

**1. Make the Russell-Cotes truly world-class by safeguarding, conserving and investing in its collections, interiors, building and gardens.**

Objective	Action	Lead	Additional support	Cost	Source of funding	Time frame	Performance measurement
<b>1.1 Maintain accreditation</b>	Review or write all required policies and plans: Forward Plan and Action Plan Conservation Policy and Plan Collections Strategy Policy Documentation Policy and Plan Access Policy and Plan Emergency Plan	MM	Team	None	n/a	Invite Sep 2020	All policies signed off by Management Committee
	Make submission	MM	Team	None	N/a	Submission Feb 2021	Accreditation achieved
<b>1.2 Improve displays in historic house</b>	Redisplay Mikado Yellow and Red Rooms	IO	Cur, MM, PO	£162,000	DCMS/Wolfson ACE, Sasakawa	June 2020	New displays delivered
	Redisplay Boudoir, Study and Irving Room with more interesting collections materials on display, better presented, better conserved (with reference to visitor interests <a href="#">(see 4.5)</a> )	Funded post	Cur, MM, PO	£100,000	ACE, theatre history charities?	2021/22	New displays delivered

<b>1.3 Improve fabric of historic house</b>	Identify programme of works to deal with issues of water ingress throughout the historic house	VSTL	BCP surveyor etc	unknown	Maintenance budget and fundraising	2020	Reduce the incidents of water ingress.
	Programme in closure periods as needed for staff to carry out range of conservation actions including floor polishing each year	VSTL	team	n/a	Within budget	Dec 2020 ongoing	Conservation closure and programme embedded
	Develop a strategic programme of repairs to damaged plaster work paintwork, murals, etc in response to Conservation Policy and Plan (see 1.1 and 1.4)	VSTL	FO, MM, CUR	?	?	2020	Programme of improvements implemented
	Identify plan for renovation of conservatory	FO	VS, MM	£200,000?	?	2022	Relaunch fundraising appeal
<b>1.4 Improve conservation policy and procedures</b>	Commission audit of conservation from consultant (see 1.1 and 1.3)	MM	CONSULT	£1,000	AIM	Summer 2020	Conservation Plan and Conservation Policy written by consultant and approved by Man Com
	Embed practices and keep under review	Cur	VSTL, SMAs and team	None	n/a	Autumn 2020	A clearly defined and communicated approach to conservation is clearly understood by all staff

<b>1.5 Improve the physical environment to enhance visitor journey and experience</b>	Review entrance, welcome desk, orientation gallery, café gallery, café and entrance corridor	VSTL	CO, VS, IO,MM	Within DCMS/ACE funded project + budget	DCMS/ACE and budget	Autumn 2020	More attractive, informative and appealing entrance
<b>1.6 Invest in garden</b>	Improve the planting and maintenance of garden, lighting and electricity	VSTL	Volunteers	Budget	n/a	Summer 2020	Visitors spend longer in the garden, visitor satisfaction
	Make existing programme of activities consistent	VSTL	EN, SMAs	Budget	n/a	Summer 2020	Better visitor satisfaction
	Consider additional programming and income generation activities for the garden <a href="#">See 5.4</a>	VSTL	EN, SMAs	Minimal	budget	2021 onwards	Increased income from activities
<b>1.7 Improve Storage</b>	Continue process of disposals and rationalisation of collections	CUR	MM	None	n/a	ongoing	Disposal reports submitted to Management Committee at least annually
	Use space better, as it becomes available to improve care and access to collections, with reference to Conservation Policy and Plan ( <a href="#">see 1.1 and 1.3</a> )	CUR	Vols, FOH	none	n/a	Autumn 2020	Improved collection storage and easier access to collections for research and display

<b>1.8 Improve shop</b>	Complete improvements to the front desk and shop lighting	VSTL	SMAs	£10,000	Invest shop profits	2021?	Increased spend and better visitor flow
<b>1.9 Major redevelopment of house, museum and gallery</b>	Develop a plan for major redevelopment of museum To address the issues identified in all items above for displays, building, interiors, storage, garden etc	MM	Man Com and team	£millions	NHLF etc	Planning from 2023 submission in 2024	Major capital project bid submitted to provide Outstanding entrance, Orientation Visitor experience – house, gallery and garden Ancillary services – shop, café etc Opportunities for events Storage

## 2. Improve governance to give strategic direction and financial transparency

Objective	Action	Lead	Additional support	Cost	Source of funding	Time frame	Performance measurement
<b>2.1 Governance Review</b>	Take business case for move to full independence to Cabinet for decision	MM	SD	£10,000	From budget	Spring 2020	Papers submitted
	If review approved, <ul style="list-style-type: none"> <li>• Establish new governance model</li> <li>• develop Business Plan</li> <li>• Recruit new Board</li> <li>• Revise Structure</li> </ul>	MM	Team in RCAGM and BCP Council Man Com CONSULT	£50 – £80,000	Hlf/ACE	April 2021	new charity launched

	<ul style="list-style-type: none"> <li>Take on new roles and responsibilities from Council</li> <li>Negotiate contracts and funding</li> </ul>						
	If review not approved Assess the best way forward for the RCAGM within the current governance and budgetary framework	MM	Team, SF	None	n/a	April 2021	Clarity about function and capacity
<b>2.2 Clear Strategic direction</b>	Visioning exercise for staff and Board	MM	Team Man Com	£10k	NHLF/ACE etc	2021	Clarity about function and capacity
<b>2.3 Establish Good governance practices</b>	Establish and regularly monitor mechanisms for strategic support of the Russell-Cotes and development of Board	MM	Team Man com	None	n/a	2021	Management Committee driving strategic direction and support for the museum and its purposes
<b>2.4 Financial transparency</b>	Review financial arrangements for charity eg bank account,	MM	BCP finance team	None	n/a	2021	Mechanisms in place to enable funding from individuals, corporates and trusts to be clearly identified for the RCAGM is for the charity.

### 3. Develop and communicate a clear vision of our purpose and offer to inspire existing and new visitors and supporters

Objective	Action	Lead	Additional support	Cost	Source of funding	Time frame	Performance measurement
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<b>3.1 Improve marketing and PR</b>	Identify opportunities to raise signage and physical profile in Bournemouth	MO	FO, BCP marketing team	£1,000 - £5,000	Marketing Budget	Ongoing	Increased visitor numbers
	Create a strategic plan from Focus Group work held in 2019/20 and embed Focus Group work to reach local audiences	VSTL	LO	0	n/a	2020 - 2022	Increased visitor numbers
	Review marketing materials to ensure cost effective	MO	FO	o	Budget	April 2020	Budget savings
	Develop a more consistent marketing presence	MO	FO	o	n/a	Summer 2020	Increased visitor awareness
	Identify a strategy to reach journalists, bloggers and social media influencers from Pre-Raphaelite exhibition	MO	Consult, BCP marketing team	£500 for events	Marketing Budget	Feb 2020	Increase in networks
	Re-focus offer for the new charity (see2,2)	MO	Consult	£50,000 - £80,000	HLF/ACE etc	2021	Increased visitor awareness
<b>3.2 Clear vision of the Russell-Cotes See 2.2</b>	Visioning exercise with staff and trustees to identify a compelling purpose and vision for the Russell-Cotes – either as an independent museum or in its current arrangements, to attract visitors and funders and deliver the vision of its founders	MM	Consultant	Part of Governance review (£50,000)	ACE/HLF	2021	A clear vision of the Russell-Cotes – what it is and what its offer should be (and should not be) to direct its priorities, programming and marketing
<b>3.3 Audience development</b>	Develop a strategic plan to reach new target audiences	MM	MO, FO, VSTL, LO	None	n/a	2023	Increase in visitor numbers of 10%

#### 4. Bring the museum to life with improved displays, interpretation, authentic experiences and creative programming to inspire new audiences to visit

Objective	Action	Lead	Additional support	Cost	Source of funding	Time frame	Performance measurement
<b>4.1 Improve collections knowledge</b>	Carry out documentation plan ( <a href="#">see 1.1</a> )	Cur	PO, Vols	00	n/a	Ongoing	Achieve objectives in plan
	Prioritize research by visiting curators, academics and volunteers to collection areas most relevant to audiences <a href="#">See 7.3</a>	Cur	PO, Vols, consult	0 - £200 per researcher	Project/exhibition or conservation budget	Ongoing	New areas of the collection opened up
<b>4.2 Improve interpretation</b>	Reinterpret the house by revising all interpretation panels and redeveloping the orientation gallery ( <a href="#">See 4.5</a> )	IO	CUR, MM, PO	£162,000	DCMS/Wolfson ACE, Sasakawa	Dec 2020	Improved satisfaction rating amongst visitors, appeal to a broader audience

	Make existing offer more consistent – garden games, tactile tour etc (see 1.6)	VSTL	Vols	None	n/a	June 2020	Accessible offer identifiable by the public and used
	Develop existing and new interpretation ideas and engagement activities – music, stewards, digital engagement, costumed interpreters etc	VSTL	LO, PO, vols	? dependent on activity	? could be funded internally or externally	2021	Improved satisfaction rating amongst visitors, appeal to a broader audience
<b>4.3 Access Policy</b>	Devise access policy and plan (see 1.1)	LO	IO	None		July 2020 March 2020 January 2020	Policy adopted and implemented
<b>4.4 Developing engaging offer</b>	Deliver and evaluate exhibition programme, especially pre-Raphaelites	PO/MM	CUR	Budget	n/a	ongoing	Evaluation carried out
	Review seasonal offer and embed in programming	VS	LO	None	Events budget	2020	Targetted offer means we can offer more activities which are fully booked
	Deliver and monitor events programme to reach families and other groups	FO	LO	None	Events budget	2020 and ongoing	More activities fully booked and reaching broader audience



<b>4.5 Understand our audiences needs and interests</b>	Review our audience data, conduct regular focus groups and reviews of audience data to ensure delivering audience satisfaction, keep in touch with changing interests and monitor impact on well-being, creativity etc	VS	LO, FO, vols	None	n/a	Ongoing	Potential to build on important social agendas such as mental health and well-being
<b>4.6 Major redevelopment of museum see 1.7</b>	To deliver first class visitor interpretation appropriate for the RCAGM in the light of knowledge gained through actions above.	MM	Man Com and team	£million	NHLF etc	Planning from 2023 submission in 2024	Major capital project bid submitted to provide Outstanding entrance, Orientation Visitor experience – house, gallery and garden Ancillary services – shop, café etc Opportunities for events Storage

## 5. Improve our commercial and fundraising operations, utilizing digital technology, to forge a sustainable future

Objective	Action	Lead	Additional support	Cost	Source of funding	Time frame	Performance measurement
<b>5.1 Improve operations and co-ordination</b>	Set up monthly income focussed meeting for relevant staff	MM	FO, VSTL, MO	0	N/a	Feb 2020	Improved team work and communication to optimize performance
	Consider how to get support from commercial and business community	VSTL	FO	0	n/a	Summer 2020	Improved performance
	Develop strategy to develop relationships with local hotels to encourage visitors	VSTL	MO	In kind	n/a	Ongoing	Increased visitors from hotels and local awareness
<b>5.2 Increase income from shop</b>	Improve desk, and work space and lighting (see 1.8)	VSTL		£10,000	When shop budget allows	?	Increased spend and better visitor flow
	Find additional space in museum for merchandising	VSTL	SMA	£500 for units	Shop budget	2020	Increased income
	Review use of Café Gallery	PO	MM	0	n/a	2021	Increased income
	Trial online sales from the shop	VSTL	Vols	0	n/a	2021	Increased income
<b>5.3 Digital investment</b>	New till system allowing integration of café, shop, bookings, membership and Gift Aid	VSTL	FAO, VSTL, FO	£20,000	?	2022	Delivered and functioning
	Enable on line ticket sales, bookings etc	FO	VSTL	?	Trusts	2022	Delivered and functioning

	Enable contactless donation	FO	VSTL	£1000	Donation/trust	2021	
<b>5.4 Improve café</b>	Keep operations and menu under review through focus groups (see 3.1 and 4.4) and Action Plan	CO	VSTL	Minimal	Café budget	Ongoing	Increased income and customer satisfaction
	Trial further activity in the garden (see 1.6)	CO	VSTL	?some investment needed		Summer 2020 and 2021	Increased income and richer visitor offer
<b>5.5 Improve fundraising</b>	Develop relationships with companies and individuals through networking and the Relaunch Russell-Cotes Rendezvous	FO	VST:	Minimal	Budget	ongoing	Increased networks leading to more opportunity
	Develop a strategy for targeting major donors	FO	MM	0 (unless consultancy needed)	?Trust	2021	Increased income from individuals
	Establish a strategy to fundraise around the move to independence	FO	MM	0 (some work done through HLF grant)	n/a	2020	Launch

## 6. Develop partnerships regionally and nationally to raise our profile, the quality of our work and our contribution to the local cultural offer

Objective	Action	Lead	Additional support	Cost	Source of funding	Time frame	Performance measurement
<b>6.1 Develop partnerships with other museums</b>	Explore with existing contacts potential joint or touring exhibitions	CUR	MM	None	None	ongoing	More opportunities of greater scale and significance
	Attend conferences locally and nationally to share good practice and network – curatorial, income generation etc (see 7.1)	IO	MM	Travel /attendance	Increase training budget	Ongoing	Better performance, new ideas and greater staff satisfaction
	Explore further publications to showcase the collection particularly in relation to centenaries	CUR	MM	£5,000 - £10,000	With publishers eg sansoms	2022	Legacy to raise museum profile
	Invite visiting curators, academics to research the collection, give lectures for staff/volunteers and/or visitors See 4.1	CUR	IO	0 -£300 per curator	Project based	ongoing	Increased collections knowledge for staff and vols, More motivated staff
<b>6.2 Develop relationships with the</b>	Engage in strategic cultural discussions – eg Cultural Enquiry	MM	Cur	0	None	2020	Better networked, more awareness

<b>local cultural offer</b>	Consider establishing an informal regional network for skill sharing, mentoring and support <a href="#">see 7.1</a>	MM	BCP/museum partners	Minimal	Budget or Trust	2021	Delivered
	Explore potential for mentoring, training, consultancy to the local sector. Eg Modes, shop	PO	VSTL	Minimal	Income gen	2023	Income gen, higher profile,
<b>6.3 Develop partnerships with Education Sector</b>	Review offer and consider potential placements with education providers .  <a href="#">See 7.3</a>	LO	Cur	?	Project based	2022	Profile and contribution to RCAGM offer/resource/knowledge
<b>6.4 Develop Partnerships with Community organisations</b>	Review strategic plan for partnerships with community groups	LO	IO	Minimal	Budget or project based	2021	Raised profile and increased capacity, knowledge and/or resource

## 7. Develop the skills of volunteers, staff and Trustees

Objective	Action	Lead	Additional support	Cost	Source of funding	Time frame	Performance measurement
<b>7.1 Develop staff and</b>	Embed 6 monthly in-house training sessions for staff and volunteers	VSTL	VSTL	None	n/a	2020	Improved awareness and operations

<b>volunteer skills</b>	Review communications, appraisals	VSTL	MM	None	n/a	2020	
	Review training manual for new staff.	VSTL	VSTL	None	n/a	2020	Manual available appropriate for all staff
	Update skills matrix	VSTL	VSTL	None	n/a	2020	Achieved
	Embed new Conservation policy and plans (see x)	VSTL	Cur	None	n/a	2020	Increased confidence in working in historic environment
	Identify opportunities for mentoring, networking and training for staff, vols and Man Com with relevant organisations (see 6.1)	MM		Some free, others £00s	Part of grant applications In kind/mutual benefit		Increased skills and knowledge for staff and vols, More motivated staff
<b>7.2 Develop staff and Volunteer collections knowledge</b>	Maintain regular programme of talks on history, exhibitions and collection and find means to share See 4.1	VSTL	Cur	Minimal	Budget	ongoing	Increased skills and knowledge for staff and vols, More motivated and engaged staff
	Extend Visitor Book Research project (See 4.1)	MM	Cur	Possible consultant costs	Project funding	2020 -2021	Increased collections knowledge
	Identify relevant project See 4.1	PO	Cur	Possible consultant costs	Project funding	2022	Increased collections knowledge
<b>7.3 Develop</b>	Embed Volunteer Co-ordinator	VSTL	VSTL	None	NA	2020	functioning

<b>Volunteer capacity</b>	Review Volunteers and their roles to extend support to museum and recognise contribution to 'wellbeing'	VSTL	FO	£10,000	Big Lottery?	2021	Increased number of volunteers
	Consider opportunities for student placements, apprenticeships with local universities, West Dean College etc <a href="#">See 6.3</a>	LO	Cur	?	Budget/project grant	2022	Strategic plan in place

Key

MM Museum Manager

Cur Curator

VSTL – Visitor Services Team Leader (2 staff)

FO Fundraising Officer

LO Learning Officer

PO Programmes Officer (P-T)

SMA Senior Museum Assistant

FOH Front of House Assistants

FAO Finance and Admin Officer

Man Com RCAGM management Committee

ACE Arts Council England

NHLF National Heritage Lottery Fund

CO Catering Officer

IO Interpretation Officer (18 month contract)

Vols Volunteers

SD Service Director