

Forward Plan 2020 - 2024

Update on Progress January 2023

key	
	Achieved
	On track
	Not started

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

Recent Achievements

- *Improvements to Displays in Mikado, Yellow and Red Room (2021)*
- *All policies and plans required for accreditation updated and approved by Management Committee (2022)*
- *Conservation of Queen Victoria's chairs, Napoleon's Table, 'a Tempting Bait', 'Emperor Barbarosa' (2022)*
- *Replacement of carpets in Drawing and Green Room (2022)*
- *Sacrificial Persian Rug in Dining Room to Protect Floor (2022)*

Action Plan

Action	Target date
Deliver MEND Project to restore conservatory and replace plant	Jan 2024
Complete Roof works	Dec 2022
Develop and implement ' <i>Strategy for redisplay and reinterpretation</i> ' to address decolonisation and drive improvements	Dec 2023
Continue disposals	MC dates
Study Centre – support feasibility study for potential new site ensuring adequate security, environmental controls and access	unknown
Identify next phase of capital improvements	Summer 2023

2. Improve Governance to give strategic direction and financial transparency

Recent Achievements

- *Clarity from Charity Commission on Legal Mechanism for change – Order of State*

- *Invitation from Charity Commission to BCP Council to apply for governance change*

Action Plan

Application submitted for financial support from NHLF	Dec 2022
Formal Agreement from BCP Council	Jan 2023
Result of NHLF application known	Feb 2023
Establish Steering Group for Externalisation consisting of Management Committee members - Councillors and non-Councillors and BCP Officers	Feb 2023
Procure legal advice on new governance structure	Feb/March 2023
BCP Application to Charity Commission for Governance Change	March/April 2023
Creation of new Trustee	April 2023
Recruitment of new Board	Summer 2023
Negotiate financial settlement with BCP Council	Summer 2023
Governance Change approvals – Charity Commission/Order of State	April 2024
Transition arrangements for new Trustee	April 2024

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

Recent Achievements

- *Permanent Marketing and Development Officer on team*
- *Marketing Strategy commissioned from Blue Sail (2020) and being implemented*

Action Plan

Recruit Maternity Cover	Dec 2022
Implement Strategy – move to digital, market focus, partnership working	ongoing
Set and monitor targets	Jan 2023

4. Bring the Museum to life with improved displays, interpretation, authentic experiences and creative programming to inspire new and diverse audiences

Achievements 2022

- *Successful exhibition programme restarted – The Lost Words, Telling Tales etc*
- *Seasonal programming embedded*
- *Successful Centenary programme delivered – Sixpence days, Lates*
- *Events programming reviewed to fit capacity*
- *Chinamania – Ceramics booklet printed*

Action Plan

Establish focus groups on Visitor experience, access, Diversity	Feb 2023
Exhibitions Committee with external advisers to establish 5 year schedule	Feb 2023
Deliver engagement programme following review – Lates, tours, etc	Dec 2023
Deliver Lucy Kemp-Welch exhibition with National Horseracing Museum	March 2023
Deliver community-led African Sculpture exhibition	Jan 2023
Deliver co-curation and community led events/exhibition targets	Dec 2023
Print 'Passport to Japan' booklet	Feb 2023

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

Achievements 2022

- *Visitor numbers at pre-Covid levels*
- *Price increase implemented.*
- *Direct and secondary income up by 10% on pre-covid levels*
- *Good financial reporting shared with the team and regular monitoring*
- *Outdoor terrace operational*
- *Popup shop generated target £30,000*
- *Cash reintroduced and cash handling systems in place*

Action Plan

Introduce direct debits for Friends and Annual Ticket holders	March 2023
Develop new fundraising strategy	March 2023
Revise targets for income and visitors	April 2023
Implement small- scale fundraising campaign directed at Friends	March 2023
Review data collected via SWVI to improve audience understanding and embed understanding in decision making	April 2023

Build on financial success of 'The Lost Words' merchandise with Lucy Kemp-Welch exhibition merch and introduce Christmas stock	Dec 2023
Consider application for a Project Grant from ACE for grant to support strategic objectives	Feb 2023

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

Recent Achievements

- *Exhibition partnerships with Southampton City Art Gallery and National Horseracing Museum*
- *Publications with external curators – Chinamania, Passport to Japan*
- *Restarted collaborations with AUB, BU and West Dean College*

Action Plan 2023

Develop relationships with education providers eg AUB through MOI	March 2023
Develop cultural and tourism partnership strategy to drive profile, visitors and fundraising	Summer 2023

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

Recent Achievements

- *Ongoing planning and implementation of 6 monthly training sessions for staff and volunteers well established and recorded*
- *Policies and procedures cascaded*

Action Plan

Develop Volunteer skills to deliver further sessions for visitors – eg Slow Art, tours etc	June 2023
Identify opportunities for volunteer research and curator talks for staff and volunteers	May 2023
Identify opportunities for staff and volunteer development through partnership working with the National Horse Racing Museum (Art Fund supported)	Oct 2023
Full revision of policies, risk assessments, all-staff training and scenario practice on emergency plan, salvage operations, security, energy outages and business continuity	July 2023