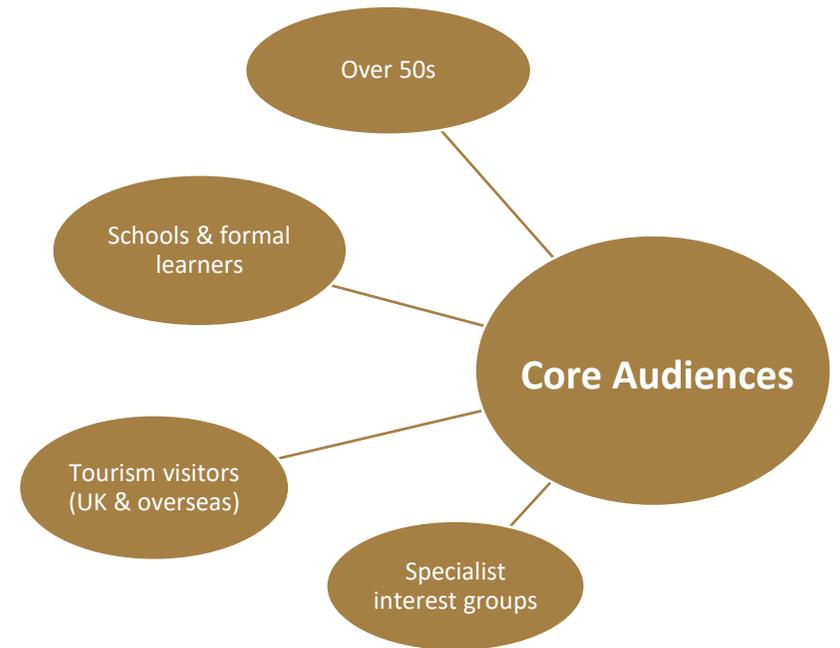
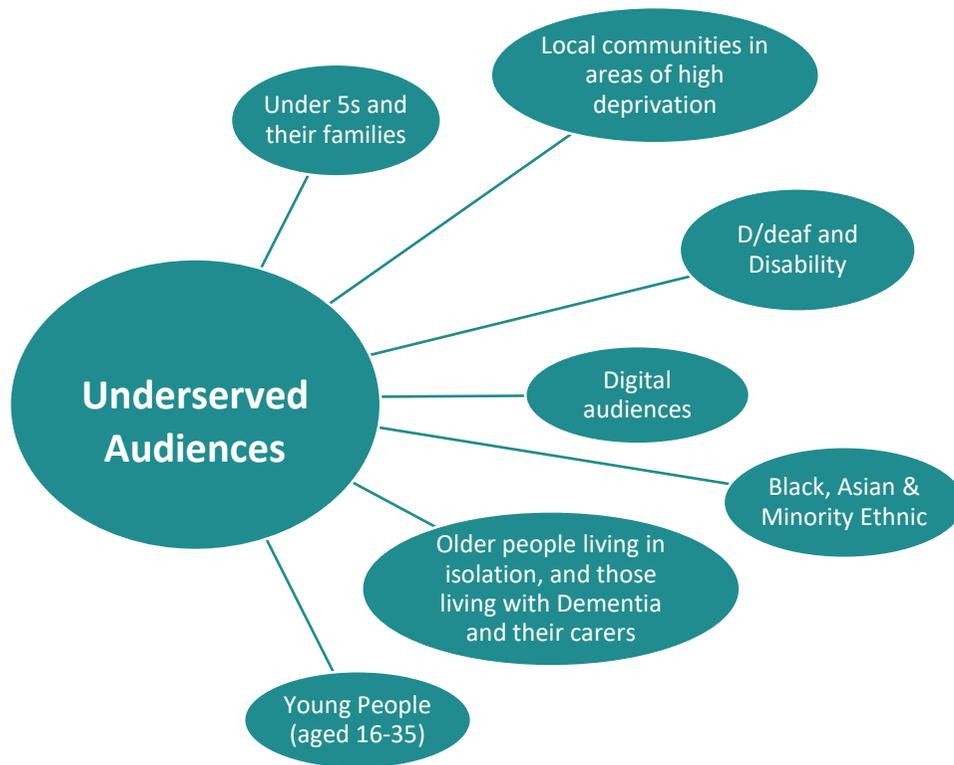
The disproportionate impact of Covid-19 on many underserved audience groups in our communities (older people living in isolation, lower socio-economic, d/deaf and disability, Black, Asian and minority ethnic groups, young people), coupled with the barriers that these same groups frequently face to visiting museums, has sharpened our audience focus. The activities in this Strategic Plan have a strong focus on engaging underserved groups in our localities. Our intersectional approach to the delivery of this programme will help us to be more inclusive, build sustainable relationships with our local communities and be relevant to them.

We also recognise the fundamental importance of encouraging visitors back to our museums, be they local or tourism, underserved or core audiences. This NPO programme will improve access to our world class collections and deliver excellence through our partnership programming to encourage museum visits, supporting our organisational resilience and sustainability.

The pandemic has revealed new audiences in the digital realm, some of whom may never visit our museums in person, but nevertheless are hungry for digital content inspired by our museums and their collections. Our understanding of the profile of our digital audiences is developing, but through this strategic plan we will seek to better understand and build our digital audiences through engaging content that celebrates our museums.

Our audience development targets are focused on the priority audience groups shown below and are integrated across our programme (see action plan pp 22-42 *Aud*)

OUR AUDIENCE PRIORITIES



DATA COLLECTION & ANALYSIS

Wessex Museums will maintain our commitment to better understanding our audiences through robust data collection and analysis. We will take an intersectional approach to understanding our audiences, recognising that the barriers to engagement can be multi-faceted. Our focus in 2021/22 will be to get our data collection back on track and in particular, we will use demographic data profiling to support our understanding, including through the on-going use of Audience Finder and the Impact & Insight Toolkit across the partnership. We will also establish demographic profiling as part of our other evaluation and data tools and techniques including in focus groups, digital surveys and analytics, and within the evaluation of our learning and community activities. The data we collect will be compared against the demographic profile of our localities and our region, in particular the new census data published in March 2022. This will give us the wider view, by identifying those people in our area that we are not connecting with. We will use this understanding to reset our audience priorities and targets accordingly in 2022/23. We will include our audience and visitor profiling information in our annual diversity reporting.

DIGITAL

Digital is a golden thread running through our strategic plan, touching all aspects of our programme. Throughout the pandemic Wessex Museums and our partners have grown in digital confidence and skills. There has been much trial and error, but over the past 18-months we have learned about new technology, explored new ways of engaging audiences through digital, discovered new digital audiences, and generated income through digital content.

Through our NPO programme we are determined to make the most of every opportunity to integrate digital in the way we work and the activity that we deliver. As such we are developing a renewed digital strategy.

Our Digital Strategy has three key objectives:

- To future proof our organisation through digital integration and capacity building.
- To create and broadcast digital content to help diversify our audiences and encourage museum visits.
- To explore new business models for using digital to engage audiences and generate income.

Our digital action plan is included in Appendix C and our objectives and activities are fully integrated with our NPO action plan (pp 22-42 see *Digi*)

GOVERNANCE & MANAGEMENT

Wessex Museums established a Charitable Incorporated Organisation (CIO) for the partnership – The Wessex Museums Trust (WMT) – in January 2017. The CIO formalised the Wessex Museums Partnership and our charitable status enables us to advocate for the work of the partnership more effectively. The CIO was established to build the profile of the partnership and enables collaboration across the Wessex Museums that benefits key areas of the work of the individual museums as well as through a range of shared programmes. The WMT is responsible for the delivery of this strategic plan and the strategic management of the shared programme.

The WMT Board is currently made up of an independent chairperson and two trustees 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, further independent membership in future. The trustees are appointed for a term of three years.

The WMT 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 WMT, provide the direct link between the individual museum governing bodies and the Trust. Minutes of the WMT Board is a standing agenda item for the meetings of the governing bodies in each of the partner museums.

Approval of the Wessex Museums Strategic Plan and the partnership agreement is sought from each of the four museums’ governing bodies on an annual basis. In addition, where the on-going activities of the Trust have a direct impact upon the management, legal and/or financial matters of a partner museum, approvals are sought from the individual museum’s governing body.

Governance & Management as a National Portfolio Organisation

Wessex Museums is an Arts Council England National Portfolio Organisation for the period April 2018-March 2022 which covers the period of this strategic plan. Poole Museums Service/BCP Council presently acts as the lead organisation for the partnership in respect of the NPO, meaning that the Local Authority (BCP Council) is the legally funded organisation and is therefore bound by the terms of the Arts Council’s Funding Agreement.

As such, BCP Council retains full responsibilities as lead organisation for the NPO. However effective management of the NPO programme through the delivery of this Strategic Plan is assured through the WMT Board, working under the terms of the Partnership Agreement (Appendix A). The Board have oversight of the Strategic

Plan, management of risks, decision making in relation to expenditure, etc. In order to ensure that the Local Authority is protected under these governance arrangements, BCP Council is represented on the WMT charity board by the Head of Culture, who is a nominated trustee.

The NPO programme management, reporting and financial administration is carried out by the Partnership Manager, funded by the NPO and employed by BCP Council. Three other members of staff, the Fundraising & Development Manager, Marketing & Digital Officer, and Wessex Engagement Lead, also work across the partnership and are funded by the NPO. Wessex Museums staff are employed by BCP Council with the exception of the Wessex Engagement Lead, who is employed by Dorset Museum.

The partnership continues to engage staff in the partner museums with this strategic plan through thematic working groups and other peer networks. These working groups / networks bring together the specialist staff working across the partnership to deliver against some of the objectives in the plan, making the most of our shared knowledge and experience, and capitalising on opportunities for partnership working.

NPO funding has created new staff posts and freelance appointments across the partnership that are responsible for managing and delivering certain aspects of this Strategic Plan. Posts and freelance contracts are employed and managed by Poole Museums / BCP Council, WMT or by one of the partner museums, as appropriate. (See Management of new Posts & Freelance Contracts through NPO)

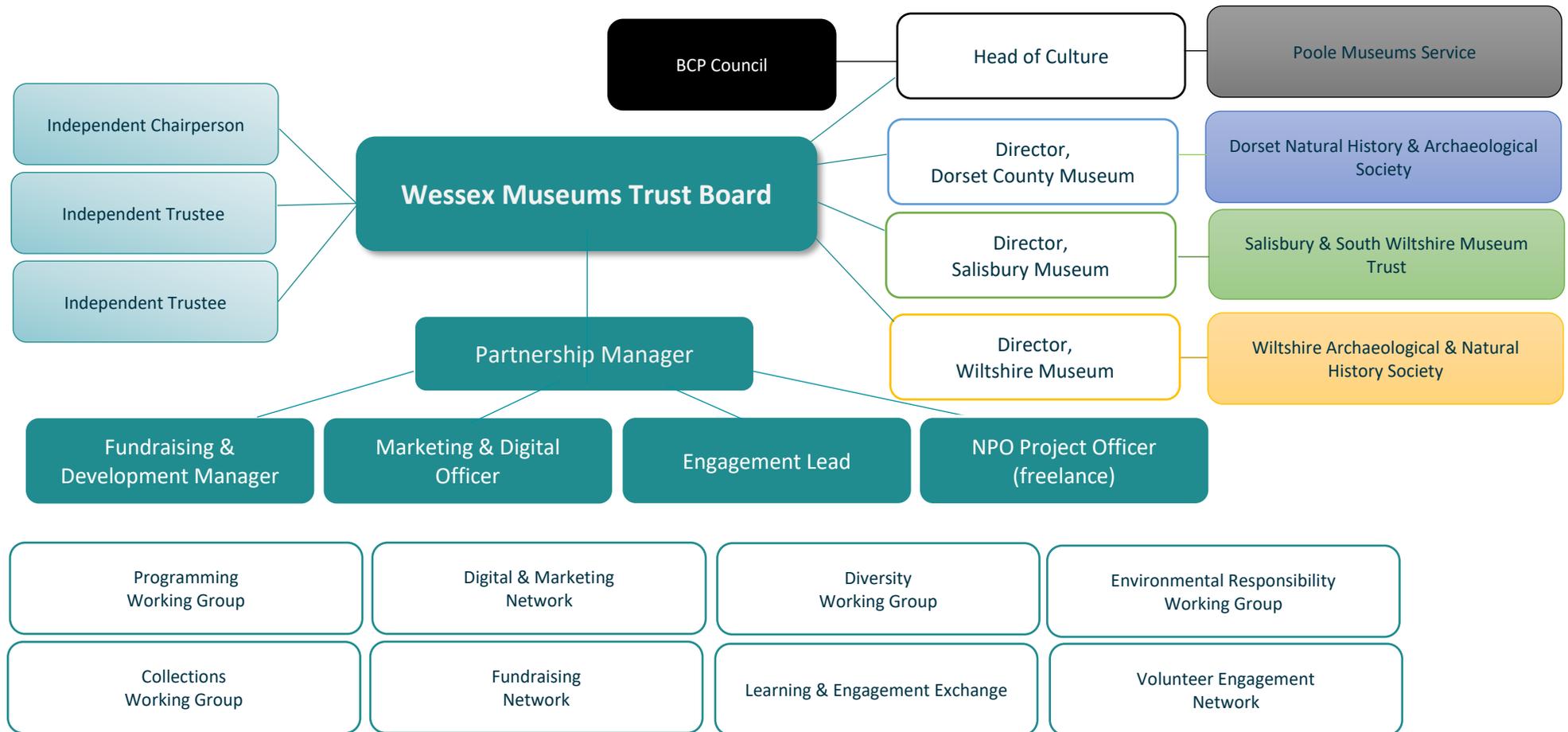
Novation

Since the CIO was established in 2017, it has been the ambition for the WMT to be the lead partner for the NPO funding agreement to:

- Strengthen the governance of the partnership
- Provide greater equity for the partners
- Allow the WMT charity to grow

As such, the WMT Board continues to explore the costs, benefits and risks of novating the NPO grant from BCP Council to WMT. The negotiations with BCP Council and the Pensions Team at Dorset Council are complex, particularly in relation to employer liabilities and the TUPE arrangements for members of staff. At the time of writing, many uncertainties remain particularly around risk and financial viability of novation for the Local Authority and the WMT charity. However, it remains our ambition to novate the NPO grant to the WMT in 2021, as expressed in our action plan and programme.

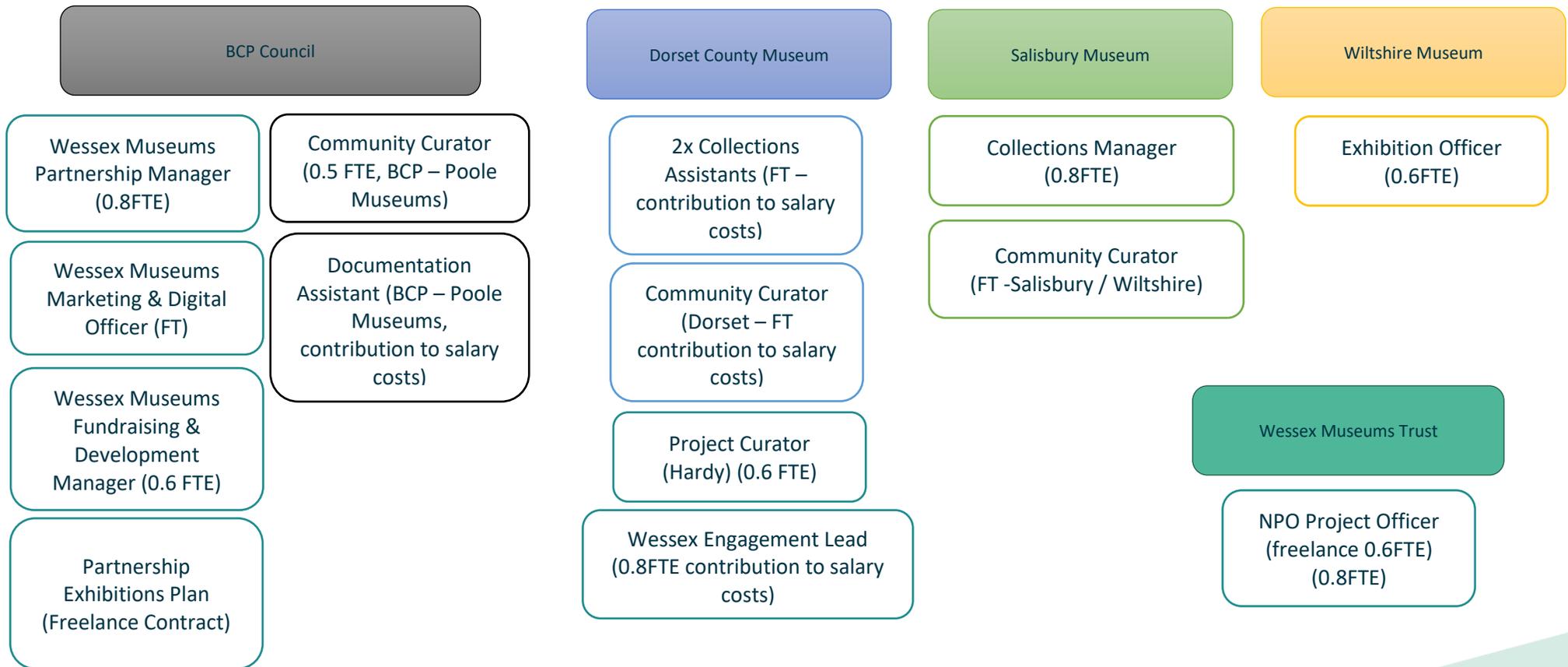
GOVERNANCE & MANAGEMENT OF WESSEX MUSEUMS



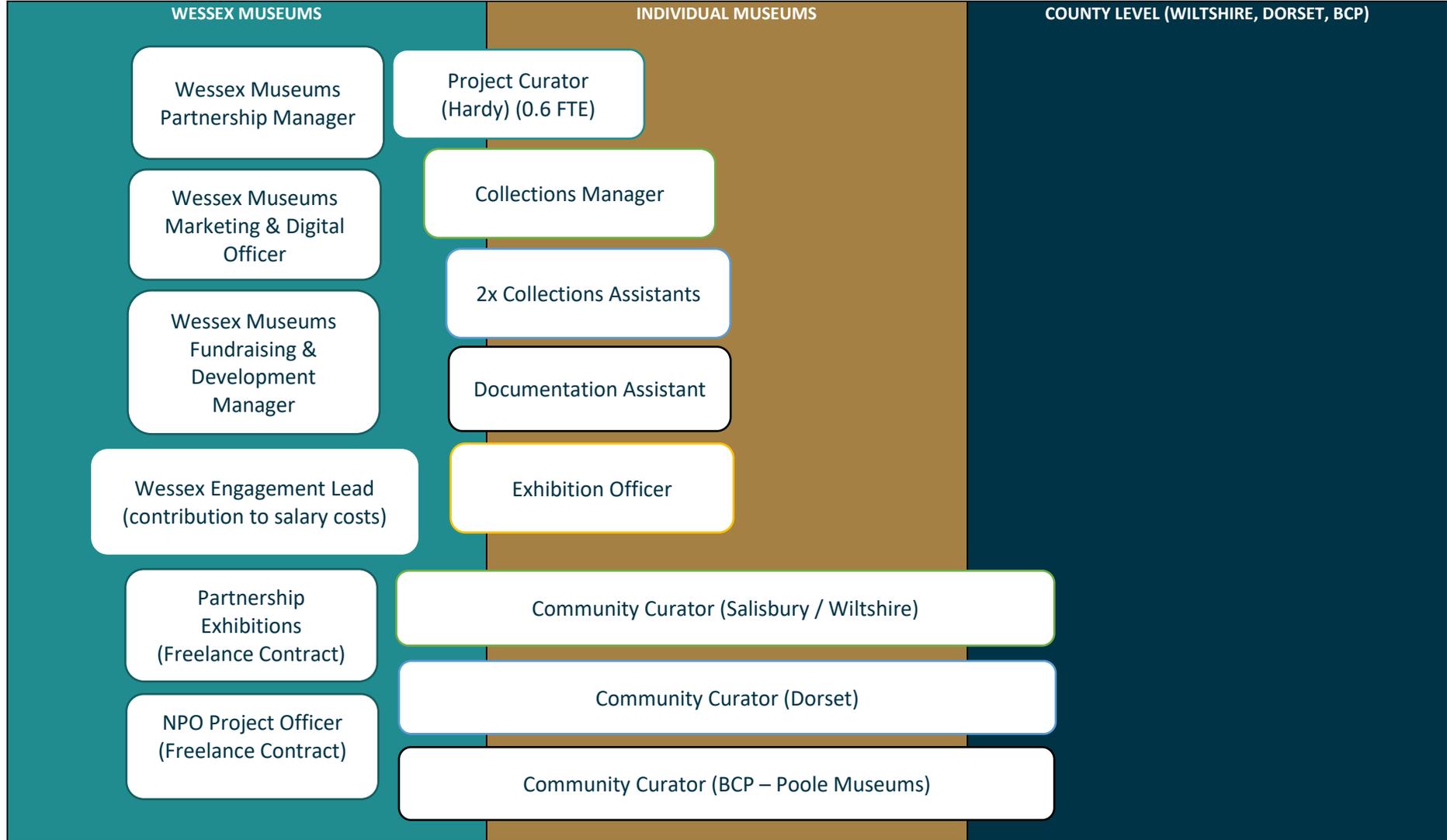
Management of new Posts & Freelance Contracts through NPO

New or continuing partnership staff roles being proposed through the NPO programme and any freelance contracts will be employed and managed by BCP Council / Poole Museum Service, WMT or by one of the partner museums, as appropriate. Employed staff and freelancers are bound by the terms and conditions agreed by their employer. Funding from the NPO for staff posts and freelancers that are employed and managed by WMT or partners, will be transferred by the BCP Council to the WMT or partners in accordance with the partnership agreement, programme budget and cashflow.

The 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 posts / freelance roles will be working.



EVALUATION & REFLECTION

Wessex Museums continues to use evaluation and reflection as an integral part of our activities. Evaluation and reflection create a culture of learning and continuous improvement and are therefore crucial to the resilience of our partnership and museums. We will use a range of evaluative tools and techniques to interrogate, evaluate, reflect and learn from our work.

We are committed to continuing our partnership-wide Audience Finder visitor survey throughout the life of this Strategic Plan, which will enable us to examine our audience data in detail individually and as a partnership, to inform our audience development priorities. We will use Audience Finder to assess our performance in comparison to other venues, both regionally and nationally. Alongside this we will continue to use the Impact & Insights Toolkit to evaluate elements of our NPO programme, including digital, to evaluate the impact of the activity in this strategic plan.

We have begun to effectively examine the impact of our digital content through analytics across the partnership. To build on our understanding of our digital audiences and impact, we will refine our use of analytics and set targets based on the data we collect and what we hope to achieve.

During 2020 we held our first partnership-wide knowledge exchange. The events were an opportunity for peer-to-peer sharing, learning and evaluation, and were hugely valued by colleagues. Off the back of the success of these events we will use the knowledge exchange format to cover new topics and broaden our perspectives by inviting colleagues from other NPOs and museums outside of the partnership to participate.

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.).

Alongside this, we will design bespoke evaluation methodologies linked to the aims and objectives for our exhibitions and engagement activities with underserved communities, children and young people, with the aim of collecting in-depth audience feedback from the earliest stages of development through to post programme delivery. Focus groups, co-creation/co-curation will be the norm in the development of our programming.

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. This will include using the Investment Principles from Let's Create help shape the strategic development of the Trust and our NPO programme for the future.

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

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WM IMPACT
OUR COLLECTIONS & INTERPRETATION	<p>To establish Collections Storage to house the archaeological archives for Wiltshire and Dorset, and to provide access to collections for researchers.</p>	<ul style="list-style-type: none"> ▪ Salisbury Museum accepting archaeological archives. ▪ Wiltshire Museums to fit out new purchased store. ▪ Review of environmental controls as part of store fit out. ▪ Wiltshire Museum accepting archaeological archives. ▪ Review strategy for archaeological archives across Dorset following LGR. 	<p>On-going</p> <p>By end 2021</p> <p>From Jan 2022 / on-going</p> <p>By end of Mar 2023</p>	<p>1x FTE Wessex Collections Manager, employed by SM. £25k p.a.</p> <p>Running costs £5k per annum.</p>	<p>AG/DD</p>	<ul style="list-style-type: none"> ▪ 10 archaeological archives taken into the Salisbury store per annum. ▪ 10 archaeological archives taken into Wiltshire store in Y4. ▪ 15 researchers in years 4 per museum for SM/WM/DM. ▪ Storage capacity for archaeological archives <ul style="list-style-type: none"> ▪ Wiltshire Museum - 20 years ▪ Salisbury Museum - 10 years 	<p>Archaeological collections are better preserved, catalogued, and cared for.</p> <p>Improved access to archaeological collections.</p> <p>Public have access to previously unseen archaeological collections for research and enjoyment.</p>	<p>Storage for archaeological collections frees up space in museum buildings and unlocks capital redevelopments.</p> <p>Passive environmental controls reduce impact on the environment.</p> <p>Museums able to better tell the story of Wessex through the archaeology of the region.</p> <p>Museums are primary holders of archaeology in the region.</p> <p>Museums able to derive income from storage fees to offset running costs.</p> <p>Archaeological storage crisis solved in Wiltshire.</p> <p>Closer collaboration with HE research community.</p> <p>Play a role in the national initiative on Archaeological Archives led by Historic England with ACE.</p>

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WM IMPACT
OUR COLLECTIONS & INTERPRETATION	To improve and standardise data management and documentation of our collections across the partnership and	<ul style="list-style-type: none"> Staff/Volunteer training on CMS. Mentoring/consultancy from within Partnership. Enter collections onto CMS 	<p>On-going.</p> <p>On-going as required</p> <p>On-going</p>	<p>Collections Manager (SM)</p> <p>2x Collections Assistants (DM).</p> <p>1x Collections Assistant (PM from 2022/23 - £10k contribution from NPO)</p> <p>Curator (Wiltshire & Poole)</p> <p>Volunteers (75)</p> <p>Working Budget: to pay for Dorset Museum CMS Museums Index Plus license and training for volunteers (to end Mar 2022).</p> <p>Collections Working Group</p>	DD	<ul style="list-style-type: none"> DM collections are available on a CMS database by the end of year 4. (Digi) 75 volunteers engaged across the partnership in entering records onto common database. (Digi) CMS training: 5 cascaded training sessions in each museum per annum. (Digi) Digital preservation strategy & action plan published by Jan 2022. 	<p>Partner museums' collections are more accessible and better interpreted for audiences.</p> <p>Collections information is up-to-date, searchable and accessible.</p> <p>Researchers able to access the latest research on collections.</p> <p>Audiences able to engage with collections on-line in different ways.</p>	<p>Partner museums able to rationalise their collections and better interpret them for their visitors.</p> <p>Collections records can be shared by staff across the partnership to inform collaborative programming, research, projects, etc.</p>
		<ul style="list-style-type: none"> Digital preservation strategy & action plan developed. 	<p>By end of 2021</p>					

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WM IMPACT
OUR COLLECTIONS & INTERPRETATION	To develop a virtual Wessex Museums Collection.	<ul style="list-style-type: none"> Digital publication plan established. Participation in Collections Trust FAIR project – develop links with AHRC ‘Towards a National Collection’ project as a testbed / delivery mechanism (achieved) <p>Review delivery options in light of FAIR Project / TaNC progress</p> <ul style="list-style-type: none"> Tender for virtual collections database. Aggregation of records to central database. Authored records created for Collections Showcase on website. 	<p>By end of 2022.</p> <p>Mar / Apr 2021</p> <p>Apr 2021</p> <p>Sep 2021</p> <p>Sep 2021- Feb 2022</p> <p>Sep 2021 – Mar 2023</p>	<p>Virtual Collections working budget</p> <p>NPO Project Officer</p> <p>Wiltshire Museum staff</p> <p>Programming WG</p> <p>Collections Manager (SM)</p> <p>Collections Assistants (DM//PM)</p> <p>Marketing & Digital Officer</p> <p>Volunteers</p>	DD	<ul style="list-style-type: none"> Digital publication strategy in place and carried out from 2022 onwards. (Digi) 400k records are available on-line across the partnership by the end of 2022. (Digi) 48 objects in collections showcase on Wessex Museums website by end of Y4. (Digi) Deliver 1x virtual exhibition per annum to showcase the links across the museums collections. (Digi) 	<p>Partner museums' collections are more accessible and better interpreted for audiences.</p> <p>Collections information is up-to-date, searchable and accessible.</p> <p>Researchers able to access the latest research on collections.</p> <p>Audiences able to engage with collections on-line in different ways.</p> <p>Digital resources are preserved for future generations.</p>	<p>Wessex Museums have collections available digitally to engage more diverse audiences.</p> <p>Wessex Museums are able to use the virtual collection to share information with each other and other museums for programming, loans, exhibitions, etc.</p> <p>Wessex Museums virtual collections support formal and informal researchers.</p> <p>Engage with the AHRC programme - Towards a National Collection</p>
	To conserve our collections across the Wessex Museums.	<ul style="list-style-type: none"> Identify priority collections for conservation linked to Thomas Hardy exhibition. Conservation of objects for Hardy exhibition 	<p>From Jan 2019 onwards</p> <p>Mar 2021 - Jan 2022</p>	<p>Hardy Project Curator</p> <p>Programming Working Group</p> <p>Conservation budget</p> <p>Fundraising</p> <p>Freelance conservationists</p>	JM	<ul style="list-style-type: none"> 15 objects conserved for the Thomas Hardy exhibition by May 2022. 	<p>More objects from the Wessex Museums collections are on public display.</p>	<p>Museums have objects from their permanent collections conserved.</p> <p>Collections are better monitored and cared for.</p> <p>Museums have strategy in place for conservation of their collections.</p>

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WM IMPACT
OUR COLLECTIONS & INTERPRETATION	To use our collections effectively to better tell the stories of the Wessex region.	Contemporary Collecting To undertake contemporary collecting projects with underserved audiences. <ul style="list-style-type: none"> Climate Change Life in 2020s Covid-19 	Mar 2020 – Mar 2023	Community Curators Collections Working Group	DD	<ul style="list-style-type: none"> 3x objects accessioned into each museum's collections on the identified collecting theme by Oct 2021. A minimum of 4x underserved community groups engaged in contemporary collecting projects per annum. (Aud / EDI) 	Audiences feel actively involved in the collecting and stories in the partner museums. Audiences able to engage with contemporary objects in their museums.	Museums are relevant and represent their communities through the objects and stories they tell. Museums build relationships and raise their profile with audiences.
		Lending: <ul style="list-style-type: none"> Develop a partnership lending strategy, <ul style="list-style-type: none"> Make links between our collections/stories Enhance interpretation of our shared stories. Explore links to other regional and national collections. Develop and deliver an annual programme of loans.	Sep 2021-Mar 2022 From April 2022 / on-going	Wessex Collections Manager Collections Working Group	AG	<ul style="list-style-type: none"> Partnership lending strategy in place by end of 2022. Annual programme of loans in place by end of 2022. 4 objects are lent between the partner museum by the end of 2022. 	A more coherent story of the objects that represent the region is presented to audiences.	Interpretation and display has a stronger narrative about the region and therefore attracts more visitors. Loans from partners generate new interpretation and audiences.
		Decolonisation: <ul style="list-style-type: none"> To develop a library of resources and examples of best practice for decolonising collections. Museums to identify collections/interpretation priorities for decolonisation work. Mentoring programme Pilot projects partner museums 	April 2021-Mar 2023 April - Oct 2021 Oct 2021- Mar 2022 April 2022 - Mar 2023	NPO Project Officer Diversity WG Collections WG £9k budget allocation 2021-2023	Partnership Manager	<ul style="list-style-type: none"> Resource library in place on WM website by end of Y4. (EDI) Strategy for addressing partnership decolonisation priorities in place by Oct 2021. (EDI) Identify areas of collection / projects for decolonisation by end of Y4. (EDI) Pilot project undertaken in partner museums by end of Y5. (EDI) 	Audiences experience broad points of view in the museums displays. Audiences have a better understanding of the museums, their collections and the stories of marginalised peoples in the region.	Museums are more representative of their local communities. Museums establish sustained relationships with underserved audiences. Museums diversity their audiences, workforce and governance.

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIS	CUSTOMER IMPACT	WMP IMPACT
CONNECTING WITH COMMUNITIES	To engage underserved audiences with our museum spaces through relevant and co-curated events and activities.	<p>Community led projects: These projects are currently under development and led by community groups and partner organisations. Therefore projects are subject to change.</p> <ul style="list-style-type: none"> ▪ Hidden Voices WW2 Wiltshire Race Equality Council, LGBTQ+, Disability (Salisbury & Wiltshire) ▪ Common Ground intergenerational project oral history project, lower socio-economic groups (Salisbury) ▪ Tales from the Town – Covid-19 stories from those living in areas of high deprivation (Wiltshire) ▪ Pride - Stories of being LGBTQ+ in Salisbury (Salisbury) ▪ LUSH / Dorset Race Equality Council - Refugee women in Poole expressing sense of place through beauty, adornment, belonging (Poole) ▪ International Care Network - co-curated project with refugee/asylum seekers (Poole) ▪ Unearthed: Voices of Gypsy, Romany & Traveller Communities Kushti Bok (Poole) (achieved) ▪ My Environment and Me: Dorset People First (adults with learning disabilities) exploring climate change (Dorset) 	June 2021 – Mar 2023	<p>Engagement Lead</p> <p>Community Curators</p> <p>LEX</p> <p>Working Budget</p> <p>NLHF Budget £10k</p>	Engagement Lead	<ul style="list-style-type: none"> ▪ A minimum of 4 underserved audience groups engaged in developing projects with the partner museums by end of 2022. (EDI / Aud) ▪ Projects result in a minimum of 4x co-created/co-curated outputs. ▪ 20 underserved audience groups engaged across the partnership between 2018-2022. (EDI / Aud) ▪ Engage with 1x group of adults with disabilities per museum per annum. (EDI / Aud) ▪ Engage with 1x group of underserved older adults (e.g. Dementia, lower socio-economic) per museum per annum. (EDI / Aud) ▪ Engage with 1x group of adults or YP from lower socio-economic communities per museum per annum. (EDI / Aud) 	<p>Underserved communities:</p> <ul style="list-style-type: none"> ▪ See the museums as welcoming spaces that recognise the needs and sensitivities of underserved audiences. ▪ Are able to actively engage with the museums in new ways. ▪ Have a voice in how their stories are told. ▪ Gain experience and skills through working with the museums. ▪ Learn about local history and artefacts. <p>Museum visitors are exposed to co-curated stories from underserved communities.</p>	<p>Museum staff and volunteers are more confident in working with diverse and underserved community groups.</p> <p>Museums build new and sustainable relationships with underserved audience groups in their local communities.</p> <p>Interpretation and display in the museums spaces amplifies the voices of underserved communities.</p> <p>Pilot projects will be used to inform future community programming in the museums.</p>

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIS	CUSTOMER IMPACT	WMP IMPACT
CONNECTING WITH COMMUNITIES	To engage underserved audiences with our museum spaces through relevant and co-curated events and activities.	<p>Museum Programmes: These are regular / sustained programmes for underserved audiences delivered by our museums.</p> <ul style="list-style-type: none"> Conversation Club (Salisbury & Wiltshire) Museum Connect – engagement films (Salisbury & Wiltshire) Photography in action – YP at risk of offending (Wiltshire) Chalk Hills - adults with learning disabilities linked to Ravilious exhibition. (Wiltshire) Autism School - developing skills in the museum for supporting visitors with Autism. (Wiltshire/Salisbury) Autism Social Group (Salisbury) My City My Salisbury – oral history/co-creation, lower socio-economic. (Salisbury) Outreach programme for YP (aged 11+) in the Friary (Salisbury) Reminiscence sessions – 3 new sessions with blended learning (Salisbury/Wiltshire) Wildlife in the Red in care homes (Dorset) My Creative Life - Workshops for adults with learning disabilities, mental health issues, early on-set Dementia. (Dorset) Seen Through Wood with Dorset Mind - social prescribing for vulnerable adults. (Dorset) Guided tours for visually impaired visitors with Dorset Blind Association (Dorset) After Hours for Autism (Dorset) Hoardings project - creative contributions from the local community working with community artists. (Poole) 	<p>On-going</p> <p>Mar 2020 – Dec 2021</p> <p>Sep 2020 / on-going</p> <p>Sep 2021-Jan 2022</p> <p>Sep 2021 – Aug 2022</p> <p>Sep 2021 / on-going</p> <p>Jan 2022 / on-going</p> <p>Jan 2022 / on-going</p> <p>Jan 2022 / on-going</p> <p>June 2021 - Jan 2022.</p> <p>Oct 2021 onwards</p> <p>Spring 2022</p> <p>TBC</p>	<p>Engagement Lead</p> <p>Community Curators</p> <p>LEX</p> <p>Working Budget</p> <p>NLHF Budget £10k</p>	<p>Engagem ent Lead</p>	<ul style="list-style-type: none"> A minimum of 4 underserved audience groups engaged in developing projects with the partner museums by end of 2022. (EDI / Aud) Projects result in a minimum of 4x co-created/co-curated outputs. 20 underserved audience groups engaged across the partnership between 2018-2022. (EDI / Aud) Engage with 1xgroup of adults with disabilities per museum per annum. (EDI / Aud) Engage with 1x group of underserved older adults (e.g. Dementia, lower socio-economic) per museum per annum. (EDI / Aud) Engage with 1x group of adults or YP from lower socio-economic communities per museum per annum. (EDI / Aud) 	<p>Underserved communities:</p> <ul style="list-style-type: none"> See the museums as welcoming spaces that recognise the needs and sensitivities of underserved audiences. Are able to actively engage with the museums in new ways. Have a voice in how their stories are told. Gain experience and skills through working with the museums. Learn about local history and artefacts. <p>Museum visitors are exposed to co-curated stories from underserved communities.</p>	<p>Museum staff and volunteers are more confident in working with diverse and underserved community groups.</p> <p>Museums build new and sustainable relationships with underserved audience groups in their local communities.</p> <p>Interpretation and display in the museums spaces amplifies the voices of underserved communities.</p> <p>Pilot projects will be used to inform future community programming in the museums.</p>

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIS	CUSTOMER IMPACT	WMP IMPACT
CONNECTING WITH COMMUNITIES	To engage underserved audiences with our museum spaces through relevant and co-curated events and activities.	Thomas Hardy exhibition: Engage target audience groups (18-35) in developing the content and interpretation for the Hardy exhibition. <ul style="list-style-type: none"> Moments of Inspiration Hardy Shorts animation 	Sep – Oct 2021	Hardy Project Curator NPO Project Officer AUB – Motion Graphics, Costume, Interior Architecture course leaders and undergraduates Digital Hardy project budgets NLHF budget £1k	JM	<ul style="list-style-type: none"> 100 young people aged 16-24 engaged in co-creating the 'Moments of Inspiration' AV experience and/or animations in the Hardy exhibition. (Aud / Digi) 	Young people have opportunity to co-create Hardy exhibition content and interpretation. Young people have opportunity to develop digital and curatorial skills. Audiences experience Hardy in innovative ways.	Hardy exhibition is relevant to target audiences. Museums build relationships and raise their profile with 18-35 year olds in their locality. Wessex Museums builds relationships with HE institutions.
		Objects on Tour: Engage YP in Climate Emergency to co-curate Objects on Tour programme.	April 2021 – Nov 2022	Community Curators Engagement Lead Collections WG Working Budget Objects on Tour Budget	Engagement Lead	<ul style="list-style-type: none"> 40 young people from underserved audience groups engaged in co-curation of Climate Emergency programme. (Aud) 	Underserved audience groups are given a public platform to respond to the climate emergency. Underserved audience groups have the opportunity to curate an exhibition.	Museums build relationships with YP groups in their locality. Museums present a programme that is relevant to YP in their locality.

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIS	CUSTOMER IMPACT	WMP IMPACT
CONNECTING WITH COMMUNITIES	To create career development opportunities for young people through our museums.	Hardy Exhibition Branding – live project brief for YP aged 18-35.	Sep 2021 - Mar 2022	Hardy Project Curator NPO Project Officer Engagement Lead AUB – Motion Graphics, course leaders and undergraduates Hardy exhibition design consultants Hardy exhibition budget NLHF budget £1k	JM	<ul style="list-style-type: none"> 100 young people aged 18-35 engaged in branding project. (Aud) 	<p>Young people have opportunity to create Hardy exhibition content and interpretation.</p> <p>Young people gain professional experience in design related fields by working on live projects.</p> <p>Young people feel the Hardy exhibition and the museums are relevant to them.</p>	<p>Hardy exhibition is relevant to target audiences.</p> <p>Museums build relationships and raise their profile with 18-35 year olds in their locality.</p> <p>Wessex Museums builds relationships with HE institutions.</p>
		<ul style="list-style-type: none"> To develop a partnership approach to career development opportunities in our partner museums. To provide opportunities for work experience, work placements and apprenticeships. 	<p>Nov 2021 – Mar 2022</p> <p>Mar 2022-Mar 2023</p>	<p>Engagement Lead</p> <p>LEX</p> <p>Volunteer Co-ordinators</p> <p>Marketing & Digital Officer</p> <p>NLHF budget £10k</p>	Engagement Lead	<ul style="list-style-type: none"> Partnership framework for career development opportunities in place by end of 2021. 1x apprenticeship in place with Wessex Museums by end of 2021. Partner museums to offer a minimum of 2x career development opportunities each for YP by end of 2022. 1x work placement for a disabled YP in each museum by March 2023. 	<p>Young people have the opportunity to gain professional skills and qualifications in the museums.</p>	<p>Museums build relationships with YP and FE/HE institutions.</p> <p>Wessex Museums is able to broker career development opportunities for the museums.</p> <p>Museums benefit from diversity in the workforce.</p>

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIS	CUSTOMER IMPACT	WMP IMPACT
CONNECTING WITH COMMUNITIES	To enhance our formal learning offer for schools.	Digital Learning Platform: <ul style="list-style-type: none"> Identify themes and hero objects. (achieved) Object based videos Set-up platform Focus groups Marketing & launch 	May - Aug 2021 Sep – Dec 2021 Dec 2021 – Jan 2022	Engagement Lead LEX Marketing & Digital Officer Digital engagement budget	Engagement Lead	<ul style="list-style-type: none"> Digital learning platform operational by Sep 2021. (Digi) 100 unique page views of digital learning platform by Sep 2022. (Digi) 50 resource downloads from the digital learning platform by Sep 2022. (Digi) 	More C&YP and schools are able to engage with museum content digitally to support learning.	Museums are able to increase audience reach and engagement through the use of digital technology. Museums build relationships with schools beyond their locality. Museums are able to generate income through digital schools platform.
		STEM Offer: <ul style="list-style-type: none"> Develop STEM learning sessions and activities around key themes and hero objects for KS3. Testing & evaluation 	May 2021 – Dec 2021 Jan-Mar 2022	Engagement Lead LEX Digital engagement budget	Engagement Lead	<ul style="list-style-type: none"> STEM offer in place by Jan 2022. 12 downloads/interactions with STEM sessions by July 2022. (Digi) 	Schools have increased access to STEM learning online. YP learn about their local museums and collections. Teachers see museums as a resource for STEM learning in their locality.	Increased KS3 engagement with museums learning sessions and collections. Museums strengthen reputation with schools as learning resource for STEM. Museums have more school bookings for learning sessions (in house or outreach).
		Arts Award: NB Arts Award assessment is currently paused due to pandemic. <ul style="list-style-type: none"> Identify opportunities for Arts Award across the partnership learning programmes and linked to our programming. Develop sustainable strategy for delivery of Arts Award. 	May - Oct 2021 –Nov - Dec 2021	Engagement Lead Learning Officers Community Curators LEX	Engagement Lead	<ul style="list-style-type: none"> Arts Award offer available in all Wessex Museums by Sep 2021. 	Young people have the opportunity to achieve an Arts Award through their engagement with the museums.	Strategic approach to Arts Award across the partnership. Arts Award delivery is sustainable. Opportunity to share expertise across the partnership.

ACTION PLAN

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	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
CONNECTING WITH COMMUNITIES	To build our museums' offer for under 5s and their families.	Under 5s Programmes:						
		<ul style="list-style-type: none"> Learning exchange on Under 5s programmes, with view to developing the programmes in each museum. 	From Sep 2021	Engagement Lead		<ul style="list-style-type: none"> DM to have under 5s programme in place by autumn 2021. (Aud) 	Engaging under 5s offer available at or in partnership with all museums on a regular basis.	Opportunity for museums to engage with future audiences and their families on a more regular and established basis.
		<ul style="list-style-type: none"> Development and delivery of under 5s programmes in each museum. (Museum Playdates at Poole, Under 5s Friday at Salisbury, Curious Kids at Wiltshire) 	Oct 2021 – Mar 2023	LEX		<ul style="list-style-type: none"> 10 participants per Under 5s session in each museum by end of 2022. (Aud) 		
		<ul style="list-style-type: none"> Pilot under 5s programmes at Dorset Museum (Food & Fun, Tiny Trollies) 		Museum Learning Officers	Engagement Lead			
		<ul style="list-style-type: none"> Under 5s outreach programme for Salisbury Museum 	From autumn 2021	Community Curators				
<ul style="list-style-type: none"> Devise evaluation methodology / peer review 	Mar 2022-Dec 2023							
			On-going					Increase audience reach and visitor spend in the museums.

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
OUR PROGRAMMING	To create partnership exhibitions and programmes that unite us, animate our museums, respond to contemporary issues and engage more diverse audiences.	Thomas Hardy Exhibition <ul style="list-style-type: none"> Exhibition Development Exhibition to open at partner museums Identify external touring venues 	Nov 2018 - Mar 2022 May – Oct 2022 Sep 2021 – Oct 2022 Jan 2021-Oct 2022	Project Curator NPO Project Officer DM Exhibitions Officer Museum Curatorial Teams Engagement Lead Museum Learning Teams Community Curators Programming & Collections WGs LEX Exhibition budget Marketing & Digital Officer	JM	<ul style="list-style-type: none"> 90% of total objects in the exhibition are from Wessex Museums collections. As compared to previous successful major summer exhibition, a 5% increase across the partnership in: <ul style="list-style-type: none"> visitors aged 18-35 (Aud) visitors with children under the age of 16. (Aud) number of group travel bookings. number of tourism visitors from over 1-hour drive time. local first-time visitors. visitors attend the exhibition in all 4 venues. 10% of visitors attend the exhibition in more than 1 venue. Hardy Itineraries promoted by 6 tour operators. Support satellite displays in at least 7 smaller museums in Dorset/Wiltshire. Secure 4 external touring venues for the exhibition. £80k funding raised to support the exhibition. Targets for individual engagement activities to be developed. 	Visitors have opportunity to see major Hardy exhibition in the region. Visitors made aware of Hardy connections across Wessex region. Multiple opportunities for different audiences to engage with museums' programmes in a meaningful way.	High profile exhibitions increase visitor numbers, spend and donations. Cross promotion for museums in the partnership. Use of WM collections for joint exhibition. Opportunity to extend audience reach and raise the museums profile with target groups
		Engagement programme: <ul style="list-style-type: none"> Drop-in interactive activities in each museum linked to 5 ways to wellbeing. Make & Take activities for families. Sketch & De-stress museum lates. Storytelling sessions Artist workshops 5 ways to wellbeing walks/podcasts linked to exhibition. New views of life online lecture programme. Book clubs in partnership with local libraries. Hardy on film in partnership with local independent cinema / outdoor venues. Travel trade: <ul style="list-style-type: none"> Hardy web pages and itineraries (achieved) Travel trade operators offering Hardy tours and making group bookings 	Mar 2021 Mar 2021 - Oct 2022					

ACTION PLAN

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	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
OUR PROGRAMMING	To create partnership exhibitions and programmes that unite us, animate our museums, respond to contemporary issues and engage more diverse audiences.	Objects on Tour Climate Emergency <ul style="list-style-type: none"> Digital exhibition co-curated by YP linked to contemporary collecting (see Collections & Interpretation) 	Jan 2022 – Jan 2023	Engagement Lead Community Curators Marketing & Digital Officer NPO Project Officer	Partnership Manager	<ul style="list-style-type: none"> 50 young people (under 25) engaged in co-curating the exhibition across the partnership. (Aud / EDI) Climate Emergency Exhibition opens in partner museums and online in November 2021. 	Young people have a platform for sharing their views, work and experience around contemporary issues. Young people feel welcome at the museums. Young people gain knowledge and skills related to contemporary issues and museum work.	Museums build relationships with young people in their local communities. Museums are able to showcase diverse voices in their interpretation.
		Artist in Residence: Alchemy Exhibition at Dorset Museum (achieved)	May - Sep 2021	Marketing & Digital Officer Marketing working budget	JM	<ul style="list-style-type: none"> Alchemy exhibition opens at Dorset Museum in May 2021. 6000 visitors see the exhibition at Dorset Museum. 1x artist led engagement event held during the exhibition. 	<ul style="list-style-type: none"> Visitors have the chance to explore new, contemporary narratives about Wessex. 	<ul style="list-style-type: none"> Opportunity for partner museum to build relationships with contemporary artists/galleries Museums can 'contemporarise' their collections/interpretation making them more relevant to new audiences.
		Partnership Exhibitions Forward Plan <ul style="list-style-type: none"> Freelance contract 	Mar 2021 – Dec 2021	Freelance contract in 2021, £6k	Partnership Manager	<ul style="list-style-type: none"> Forward plan for future partnership exhibitions in place for 2022 onwards. 	Audiences will have a diverse range of exhibitions / programming available to them in the region. Visitors have a better understanding of the collections and the Wessex region.	Museums have exhibition plans in place for future years that align with budgets and resources. Museums have more opportunities to showcase and conserve their own collections. Museums have more opportunities to work together to achieve economies of scale.

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	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
OUR PROGRAMMING	To deliver programming collaborations with regional, national and international partners that showcases our collections and the Wessex region.	European Prehistory/Stonehenge Exhibitions Museum Partner (US, NZ, AUS) Halle, Germany Herne, Germany British Museum	Oct 2018 – May 2023	0.6FTE Exhibition Officer based at WM. Wessex Collections Manager at SM.	DD	<ul style="list-style-type: none"> 400 objects from the Wessex Museums feature in national and international exhibitions during the period of this plan. Marketing strategy agreed to deliver visitors to Wessex Museums. 	London and international audiences have opportunity to see Wessex Museums collections.	Builds profile of Wessex Museums on a national/ international stage. Increases visitor numbers, spend and donations to partner museums.
		Thomas Hardy micro exhibitions: <ul style="list-style-type: none"> Approach smaller museums in Dorset/Wiltshire Design interpretation 7x micro exhibitions 	Sep 2021 Dec 2021 – Feb 2022 May – Oct 2022	Project Curator NPO Project Officer Marketing & Digital Officer Working budget: £700	JM	<ul style="list-style-type: none"> 7x micro exhibitions delivered in smaller museums in Dorset & Wiltshire. 20% of visitors attend the exhibition in more than 1 venue. 	Audiences made aware of Hardy connections in their locality and across Wessex region. Audiences have opportunity to engage in exhibition related events in their locality.	Partner museums build relationships with other museums across the region. Wessex Museums able to support the sector more widely. Potential to extend the reach of the Hardy exhibition and increase visitors to the main venues.

ACTION PLAN

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	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
<p>OUR PROGRAMMING</p>	<p>To create and broadcast digital programming that helps us to diversify our audiences and encourage museum visits.</p>	<p>Objects on Tour - digital</p> <p>Wildlife in the Red</p> <ul style="list-style-type: none"> Digital exhibitions Online lecture series Youth engagement 	<p>Nov 2020 – Oct 2021</p>	<p>Marketing & Digital Officer</p> <p>Engagement Lead</p> <p>OoT budget</p>	<p>Partnership Manager</p>	<ul style="list-style-type: none"> 500 people attend WitR online lecture programme by Nov 2021. (Digi) 800 unique views on WitR digital exhibition homepage by Nov 2021. (Digi) 	<p>Audiences have the opportunity to see objects from across Wessex in digital format.</p>	<p>Programme has potential to increase crossover visits across the partnership.</p>
		<p>Climate Emergency</p> <ul style="list-style-type: none"> Co-curated digital exhibition Online lecture series Youth engagement 	<p>Jan – Dec 2022</p>	<p>Digital engagement budget</p> <p>Website support budget</p>		<ul style="list-style-type: none"> 2000 unique views on WitR online booking page. 10% in Wessex Museums Twitter followers for the period Nov 2020 – Oct 2022. (Digi) £1000 secured in donations for online lecture series delivered by Nov 2022. Sponsorship secured for OoT programme annually. 100 downloads / interactions with youth engagement activities. (Digi) 	<p>Visitors extend their understanding of the region through the objects on display.</p>	<p>Opportunity for partner museums staff to work together.</p> <p>Opportunity for sponsorship.</p> <p>Increase digital profile for Wessex Museums and partners.</p>

ACTION PLAN

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	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
OUR PROGRAMMING	To create and broadcast digital programming that helps us to diversify our audiences and encourage museum visits.	Thomas Hardy exhibition - digital: <ul style="list-style-type: none"> ▪ Digital exhibition ▪ Ramblers App ▪ Podcast series ▪ Online lecture series 	April – Oct 2022	Project Curator Engagement Lead Marketing & Digital Officer Digital engagement budget. Hardy engagement budget Website support budget	Partnership Manager	<ul style="list-style-type: none"> ▪ 1000 interactions with digital exhibition. (Digi) ▪ 600 tickets sold for online lecture series. (Digi) ▪ 1000 downloads of podcasts. (Digi) ▪ 500 Hardy walks are accessed between May - Oct 2022 (Digi) ▪ 10% increase in Wessex Museums Twitter and Facebook followers for the period Nov 2020 – Oct 2022. (Digi) ▪ £5000 income generated from lecture series. (Digi) 	Audiences have: <ul style="list-style-type: none"> ▪ multiple ways to engage with the Hardy exhibition online or digitally. ▪ an enhanced experience of the exhibition. ▪ are more aware of Hardy connections across Wessex region. ▪ Opportunities to engage in exhibition related events in their locality / home. 	Wessex Museums increase digital presence and diversify audiences. Wessex Museums develop library of quality digital content that can be used for a range of purposes. Museums diversify their audiences for the exhibition.

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Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
BUILDING RESILIENCE	To novate the NPO funding agreement to the Wessex Museums Trust.	<ul style="list-style-type: none"> Negotiations with BCP Council Novation, pensions and partnership agreements drafted. Consultation and agreement with partner museums Boards. ACE approvals TUPE process Final transfer of funding agreement. Review WMT constitution and Board. 	<p>Mar 2020 – Dec 2021</p> <p>Sep - Nov 2021</p> <p>Dec 2021 Jan-Mar 2022</p> <p>Mar 2022</p> <p>Mar 2022 – Mar 2023</p>	<p>Directors/Trustees</p> <p>Partnership Manager</p> <p>Legal Advisors</p> <p>HR Advisors</p> <p>Novation Support Budget £11k</p>	WMT Board	<ul style="list-style-type: none"> Novation of funding agreement and TUPE of staff complete by Oct 2021. 	Wessex Museums Partnership has a cohesive public profile.	<p>Simplification of governance and staffing arrangements for the Wessex Museums.</p> <p>WMT can build better diversify its income and build its financial resilience.</p>
	To effectively manage WMT programmes and projects.	<ul style="list-style-type: none"> Wessex Museums Team – continuation of contracts post novation. Recruit financial admin post. Financial administrator contract Digital Marketing Placement in the WM Team. Scope NPO Project Manager role for NPO2 Freelance NPO Project Officer to support Partnership Manager 	<p>Apr 2022 – Mar 2023</p> <p>Jan 2022 Mar 2022 - Mar 2023</p> <p>Sep 2021 – May 2022</p>	<p>Partnership Manager</p> <p>WM Team</p> <p>Accountants</p> <p>Finance support budget</p> <p>Novation support budget</p>	WMT Board	<ul style="list-style-type: none"> Wessex Museums staff contracts agreed post TUPE by Oct 2021. Financial administrator in post by Oct 2021. 1x apprenticeship in place with Wessex Museums by end of 2021. 	<p>Museums have a vibrant offer and are relevant to their communities.</p>	<p>Wessex Museums Trust is a sustainable organisation.</p> <p>Wessex Museums Trust is able to effectively manage its programmes and finances.</p> <p>Museums build relationships with YP and FE/HE institutions.</p> <p>Museums benefit from diversity in the workforce.</p>

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
BUILDING RESILIENCE	To embed equality, diversity and inclusion into all parts of our organisations.	New EDI framework agreed:	Sep 2021	JM	JM / Partnership Manager	<ul style="list-style-type: none"> WMT and partner museums Directors and Trustees complete EDI training by July 2021. (EDI) Representation from underserved communities on Diversity WG by Sep 2021. (EDI) Representation from underserved communities on WMT Board by end of 2021. (EDI) Diversity information reviewed and published annually as part of impact report. (EDI) Access & advisory groups in place in partner museums by end of 2021 (EDI) Independent partner museums have 1x board advisory role for a representative from an underserved audience by Mar 2022. 	<p>Museum leadership better reflects the make-up of the local community.</p> <p>A diverse museum workforce reflects the locality.</p> <p>Audiences from underserved groups have greater input into museums services.</p> <p>EDI framework helps make the Wessex Museums more accessible and inclusive.</p>	<p>Museum leaders are more aware of racism and discrimination and better equipped to deal with this in their organisations.</p> <p>Wessex museums build long term relationships with underserved communities.</p> <p>Wessex Museums Board and working groups better represent the diversity of the region.</p>
		<ul style="list-style-type: none"> Partner museums review action plans align with new EDI framework. EDI training EDI Manifesto and action plan for Wessex Museums. Recruit underserved group reps to Diversity WG. Review WMT recruitment policy. Race/discrimination at work questionnaire Sign WMT up to Race at Work charter Embed partner museum EDI targets into NPO KPIs. Recruit a WMT Board advisor from underserved audience group. Monthly briefing includes regular item on EDI. EDI standing item on all Board agendas. Diversity data published annually in impact report. 	Apr – Dec 2021	Trust Board				
		<ul style="list-style-type: none"> Access & advisory groups established in each of the partner museums. 	By Nov 2021	Directors				
		<ul style="list-style-type: none"> Creation of board advisory roles for underserved audience groups, in independent partner museums 	Oct 2021	Partnership Manager				
			Dec 2021	Diversity WG				
			Oct 2021	Diversity Champions				
			Dec 2021	Training & Skills Sharing Budget: £4k p.a.				
			Oct 2022					
			Jan 2021/ ongoing					
			Sep 2018/ongoing					

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT	
BUILDING RESILIENCE	To integrate digital in our organisations and build digital capacity & skills.	Website, social media and digital comms:							
		<ul style="list-style-type: none"> Website development plan 	Aug2021 – updated annually.	Marketing & Digital Officer	Partnership Manager	<ul style="list-style-type: none"> Website development plan in place by April 2021.(Digi) 			
		<ul style="list-style-type: none"> Create subscriber integrations for our communications. (achieved) 	Aug 2021	Website developer support (£1.1k pa)		<ul style="list-style-type: none"> Mailchimp account set-up by April 2021 (Digi) 			
		<ul style="list-style-type: none"> Update social media guidelines 	Aug 2021 -updated annually	Partner museum digital reps		<ul style="list-style-type: none"> First internal and external newsletters published May 2021.(Digi) 			
		<ul style="list-style-type: none"> Social Media plan (achieved) 	July 2021						
		<ul style="list-style-type: none"> Digital audit 	Annually in March						
		Digital upskilling for museums staff / vols:							
		<ul style="list-style-type: none"> Internal network of digital reps (achieved) 	July 2021	Marketing & Digital Officer	Partnership Manager	<ul style="list-style-type: none"> Each museum has benefitted from at least one session with DTC by Mar 2022. 			
		<ul style="list-style-type: none"> Individual digital training and 121 with Digital Tech Champions. 	Sep-Dec 2021	Engagement Lead		<ul style="list-style-type: none"> 3x digital knowledge exchanges delivered by March 2023. (Digi) 			
<ul style="list-style-type: none"> Digital Skills Survey 	Jan2022	Digital Tech Champions	<ul style="list-style-type: none"> 25 staff trained in Microsoft Teams by Sep 2021. (Digi) 						
<ul style="list-style-type: none"> 3x Digital Knowledge Exchanges 	Annually	LEX							
<ul style="list-style-type: none"> Twitter training for WM Team 	Sep 2021	Skills sharing & training budget £3k (£4k in 2022/23)							
<ul style="list-style-type: none"> Microsoft Teams training for the partnership 	Mar-Dec 2021								
Digital tech to support partnership:									
<ul style="list-style-type: none"> Set up Microsoft 365 for WM Team post novation 	Feb 2022	Partnership Manager	Partnership Manager	<ul style="list-style-type: none"> Partnership IT set up by Sep 2021. (Digi) 					
<ul style="list-style-type: none"> Establish partnership document and photo libraries. 	Oct 2021 – Mar 2022	Marketing & Digital Officer		<ul style="list-style-type: none"> Partnership document and photo libraries established by Mar 2022. (Digi) 					
<ul style="list-style-type: none"> Implement accountancy software. 	Mar 2022	IT tech support and set up - £6k							
				Accountants					
				Financial administrator					

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
BUILDING RESILIENCE	To develop and diversify our fundraising and income generation.	Fundraising: <ul style="list-style-type: none"> Develop Fundraising Strategy to support activity in the NPO programme. Hardy exhibition fundraising 	<p>By April 2019 and updated on an on-going basis.</p> <p>Jan 2021 – May 2022</p>	<p>Fundraising & Development Manager (0.6FTE)</p> <p>Fundraising Officers Network</p> <p>Partnership Manager</p>	Partnership Manager	<ul style="list-style-type: none"> £175k funding generated through fundraising in support of the strategic plan over the 4 year period (2018-2022). 	Wessex Museums continue to offer excellence in their programming and activity to a broad and diverse audience.	<p>Continue to develop fundraising skills across the partnership.</p> <p>Fundraising facilitates delivery of excellence in programming, leading to increased audience reach & engagement.</p> <p>NPO funding raises the profile of the WMT and continues to strengthen the partnership.</p>
		Income Generation: <p>Develop business models for income generation projects:</p> <ul style="list-style-type: none"> Online lecture series Paypal /website donations (achieved) Podcast/conference Hardy tours Wessex Museums online shop Subscription box scheme Consultancy pilot with SWMDP/ DMA 	<p>From Jan 2021 / on-going</p> <p>Jan 2021 – Apr 2022</p> <p>Jan 2021/ ongoing by end of 2022</p> <p>May -Oct 2022</p> <p>April 2022 / ongoing</p> <p>Oct 2021 – Mar 2023</p> <p>TBC (subject to funding)</p>	<p>Partnership Manager</p> <p>Fundraising & Development Manager</p>	Partnership Manager	<ul style="list-style-type: none"> Wessex Museums generates £8k in income by end March 2023. 	Audiences are clear about how they can support Wessex Museums.	Wessex Museums can diversify it's income sources and build its financial profile and resilience.

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
BUILDING RESILIENCE	To better understand our audiences and the impact of our work through evaluation and data analysis.	Evaluation: <ul style="list-style-type: none"> Identify 4x opportunities for IIT evaluations per annum Develop analytics for our digital channels and subscriptions. Design evaluation methodology for special exhibitions and programmes. Hardy exhibition evaluation framework Hardy exhibition focus groups (achieved) LEX data & evaluation surgeries 	April 2021 / on-going Feb 2021 / on-going On-going Sep 2020 – Dec 2022 Mar 2020 – Jun 2021 Apr 2021 – Mar 2023	Partnership Manager Engagement Lead Directors Working Groups Hardy Project Curator Freelance evaluation consultant Evaluation budget	Partnership Manager	<ul style="list-style-type: none"> Undertake 4 IIT evaluations in 2021/22 Monthly evaluation of website and social media in place by Feb 2021.(Digi) 30 young people aged 18-35 engaged in Hardy exhibition focus groups.(Aud) 	Programming and engagement activities are continuously improved. Young people have opportunity to influence Hardy exhibition content and interpretation. Young people have opportunity to visit an exhibition that is relevant to them.	Evaluation informs planning of future programming and engagement opportunities. Museums are more relevant and have a better understanding of the preferences/barriers of the target audience groups. Hardy exhibition is relevant to target audiences. Museums build relationships and raise their profile with 18-35 year olds in their locality.
		Audience Finder Visitor Survey <ul style="list-style-type: none"> Review and amend current visitor survey with staff / volunteers / TAA. (achieved) Implement new visitor survey across the partnership. (achieved) Visitor survey review points. 	By Apr 2021 At full reopening Mar annually	Subscription to TAA Audience Finder £4k p.a. Marketing & Digital Newtork Volunteers to administer surveys and input data. Partnership Manager	Partnership Manager	<ul style="list-style-type: none"> 5% increase in cross over visits across the partnership between 2018 - 2023. 5% increase in local visitors' and first-time attendance across the partnership by 2023 as compared to 2018. (Aud) 5% increase in tourism visitors from over 1-hour drive time away across the partnership by 2023 as compared to 2018. (Aud) 	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.

ACTION PLAN

Equality, Diversity & Inclusion (EDI) Digital (Digi) Audience Development (Aud)

	AIM	OBJECTIVES	TIMESCALE	RESOURCE	OWNER	KPIs	CUSTOMER IMPACT	WMP IMPACT
BUILDING RESILIENCE	To share our learning and develop skills across the partnership and more widely across the culture and heritage sector and amongst key regional/national stakeholders.	Training & Skills Sharing: <ul style="list-style-type: none"> Develop & deliver sector conference/podcast series/network event. Trustees Away Days on key themes Extend knowledge exchange programme. Digital upskilling (digital strategy) LEX – building skills & capacity for museums learning staff EDI training (EDI framework) 	by end of 2022 1 per annum from June 2018. From April 2021 Sep 2020 – on-going Apr 2021 – ongoing Sep – Nov 2021	Partnership Manager Trustees Marketing & Digital Officer LEX Skills Sharing & Training budget £4k p.a.	Partnership Manager	<ul style="list-style-type: none"> To deliver a sector digital network event by Dec 2021. (Digi) 100 engagements with sector network event (Digi) 1 Trustees away day per annum. 3 x knowledge exchanges held in 2021/22, opened to other museums in the region. WMT and partner museums Directors and Trustees complete EDI training by July 2021. (EDI) 	Museum sector is able to engage with the work of the WMP. Museum staff and volunteers are able to access training and peer support through Wessex Museums networks and events. Museum staff build digital confidence, capacity and skills.	WMP is able to share learning, advocate for its work and raise its profile across the sector. Building skills and capacity will help to ensure the sustainability of the partnership. Strategic leaders understand the EDI framework and the issues they need to address in their organisations.
	To respond to the climate emergency by reducing our environmental impact.	<ul style="list-style-type: none"> Establish Environmental Responsibility WG (achieved) Environmental sustainability framework and action plan developed and agreed by WMT Board. Environmental action plans for partner museums. Continued use of Pilio software in partner museums. Dorset Museum to start using Pilio software from reopening. (achieved) 	Aug 2021 Aug - Dec 2021 Jan 2022 / on-going May 2021	NPO project Officer Staff/vols in partner museums Working budget £500 for Pilio software	Partnership Manager	<ul style="list-style-type: none"> Wessex Museums environmental sustainability framework and action plan agreed by end July 2021. Partner museums to update environmental action plans to align with new framework by Oct 2021. Dorset Museum using Pilio software for energy readings from May 2021. 	Museums are actively responding to climate emergency in their communities.	Museums have a better understanding of their carbon footprint and measure they can take to reduce it. Museums reduce their carbon footprint, making them more sustainable.

Wessex Museums

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