

## The Novium and TIC Service

Business Plan 2019-2023 [Phase One] \_DRAFT\_12.12.18 v2

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## Foreword

The Novium Museum and TIC Service opened in its new building on Tower Street in the centre of Chichester in July 2012 and since this date it has grown into a much-loved heritage attraction. Exhibitions such as Tim Peake, Cutlasses and Contraband, Game Plan and Bricks Britannia have positioned the museum as a vibrant and active museum.

The service cares for and develops heritage assets associated with Chichester District, including social history and archaeology, safeguarding a hugely important legacy for future generations. The museum delivers significant educational and economic benefit, and this plan aims to maximise the value of the service to the local community.

With a revitalised Vision, Mission and Values, the Museum and TIC service will continue to strengthen its relationship with, and relevance to, our local community. By embracing and embedding a new, community-oriented vision for the service, it will become more relevant to more people within our community. This, in turn, will contribute to the resilience of the service by building stronger connections with audiences and increasing the local support base for advocacy and income generation.

The Museum and TIC team is committed to providing the best possible service and remains committed to developing income generation in order to work towards a sustainable service. This strategy is an articulation of the ambition for the service over the next 5 years, with acknowledgement that further work is required to develop the plan beyond year 2. This plan will guide and build on the service's existing activities, with the aim of reducing the level of subsidy from Chichester District Council by increasing self-generated income in the longer term.

I am confident that this strategy will enable the service to work towards a stronger position, both in terms of reputation and resilience.

Eileen Lintill

Deputy Leader and Cabinet Member for Community Services

Chichester District Council

## Executive Summary

1. The primary audiences for this plan are Chichester District Council's Members, staff, volunteers, Friends of the Museum, Arts Council England and our supporters.
2. The intention of this plan is to set out the actions to be delivered by The Novium and TIC service over the next five years in order to enable business growth and work towards a more sustainable future for the service.
3. This plan outlines our priorities for the period. At present, phase one of the plan [years 1 and 2] is included in detail, with commentary on feasibility work that will need to be undertaken in order to develop the second phase of the plan [years 3, 4 and 5]. The plan by no means describes every detail of the service, but highlights the key priorities, opportunities and actions.
4. The plan acknowledges that it will take time to work towards a more sustainable future for the service. Phase one [years 1 and 2] will focus on continued service development, however, it is unlikely that self-generated income will increase until phase two [years 3, 4 and 5].
5. The business plan is based on the following assumptions:
  - The service continues to be operated in-house
  - The museum maintains the free admission policy reinstated in November 2014.
  - The museum maintains full accreditation by Arts Council England
  - The service adjusts its Sunday opening hours
  - The Council considers further capital investment in order to give the museum the scope to self-generate a greater proportion of income in future ('invest to earn') subject to further feasibility work (see below)
6. We have identified 5 key objectives under which to categorise the key strategies for the service over the next 5 years. The overarching principles are to embed the service more firmly into the community and to 'invest to earn', subject to further feasibility work to be undertaken in Year 1 (see below). On the whole, the plan focuses on working towards long term sustainability, rather than cost reduction (see point 8 below).

Key Objectives	1. Create a leading visitor experience	2. Expand our reach and reputation	3. Collaborate with our community	4. Increase access to our collections	5. Diversify and increase funding streams
Key Strategies	<ul style="list-style-type: none"> <li>• Transform our infrastructure</li> <li>• Enhance our content</li> <li>• Develop our staff</li> <li>• Adjust our opening hours</li> </ul>	<ul style="list-style-type: none"> <li>• Refresh our brand</li> <li>• Develop our audiences</li> <li>• Enhance our marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Consult with our Community</li> <li>• Develop programming in partnership with local organisations</li> <li>• Continue to develop learning and outreach programmes</li> <li>• Develop formal partnerships with Universities/Colleges</li> </ul>	<ul style="list-style-type: none"> <li>• Digitise the collection</li> <li>• Care for and develop the collection</li> <li>• Complete the documentation backlog</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in commercial growth</li> <li>• Develop the model for a new Friends group</li> <li>• Diversify grant funding and sponsorship</li> <li>• Grow venue hire</li> </ul>

7. Our key objectives respond to visitor evaluation, priorities identified during a Visioning phase of work carried out in September 2018 and an 'MOT' (organisational assessment) undertaken with the South East Museum Development Programme in summer 2018. They also respond to advice from Arts Council England on priorities from the Mendoza review of museums in England, published in November 2017 by the Department for Digital, Culture, Media and Sport (DCMS):
  - Growing and diversifying audiences
  - Contributing to place making and local priorities
  - Dynamic collection curation and management
  - Delivering cultural education
  - Digital capacity and innovation
  - Adapting to today's funding environment
8. In Black Radley's 2016 options appraisal it is stated that *'The Novium is actively looking to generate more commercial income but is constrained by the design of the building. Capital investment to have a larger fully functioning café area and a larger retail space would assist in generating income. This would mean having less space for displaying collections and possibly covering the Roman baths on the ground floor.'* The report also states that *'there appears to be little scope for shrinkage. There are some options for investing in growth; café and retail space at the Novium, more joined up TIC activity and continuing development of the wedding business.'* The scope of the Black Radley options appraisal did not include developing the feasibility for these areas.
9. In 2016, Henry Adams was commissioned to undertake a piece of work to review alternative uses for the Novium Museum building, including leasing the second floor as office space or converting certain spaces into flats. The studies, however, did not include detailed feasibility associated with implementing and running a larger café offer.
10. We aim to undertake feasibility work in Year 1 to explore options associated with the potential growth areas cited in the Black Radley report. The feasibility study aims to establish the viability and impact on the business model of a number of capital options. The feasibility study will include consultation with subject specialists to develop costings, return on investment, the impact on operations and maintenance costs and safeguarding the collections in order to establish a preferred course of action. Options to be included within the feasibility study are:
  - Reconfiguring the Front of House area to optimise use of space and balance of functions, including introducing self-service kiosks for the Box Office, replacing the desk, fitting a more sophisticated laser counter and relocating the TIC leaflets;
  - Glazing the bathhouse to create a spectacular and flexible ground floor, increasing the footprint of usable space. If feasible, from a technical and commercial perspective, this would allow for the provision of an improved café on ground floor and would significantly increase the desirability of the venue for corporate hire and other events, greatly improving opportunities to increase self-generated income. It would also make the museum more desirable to other cultural Trusts in future;
  - Other options associated with the provision of an improved café within the building;

- Improving the second floor gallery infrastructure to create a flexible temporary exhibition space, including a method of managing ticketing for temporary exhibitions in order to charge an admission fee for appropriate 'blockbuster' exhibitions;
- Improving the first floor gallery infrastructure and re-displaying the permanent collection to provide a greatly improved visitor experience and increase the proportion of the permanent collection on display;
- Improving the first floor foyer gallery infrastructure to provide a flexible temporary exhibition gallery reducing the operational cost to deliver temporary exhibitions within the space;

11. This plan places central importance on the Public Programme. It seeks to balance local interest subjects with exhibitions that have a broader appeal in order to contribute to our vision of building a stronger community by reflecting the community within the Public Programme and providing exhibitions that large numbers of the community want to visit.

12. The Plan has been developed following consultation with staff, volunteers and external stakeholders, including Arts Council England and Chichester BID. A Visioning phase funded by the Sussex Museums Development Group was held in September to refresh the Vision, Mission and Values of the service and complete a skills audit. The development of the plan has been overseen by Chichester District Councils Task and Finish Group.

## Our Vision, Mission and Values

Chichester District: a place where businesses can flourish; where communities are active happy places; where residents and visitors can find fulfilling cultural, leisure and sporting activities; and where a good quality of life is open to all.

*Chichester District Council's Vision- Corporate Plan 2018-21*

**Our Vision:** To build a stronger community by connecting people with the past, present and future of Chichester District

**Our Mission:** We collect and preserve the heritage of Chichester District. We use our collections and external loans to maximise educational benefit and social impact for our community, helping people feel part of their society and shaping the local distinctiveness of the District. We provide enriching, participatory and inspiring experiences for learning and enjoyment for our local community and visitors, contributing to a thriving local economy.

### Our Values

- Community – We interact with and make a difference to our community through communication, collaboration and partnership working.
- Participation – We actively encourage dynamic interaction between our collections and our visitors in order to educate and inspire.
- Innovation – We are ambitious and strive to build new ideas into our work.
- Accessibility – We welcome everybody and seek to share our collections as openly as possible. We break down barriers to engagement with the museum.
- Legacy – We safeguard and develop our collections for the benefit of future generations.
- Fun – We bring enjoyment to people's lives by providing entertaining and enriching experiences.

Through our Vision, Mission and Values we seek to bring a renewed energy to the relationship between the Museum and TIC service and our community.

*'Active public participation changes museums for the better. Museums change people's lives. They enrich the lives of individuals, contribute to strong and resilient communities, and help create a fair and just society. Museums in turn are immensely enriched by the skills and creativity of their public '*

Museums Change Lives: The Museums Associations Vision for the Impact of Museums, 2013

## Key Objectives

Our key objectives are summarised here. Further details can be found in our Action Plan.

### Key Objective: 1. Create a leading visitor experience

- **Transform our Infrastructure:** During phase one of the plan [years 1 and 2] we aim to undertake feasibility work to establish the most beneficial options to transform the building into a series of spaces that provide the best possible visitor experience and maximise opportunities to self-generate income in the longer term (see Point 9 of the Executive Summary and our Action Plan for options to be included within the feasibility phase).
- **Enhance our Content:** The plan addresses a number of ways in which we seek to enhance our content, including the development of an ambitious public programme of exhibitions and events and the redisplay of our first floor gallery. Our public programme will balance exhibitions and displays on local subjects with popular exhibitions on broader subjects to provide an interactive, fulfilling experience to residents and visitors alike, with the community playing a much greater role in the development and delivery of the public programme. We will also continue to consult with schools and teachers on the way in which we respond to the syllabus to ensure that our Learning programme meets their needs in order to maximise educational benefit and income generation.
- **Develop our Staff:** We plan to develop our staff, including addressing a significant skills gap associated with fundraising capacity and expertise. In addition, we plan to grow our volunteer base, with a focus on the visitor experience and digitisation projects.
- **Adjust our Hours:** We plan to slightly adjust our opening hours. The Museum and TIC service currently provides a 7 day service during the summer (April – end October) and a 6 day service during the winter (November – end March). The number of functions being performed by our Front of House staff has increased significantly since staffing levels were established in 2012, particularly with the introduction of a small café and Box Office. In order to deliver the most effective Front of House service within budget, to respond to visitor demand and to ensure that we are able to consistently provide excellent customer service, we will close on Sundays except during July and August, the height of our peak season. This will be reviewed following the outcome of the current tourism work taking place by Visit Chichester and the expansion of the tourism offer into the Autumn and Winter seasons. An analysis of opening hours and forecast impact of this change is provided in Appendix 4. We anticipate that at least 95% of visitors affected by this change will visit on another day, and that ongoing audience development will mitigate an initial reduction of visitors within phase one of the plan.

### Key Objective: 2. Expand our reach and reputation

- **Refresh our Brand:** Within phase one of the plan we aim to undertake a light-touch brand refresh. We believe that if we are to fully embrace and fulfil the potential benefits to our society and beyond, the public needs to better understand what we are and why we are relevant to them. The Novium is becoming an established brand name so we don't intend to move away from this, but we do feel that there is scope to strengthen our

brand and key messages. We also need to address a brand hierarchy across all of our service areas to ensure that our offer feels part of a whole, rather than a number of disjointed elements.

- **Develop our Audiences:** This is a key priority to enable the museum to thrive long into the future, and includes developing an Audience Development Plan and adopting a simple audience segmentation model to help us better understand and respond to the motivations of our visitors. We aim to grow our annual visitor numbers to 60,000 within the lifecycle of the plan.
- **Enhance our Marketing:** In order to develop our audiences, and utilising a simple market segmentation tool, we also need to enhance our marketing, including a revised marketing strategy.

### **Key Objective: 3. Collaborate with our community**

- **Consult with our Community:** Our refreshed Vision, Mission and Values set out an aspiration to have an increasingly positive impact on our community. In order to achieve this, we will carry out a district-wide consultation project to reach and better understand the needs and motivations of our audiences.
- **Develop programming in partnership with local organisations:** Our Vision and Mission are outward-looking, community oriented and focus more clearly on the role we want to play in order to increase our communities' sense of ownership of their heritage. We want to welcome more people as active participants rather than passive recipients of their heritage. Our Action Plan sets out how we aim to achieve this, but fundamentally we see our community as content creators and aim to increase consultation, partnership working and outreach.
- **Develop Formal partnerships with organisations, including Universities and Colleges:** This will also help us to build community links and develop mutually beneficial projects.

### **Key Objective: 4. Increase access to our collections**

- **Digitise the Collection:** As part of our commitment to making our collection as accessible as possible, we plan to undertake a volunteer-led digitisation project.
- **Care for and develop the Collection:** We have some ambitious plans relating to collections development over the full lifecycle of this plan, particularly to try and complete our documentation backlog and undertake a rationalisation project in order to make space for contemporary collecting. The Mendoza review of museums in England, published in November 2017 by DCMS, says that Museums should '*collect actively and appropriately in order to keep their collections fresh, to tell new stories about the past and to document our own age*'. Without contemporary collecting our collection won't reflect Chichester District from the 80's onwards for future generations.



## **Key Objective: 5. Diversify and increase funding streams**

- **Invest in Commercial Growth:** The focus within this plan is to explore the feasibility and aim to deliver projects that will allow us to increase self-generated income in the longer term. Phase two of the plan will respond to feasibility work in relation to the viability of introducing an enhanced café offer within the museum. Within phase one of this plan we will also improve the focus and quality of the product ranges on offer in our shop, both by sourcing alternative product lines and by investing in product development within our revenue budget. This plan also includes the introduction of online retail sales and maximising opportunities to sell key product lines through the website and Box Office.
- **Develop the model for a new Friends group and Diversify grant funding and sponsorship:** Linked with developing our staff, we also need to address capacity and skills associated with fundraising, including sponsorship, grant funding, a Friends group with a remit to support fundraising, individual giving and legacies. This is vital if we are to become more resilient and sustainable in the longer term.
- **Grow venue hire:** In order to achieve our vision of building a stronger community, it is important that we allow community groups the opportunity to use the Museum and Guildhall. We plan to introduce community hire rates and a method for managing community bookings in order to accommodate community hire without impacting negatively on wedding and corporate hire income while generating additional income. We will also seek opportunities to lease the Guildhall for larger event use.

A detailed Action Plan is provided in Appendix 1, showing how we plan to achieve these objectives, identifying which actions are to be undertaken in phase one of the plan [years 1 and 2] and which are to be undertaken during phase two of the plan [years 3, 4 and 5]. A number of actions address more than one of the key strategies. Where there is overlap, the action is shown against the most fitting strategy

## Strategic Context

The Novium Museum and Tourist Information Centre is operated as part of Chichester District Council's Growth and Place Directorate. The service has a District-wide remit and manages:

- The Novium Museum
- Tourist Information Centre
- Chichester Box Office
- The Guildhall in Priory Park
- The Collections Discovery Centre at Fishbourne Roman Palace

The collection has been in existence since 1831, when the first museum in Chichester was founded in the Royal West Sussex Hospital. The Museum has relocated a number of times over the years, the full history of which is available on our website. Following capital investment by Chichester District Council, the collection moved to a new, purpose built building on Tower Street and the archaeology collection moved to The Collections Discovery Centre at Fishbourne Roman Palace. The Novium Museum opened to the public in July 2012. Six years on, the museum has strengthened its reputation and developed its audiences.

The Museum and TIC offers a unique range of services in a city centre location and is in strong position to maximise the potential of its services over the coming years to benefit the Chichester District and its economy. Chichester's cultural offer is an integral part of the Chichester Vision. One of the four main cultural assets (along with the Theatre, Gallery and Cathedral), the Novium Museum has a vital role to play in protecting and sharing the District's cultural heritage. The Vision sets out an ambition to 'make better use of the City's impressive heritage and cultural base'. Building on the museum's current position will solidify the museum as a 'must see' visitor attraction within the city centre, contributing to place-making and a thriving, experience-led city.

*'But above all, what we do today has the potential to bring a distinctive new edge to the City, enhancing the attractiveness of our City's assets, and generating an appealing new buzz about the City, ensuring that people of all ages feel the City is 'theirs'.*

Cllr Tony Dignum, Chairman, Chichester Vision Steering Group

*'Cultural consumers are increasingly driven by the need for authenticity, for an immersive experience, for connection. Good museums have a crucial role to play in the visitor and cultural economy of a place'*

The Future of Civic Museums: A think Piece. Peter Latchford, March 2012

A review of the service was undertaken by Black Radley Consultants in 2016 and a feasibility study was carried out by Henry Adams in 2017 to consider the future options for the service. A procurement exercise was undertaken to test the market for the future operational management of the service, overseen by a Task and Finish Group. Discussions were held with a number of local organisations, however, none of these organisations were in a position to take on the management of the service. In July 2018 Cabinet agreed to retain the museum service in-house and to identify potential opportunities for generating additional income and/or reducing expenditure to contribute to the long term sustainability of the service moving forwards..

## Economic Context and Impact

The South East attracts the highest tourism spend for any region outside London. In Chichester District, tourism and leisure generates significant direct expenditure and is the largest private sector employer.

According to The Visitor Economy of Chichester report prepared by Tourism South East in 2016, tourism produces the following in Chichester District:

- 5.65 million day trips each year generating a spend of £189 million
- 448,000 “overnight trips” each year generating a spend of £76 million
- 8,000 jobs in tourism and leisure, plus numerous support jobs

The Novium Museum is responsible for contributing to footfall within the City. The Tourism South East report shows the economic impact of The Novium Museum as £522,300 per annum.

## Our Visitors

Visitor admissions have been strong since 2015/16. The opportunity of ‘Tim Peake: An Extraordinary Journey’ was instrumental in positioning the museum as an exciting leading visitor attraction with a changing programme of exhibitions, attracting new visitors and giving people reasons to return.

13,750 visitors came to the Museum in August 2018, with the programming of ‘Bricks Britannia: A History of Britain in Lego Bricks’ to coincide with the summer holidays. Previously, the highest monthly attendance had been 6,570 in August 2017. The exhibition has also contributed to achieving a 4 star rating on Trip Advisor and the museum is becoming increasingly popular with local residents. The Black Radley options appraisal states that ‘a figure of 65,000 to 70,000 is thought to be achievable’, however, this relies on bold public programming, increasingly positive word of mouth and, importantly, increased scope for marketing campaigns in future. We aim to grow our annual visitor admissions to 60,000 within the lifecycle of the plan.

## Visitor Admissions and TIC Enquiries

Year	Total Visitor Admissions	TIC enquiries
2018/19	53,000 [Forecast]	18,000 [Forecast]
2017/18	49,731	15,365
2016/17	52,424	31,706
2015/16	45,433	33,083
2014/15	25,402**	30,228
2013/14	9,993*	31,912
2012/13 (9 months)	12,728*	22,342

\*Admissions charge; \*\* Admission charge removed November 2014. Note, figures exclude the Guildhall, which has not been included in the performance indicators measured to date.

The table above shows a sharp decline in TIC enquiries from 2016/17 to 2017/18. We have no explanation for this sudden drop.

In order to serve our community most effectively and develop our audiences it is critical that we respond to visitor feedback, and seek feedback from non-visitors. The museum has responded well to ad-hoc visitor feedback since it opened, and more robust consultation processes have been implemented. A Visitor Evaluation Survey was carried out during the period of Game Plan

[17<sup>th</sup> March to 1<sup>st</sup> July]. 90 complete responses were received. When asked ‘What would encourage you to visit the Novium Museum more often?’ these were the responses:

What would encourage you to visit the Novium Museum more often? (Tick all that apply)	Percent	Count
<b>More frequently changing exhibitions on Chichester District's local history</b>	<b>50.7%</b>	<b>38</b>
Knowing more about what's on at the Museum	37.3%	28
More frequently changing exhibitions on broader, popular subjects	33.3%	23
More events for adults	28%	21
A larger café with greater choice	21.3%	16
More events for children	17.3%	13
None of the above	17.3%	13
A range of Chichester-based products/souvenirs in the shop	12%	9
Other	9.3%	7

This plan acknowledges that there is a strong relationship between the motivation for someone to visit the museum, and the offer they encounter during their visit that determines the length of their stay and secondary spend, so a number of these responses go hand in hand.

## Our Staff

The entire service is operated by a staff of 9.2 FTE, excluding a part-time fixed-term Learning Assistant and ad hoc support from Casual Visitor Services Assistants and Casual Learning Assistants. In recent years a number of roles have been revised to increase the focus on income generation. This includes a Sales and Events Officer dedicated to venue hire and income generating events. The service does not have a dedicated Curator or Exhibitions Officer. These responsibilities are spread across the Collections Officer and Museum Assistant. A wide range of support services are provided by Chichester District Council, including Finance, Legal, HR and IT. Fundraising is supported by PR at CDC, but resource is extremely limited. At present, our core staff are working at full capacity so investment in resource will be required in order to grow self-generated income in future. Our action plan responds to this staffing context, outlining where additional resource would be required to achieve growth in self-generated income in order to reduce the service cost.

## Financial Context

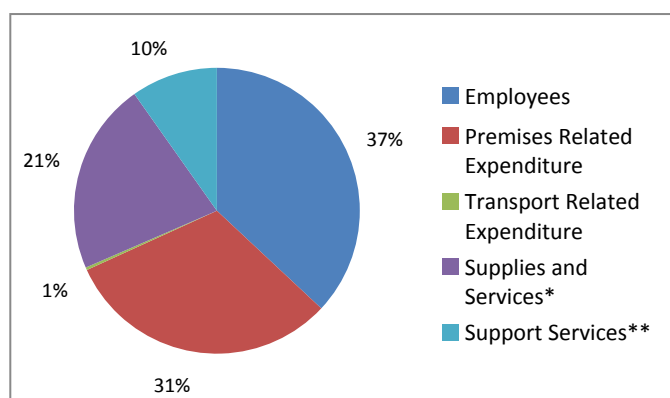
Over recent years, the Museum has focused on increasing secondary spend, establishing and growing the venue hire business and securing grant and sponsorship funding, however the rate of growth of a number of income generating activities has been slower than forecast, including Guildhall and Museum venue hire and TIC services, including the Box Office.

The service has incorporated efficiencies where possible, however, the vast majority of expenditure relates to staffing and building costs, the latter being high and determined by the nature of the building.

The budget allocated to collections care, the public programme, marketing, learning, events, retail and café sit within Supplies and Services and equates to £77,000, just 8.6% of the total budget.

### 2018/19 Full Service Budget - Expenditure

Description	2018/19 Budget
	£000
Employees	330
Premises Related Expenditure	279
Transport Related Expenditure	5
Supplies and Services*	193
Support Services**	86
<b>Full Service Total Expenditure</b>	<b>896</b>



\* Depreciation and Impairment at £201k is excluded from the figures and chart above. £131,400 of NNDR is included within Premises Related Expenditure. \*\* £50k grant to Visit Chichester has been excluded.

Staffing and premises expenditure makes up 68% of the 18/19 total service budget. 22% of the total budget is allocated to Supplies and Services, however 33% [£64,400] of this is allocated to expenditure associated with the Box Office, a commission based product, and 11.5% [£22,300] is allocated to service and maintenance.

10% of the budget is assigned to recharges for support services provided by CDC.

Sponsorship and grant funding is not included in the budget as it is unpredictable and deemed to be project enabling rather than budget relieving.

## Appendix 1 – Budget

	2017-18 Actuals										
	Novium	Novium Trading Account	Guildhall	Total Novium		TIC	TIC Trading Account	Tourism Marketing	Total TIC		Grand Total
	£000	£000	£000	£000		£000	£000	£000	£000		£000
<b><u>Expenditure</u></b>											
Employees	282	0	0	282		74	0	0	74		356
Premises Related Expenditure	258	0	3	261		0	0	0	0		261
Transport Related Expenditure	3	0	0	3		0	0	0	0		3
Supplies and Services	88	26	8	122		3	90	1	94		216
Support Services	67	5	0	72		6	1	0	7		79
<b>Total Expenditure</b>	698	31	11	740		83	91	1	175		915
<b><u>Income</u></b>											
Grants	-38	0	0	-38		0	0	0	0		-38
Other Income	-20	-63	-20	-103		0	-94	0	-94		-197
<b>Total Income</b>	-58	-63	-20	-141		0	-94	0	-94		-235
<b>Net</b>	640	-32	-9	599		83	-3	1	81		680

### **Included in the figures above**

Business Rates	128	0	3	131	0	0	0	0	131
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### **Excluded from the figures above**

Capital charges	365	0	1	366	1	0	0	1	367
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	2018-19 Base Budget										
	Novium	Novium Trading Account	Guildhall	Total Novium		TIC	TIC Trading Account	Tourism Marketing	Total TIC		Grand Total
	£000	£000	£000	£000		£000	£000	£000	£000		£000
<b><u>Expenditure</u></b>											
Employees	267	0	0	267		66	0	0	66		333
Premises Related Expenditure	270	0	9	279		0	0	0	0		279
Transport Related Expenditure	3	0	2	5		0	0	0	0		5
Supplies and Services	96	26	1	123		2	67	1	70		193
Support Services	62	8	1	71		15	0	0	15		86
Total Expenditure	698	34	13	745		83	67	1	151		896
<b><u>Income</u></b>											
Grants	0	0	0	0		0	0	0	0		0
Other Income	-21	-81	-37	-139		0	-87	0	-87		-226
Total Income	-21	-81	-37	-139		0	-87	0	-87		-226
Net	677	-47	-24	606		83	-20	1	64		670

**Included in the figures above**

Business Rates	131	0	3	134	0	0	0	0	134
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**Excluded in the figures above**

Capital charges	198	0	2	200	1	0	0	1	201
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Note that grants are not included in base budgets as they are unpredictable. Grants and advertising income secured in 2018/19 total £6,200 to date.

The Budget for 2019/20 will show a standstill budget, with no growth other than inflation.

Moving forwards, we will continue to work hard to increase self-generated income. This will include increasing secondary spend and donations by growing visitor numbers and developing the focus and quality of product lines in our shop. We will introduce online sales and will maximise opportunities to upsell through the website and Box Office. We will continue to achieve ambitious income targets for our Learning programme and will grow venue hire income through the continued development of our wedding business and by introducing community hire rates. We will seek opportunities to address our fundraising capacity and skills gap, including sponsorship, grant funding, a Friends group (with a remit to support fundraising), individual giving and legacies. In the longer term, we will explore the feasibility of investing in commercial growth through capital investment in order to maximise our opportunity to self-generate income for many years to come. This may include the provision of a larger café, subject to feasibility.

## Appendix 2 - Service Action Plan

### Phase 1 [Years 1 and 2]

**Key Objective: 1. Create a leading visitor experience**

Key Strategy	Actions	Anticipated Outcome	Responsibility	Timescale	Resources	Performance Indicator
Transform our Infrastructure	Carry out feasibility study with external consultants to establish the viability and impact on the business model of the IPPD proposals below, including in depth consultation with subject specialists to ensure safeguarding of the collection and fully consider impact on operations and maintenance costs.	Feasibility established to make the case for capital investment to enhance the museum and increase the ability to self-generate income, reducing CDC subsidy in the longer term	SP, ST	Year 1	Capital reserves	Feasible option identified ROI
	Upgrade lighting throughout to address failing infrastructure (LEDs)	Greatly improved visitor experience and slightly reduced running costs	RR, ST		Asset Replacement budget	Visitor satisfaction, revenue budget
	Reconfigure Front of House area to optimise use of space and balance of functions, including replacing desk, fitting more sophisticated laser counter, relocating TIC leaflets and addressing cold temperatures in winter	Improved Visitor Experience and working conditions. Growth in secondary spend. Drawing all TIC visitors into the museum.	SP, ST – assisted by ES	Years 1-2 following feasibility work to ensure joined-up planning	Capital reserves	Income generation and Visitor Satisfaction
	Improve shop front window	More visually appealing and higher standard of presentation contributing to growth in secondary spend and increased visitor numbers	ES	Years 1-2	Capital reserves	Visitor numbers and Income generation
Enhance our Content	Develop and deliver an exciting and balanced programme of exhibitions and displays in 19/20, including: <ul style="list-style-type: none"> <li>Seas the Day: Selsey Fishermen Association</li> <li>Hollywood Rome: Reel lives in</li> </ul>	Contributing to leading visitor attraction, increased visitor numbers, development of partnerships. Continuing to build our reputation	ST assisted by PT, ARob	Year 1	Revenue budget with grant funding	Visitor numbers, visitor satisfaction



	<p>Ancient Rome [Touring]</p> <ul style="list-style-type: none"> <li>• Osteology</li> <li>• North Bersted [Timescale TBC]</li> </ul>					
	Develop and deliver an exciting and engaging programme of events to complement the public programme, including adult talks and adult events with a 'pull' to secure an audience, ie, Murder Mystery in autumn 2019.	Increased access to collections. Increased visitor numbers and income generation. Continuing to build our reputation	LW to collate All to deliver	Ongoing	Revenue budget	Visitor numbers, visitor satisfaction, income generation
	Develop an ambitious programme of exhibitions and displays for 20/21 onwards, working to a 2 year planning horizon	Increased visitor numbers contributing to increased secondary spend. Continuing to build our reputation	ST	Year 1	Revenue budget and grant funding	Visitor numbers, visitor satisfaction
	Embed local subject, collections based exhibitions into the public programme	Increased use of collection within exhibitions, increased access for public	PT, ARob	Ongoing	Revenue budget and grant funding	Visitor numbers, visitor satisfaction
	Acquire the Racton Man for the collection	Enhanced permanent collection	ARob	Year 1	Museum resources	Collection development
	Undertake review of current permanent gallery interactives and develop new, enjoyable interactives for permanent galleries and temporary exhibitions	Improved Visitor Experience, improved opportunities for participation, increased accessibility for family groups	ARog, PT	Year 1 and in line with IPPD for galleries	Revenue budget and Capital reserves pending outcome of option appraisal	Visitor numbers, visitor satisfaction
	Develop ways to use handling collection more within galleries and exhibitions	Increased access to collection, increased opportunities for participation	ARog, PT	Years 1-2	Revenue budget and)	Visitor satisfaction
	Develop and embed family friendly interpretation for galleries and temporary exhibitions	Increased accessibility of exhibition text for younger audience, providing an inclusive experience, increased visitor numbers	PT	Years 1-2	Built into exhibition development	Visitor satisfaction, visitor numbers
	Increase family events programme and develop family events in response to public programme	Increased accessibility for family groups, increased visitor numbers, income generation	ARog, PT, CT	Years 1-2	Additional staffing required to	Visitor satisfaction, visitor numbers,

					grow programmes Grant funding where possible, Additional income to cover staffing requirements	income generation
	Undertake consultation with teachers to inform developments to the learning offer. Research the most successful learning programmes across the sector and evaluate learning offer as a whole	Ensure the learning offer continues to be fit for purpose and increase self-generated income	Arog, PT	Years 1-2	Support from Consultation Service	Income generation, visitor numbers
	Develop a visitor map for the Museum	Improved accessibility	PT/LW	Year 1 in line with Brand Refresh	Existing revenue budget	Visitor satisfaction
	Enhance the 'pre-visit' information provided online	Improved accessibility	LW	Year 1	Staff time	Visitor satisfaction
	Host periodic SEN sessions, including Hollywood Rome and Roman Week in 19/20	Enhanced accessibility and inclusivity. Contributes to growing reputation as an inclusive visitor attraction	LW	Ongoing	Staff time	Visitor satisfaction
Develop our staff	Invest in developing fundraising skills and capacity to address significant skills gap: <ul style="list-style-type: none"> <li>Recruiting part-time, fixed term fundraiser</li> <li>Train Museum Manager to support fundraising</li> </ul>	Significantly increased ability to secure sponsorship and other sources of external income, including individual giving and legacies	ST	Years 1-2	Grant funding required in the first instance to test the model	Income generation
	Review the current Front of House structure in relation to revised opening hours (see below)	Potential savings on staff costs, more consistent service to visitors and communication between staff. Permanent staff feel less fatigued in the summer owing to improved working pattern	ES	Year 1	Staff time	Revenue budget
	Develop Front of House training and hold quarterly meetings including a training	Improved visitor experience and increased secondary spend	ES	Year 1	Staff time and revenue	Visitor satisfaction and

	element				budget	income generation
	Develop volunteering policy. Research other volunteer training programmes, carry out consultation with existing volunteer guides and develop more comprehensive training programme for volunteers.	Improved engagement from volunteers, increased attractiveness of volunteer opportunities and greater consistency of approach	ARog	Years 1-2	Staff time	Volunteer numbers
	Recruit and grow number of volunteers in response to operational requirements	Improved visitor experience, greater presence in galleries to assist visitors	ARog	Ongoing	Staff time	Volunteer numbers
	Research collections internship schemes	Increased workforce to work on backlog, carry out research into collection and support delivery of public programme	ARob, PT, ARog	Years 1-2	To charge for opportunities, if possible	Staffing levels
Adjust our Opening Hours	Close on Sundays except during July and August to deliver the most effective service within budget, taking into account the wide range of services now being delivered by Front of House staff.	Front of House services are delivered within budget and excellent customer service is delivered consistently during opening hours.	ST, ES	Year 1	Staff time	Revenue budget

### Key Objective: 2. Expand our reach and reputation

Key Strategy	Actions	Anticipated Outcome	Responsibility	Timescale	Resources	Performance Indicator
Light touch brand refresh	Undertake a brand re-refresh to incorporate 'Chichester District' within the museum name and refine the application of the brand through improved and consistent design across the brand hierarchy	Clearer communication to our audiences, a strong design toolkit articulating the brand coherently across all service areas and platforms, improved reputation and increased visitors. We aim to grow our visitor numbers to 60,000 within the lifecycle of the plan.	ST with LW	Year 1	Grant funding or revenue budget for light touch exercise	Visitor numbers, visitor satisfaction
Develop our audiences	Develop an Audience Development plan, including adopting a simple audience segmentation model	Clearer understanding of our audiences addressing how we intend to reach them and meet their needs/motivations	ST	Year 1	Grant funding	Visitor numbers, visitor satisfaction
	Develop Roman Week into a larger	Audience development,	Arog,	Ongoing	Grant funding	Visitor

	annual proposition, working on a sustainable model for growth	increasing reach of the museum within the district, contributing to community engagement priorities, income generation			supported by minimal revenue budget. Possible sponsorship	satisfaction, visitor numbers, income generation
	Research and develop Early Years programme	Increased learning offer, audience development, increased self-generated income	Arog, PT	Years 1-2	Investigate an increase to marketing budget	Visitor numbers, income generation
	Develop writing competition (increase uptake, not spread)	Increase reach of learning offer leading to potential income generation, audience development	ARog, PT	Ongoing	Income to pay for additional marketing required	Visitor numbers, income generation
	Introduce more regular evening events	Contributes to the evening economy of the City, attracting audiences who find core times difficult or would like a child-free visit to the museum.	CT	Years 1-2	Increase in income to cover resources required	Visitor numbers, income generation
	Devise and deliver CPD events for teachers.	Increased awareness of learning programme and conversion to bookings	ARog, PT	Years 1-2		
	Lobby for TIPs at key points in the City with volunteer 'greeters' (2012 Games makers model)	Improved provision of information for visitors to the city	SP, ST	Years 1-2	Visit Chichester/ BID/ Vision	Visitor satisfaction, visitor numbers
Enhance our marketing	Lobby for improved city centre signage and signage at exterior of building	Improved visibility for the museum, visitors better able to navigate through the city, increased 'chance' visits to boost visitor numbers	SP, ST, LW	Years 1-2	Vision project budget	Visitor numbers, visitor satisfaction
	Update marketing strategy	More targeted strategy and improved reach across the District and beyond. Able to promote more of the service with greater consistency	LW	Year 1	Increase to marketing budget offset by income generation	Visitor numbers
	Research and develop most effective method of leaflet distribution	Increased reach across the District, keeping residents up to	LW	Year 1	Staff time and revenue	Visitor numbers

		date and engaged			budget	
	Improve marketing assets, including photography	Improved quality of marketing collateral and increased capacity for design work (to supplement CDC support using suite of templates). Improved turn-around times for production and improved reputation	LW	Year 1	Increase to marketing budget to allow for Photoshop	Visitor numbers
	Grow database for newsletters, including museum newsletter, teachers newsletter and Box Office newsletter	Increased ability to communicate our programmes to a growing number of people, providing targeted communications to encourage repeat visits and upsell events and product	LW, ARog	Ongoing	Staff time	Visitor numbers
	Develop new learning marketing brochure following ongoing development of programme. Tie in with brand-refresh to ensure consistency of design	More focused offer using results of consultation to secure learning bookings	ARog, PT	Year 1	Revenue budget to cover external design	Visitor numbers, Income generation
	Develop an annual review for the museum on a yearly basis, including a review to cover 2017-2019. Tie in with brand-refresh to ensure consistency of design	Documents achievements and success and serves as a strong advocacy tool for the museum, can be used as a supporting documents for grants/award applications and would prove worth to potential sponsors	LW	Year 1 and annually	Revenue budget to cover external design	Awards, Income generation
	Social media surveys	Feedback gathered to enable better forward planning/targeting/exhibition and events programme	LW	Ongoing	Revenue budget for paid boosts where helpful	Visitor numbers, visitor satisfaction
	Work with community wardens to promote the museum across the district	Greater reach across the District	LW	Year 1	Staff time	Visitor numbers,
	Develop more wedding partnerships and relationships with other venues and suppliers by attending networking events and interacting more on social media.	Better relationships would result in more recommendations and contacts for other events. Partnerships with other venues would see an increase in bookings if we were able to offer something as a package deal.	CT	Ongoing	Staff Time	

### Key Objective: 3. Collaborate with our community

Key Strategy	Actions	Anticipated Outcome	Responsibility	Timescale	Resources	Performance Indicator
Consult with our community	District wide consultation to reach non-visitors	To engage wider audiences, especially non-visitors to find out what they want from the service and build relationships	ST, LW	Year 1	Support from Consultation	Visitor numbers, visitor satisfaction
	Establish a Youth panel to help inform decision making	The community are invited to have agency over the public programme, the community feels valued and have a greater sense of ownership. Provides better understanding of public expectations	LW	Year 1	Support from Consultation	Visitor satisfaction
	Set up a customer focus group to discuss and test ideas for new product lines for the shop	Retail range meets demand increasing income generation	ES	Year 1	Staff time	Visitor satisfaction, Income generation
	Consult with visitors via an increased number of consultation methods and let visitors know what has changes as a result of their input	Better understanding of expectations. Allows us to tailor events etc... to better suit audience. Potential to increase sales on future events. Potential to improve visitor experience	LW	Ongoing	Support from Consultation	Visitor numbers, visitor satisfaction
Develop Programming in partnership with local organisations	Develop programming with Midhurst Museum	A strong collaboration allowing greater access to collections for residents living in the north of the District	ARob, PT	Year 1	Staff time	Visitor numbers, visitor satisfaction
	Identify district wide community groups to work with on community based exhibitions programme	Community links, increase of access to district	PT, ARob	Year 1	Staff time	
	Create a portal for the submission of ideas for exhibitions, events and projects	The community are invited to have agency over the public programme, the community feels valued and have a greater sense of ownership. Provides better understanding of public expectations	LW, PT	Year 1	Staff time	Visitor numbers, visitor satisfaction
	Create the opportunity for community	The community are invited to	ST, PT, ARob,	Year 1	Staff time	Visitor

	groups to deliver exhibitions within the museum	have agency over the public programme and provide content that complements and enhances the museum offer at little cost to the service	LW			numbers, visitor satisfaction
	Contribute expertise and loans to Graylingwell Chapel visitor centre	Increased access to collections and reach within the district	PT	Years 1-2	Graylingwell grant funding	Visitor satisfaction
	Develop partnership projects with cultural organisations in Chichester. Develop content and contribute to community events, ie CFT Fun Palaces, Get Active Festival	Increased access to collections and reach within the district, audience development	PT, ARog	Years 1-2	Staff time and revenue budget	Visitor numbers
Develop Learning and Outreach programmes	Develop and promote outreach offer	Increase accessibility to schools (location and cost)	ARog, PT	Year 1	Increase income to offset additional marketing costs	Visitor numbers, visitor satisfaction
	Deliver Takeover Day project with local school	Community links	PT, ARog	Year 1	Staff time	Visitor numbers, visitor satisfaction
	Research and develop an adult learning programme (care homes, dementia, talks, tours)	Increased community engagement, impact on the community and growth in reach, income generation	ARog, PT	Years 1-2	Link with CDC wellbeing team. Additional staffing would be required to grow outreach programmes – offset by additional income	Visitor numbers, visitor satisfaction
	Run events to coincide with larger city events eg. events during Fresher's Week to entice new Chichester residents to visit.	Audience development and community engagement	CT/PT	Years 1-2	Staff time	Visitor numbers, visitor satisfaction
Develop formal partnerships	Develop/formalise partnerships with Universities/Colleges for placements	Building community links and developing mutually beneficial	ST, ARog	Years 1-2	Staff time	Visitor satisfaction

with Universities/ Colleges	linked to courses and bespoke heritage modules	projects, support for staff.				
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#### Key Objective: 4. Increase access to our collections

Key Strategy	Actions	Anticipated Outcome	Responsibility	Timescale	Resources	Performance Indicator
Digitise the Collection	Publicise research opportunities online	Increased use of the collection for research	PT, ARob	Year 1	Staff time	Collections development
	Undertake photography collection digitisation project and make available online through MODES. Recruit volunteers to work on digitisation project	Increased access to collection	ARob, ARog, PT	Years 1-2	Digitisation volunteers	Collections development
	Undertake social history collection digitisation project and make available online through MODES. Recruit volunteers to work on digitisation project	Increased access to collection	ARob, ARog, PT	Years 1-2	Revenue budget	Collections development
Care for and develop the Collection	Collections Care and Conservation Plan	Action plan for collections care – well cared for collections, easier to access and use	AR	Year 1	Staff time	Collections development
	Re-assess the collection for designation following acquisition of Racton Man	More attractive to funders, improved reputation	PT, ARob	Years 1-2	Staff time	Collections development
	Improve storage conditions	Ongoing care of, and access to, collection	ARob, PT	Ongoing	Collections equipment	Collections development
	Continue to write articles for Chichester Post on a weekly basis	Increased access to collections, marketing and reach across the City, greater knowledge of history of Chichester	ARog, ARob, PT	Ongoing	Volunteers	Collections development
	Continue to offer Object in Focus project to student placements	Increased access to collections and reach, providing a meaningful experience to placements	ARog, ARob, PT	Ongoing	Staff time and placement students	Collections development
Complete the documentation backlog	Develop a more focussed volunteer project to work on documentation backlog	Increased workforce to work on backlog, improved research into collection, easier to use assets for exhibitions and other outputs	ARob, ARog, PT	Year 1	Staff time	Collections development



**Key Objective: 5. Diversify and increase funding streams**

Key Strategy	Actions	Anticipated Outcome	Responsibility	Timescale	Resources	Performance Indicator
Invest in commercial growth  (In addition to capital investment opportunities in Objective 1)	Develop Chichester product lines for shop	Strong product ranges increasing secondary spend and contributing to growing reputation and brand	ST assisted by ES	Year 1	Revenue budget	Income generation
	Develop collections based merchandise for shop	Strong product ranges increasing secondary spend and contributing to growing reputation and brand, increased use of collections	ARob/ES	Year 1	Revenue budget	Income generation
	Develop local ranges for shop	Supporting small local businesses and income generation	ES	Year 1	Revenue budget	Income generation
	Introduce donations box at Guildhall	Increase income generation	LW	Year 1	Revenue budget	Income generation
	Develop loan box subscription	Securing greater number of loan box bookings to grown income n	ARog, PT	Year 1	Staff resources	Income generation
	Develop an online shop for key product items/ranges	Increased income generation and promotion of retail offer	ES	Years 1-2	Staff time	Income generation
	Develop a model for charging for blockbuster exhibitions, addressing infrastructure and tax implications	Income generation	ST with ARob	Years 1-2	Linked to feasibility work	Income generation
	Develop sponsorship proposals and relationships for funding	Build stronger relationships with local businesses to secure additional funding for high quality public programme.	LW, ST	Ongoing	Links to investment in fundraising skills/capacity gap	Income generation
	Continue to grow Box Office contracts, brand and reputation	Increase income generation	ES	Ongoing	Staff time. Additional capacity required offset by income generated	Income generation
Develop the model for a new Friends or Supporters group	Develop the model for a new Friends or Supporters group	A group of strong 'voices' providing advocacy and fundraising support	LW	Years 1-2	Links to investment in fundraising skills/capacity gap	Income generation
Diversify grant	Apply for grant funding in partnership with	Increased income generation to	ST, PT	Ongoing	Links to	Income

funding and sponsorship  (In addition to staffing opportunities in Objective 1)	other organisations, and seek other organisations to apply for grant funding in partnership with us where we are not eligible	facilitate the delivery of high quality public programming			investment in fundraising skills/capacity gap	generation
	Approach potential sponsors earlier in order to increase likelihood of securing sponsors	Increased income generation by spending time developing proposals with potential funders and allowing funding decisions to be taken in line with to budget round submissions		Ongoing	Links to investment in fundraising skills/capacity gap	Income generation
	Identify connections between exhibitions content/objects and potential sponsors	Alternative funding sources and opportunities to promote individual giving and legacies	AR	Ongoing	Staff time.	Income generation
	Develop promotional partnerships	Mutually beneficial promotional campaigns to develop audiences build strong relationships with local businesses	ST	Ongoing	Links to investment in fundraising skills/capacity gap	Visitor numbers
Grow venue hire	Develop a community hire rate for the Museum and Guildhall, to include method of allocating dates/availability without impacting on potential larger income from weddings	More inclusive to community groups wishing to hire helping us fulfil our vision. Guildhall more accessible to general public. Museum better utilised.	LW, CT	Year 1	Staffing to supervise additional venue hire	Income generation, visitor satisfaction
	Continue to grow wedding business through additional marketing and strong word of mouth. Develop improved wedding brochure. Increase City Wedding links to improve the number of weddings taking place within the City. Train pool of casual staff to support the delivery of weddings.	Increased income generation. Reputation of The Guildhall as a wedding venue continues to grow. Working collaboratively with other City wedding venues to increase wedding footfall within the city centre when the majority of couples are currently looking to 'barn' venues.	LW, CT	Ongoing	Additional marketing budget and staff costs to deliver growth offset by additional income	Income generation
	Continue to grow meeting room hire through increased marketing. Undertake benchmarking review.	Ability to establish ourselves as a 'go to' for meeting room hire, increased income.	CT	Ongoing	Additional marketing budget to deliver growth offset by additional income	Income generation

	Continue to grow income generating events at the Guildhall, such as This is My Theatre, using box office share model to minimise risk. Explore options to lease the Guildhall to event companies.	Income generation and increased access to the Guildhall	CT	Ongoing	Staff time. Additional revenue budget required to deliver growth off set by additional income	Income generation
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## Phase 2 [Years 3 to 5]

Note: This phase also includes all ongoing activities includes in Phase 1

### Key Objective: 1. Create a leading visitor experience

Key Strategy	Actions	Anticipated Outcome	Responsibility	Timescale	Resources	Performance Indicator
	Glaze the bathhouse to create a spectacular and flexible ground floor	Improved viewing conditions of bathhouse. Increased footprint of 'useful' space allowing for provision of improved café on ground floor and significantly increasing desirability of venue for corporate hire and other events leading to an increase in self-generated income	SP, ST – Assisted by ARob	Years 3-5	Subject to feasibility	Income generation, visitor numbers and visitor satisfaction
	Improve second floor gallery infrastructure to create a flexible temporary exhibition space, including suite of modular, demountable showcases and method of managing ticketing for temporary exhibitions	Space fit for required purpose. Greatly improved ability to deliver temporary exhibitions on minimal revenue budget. Ability to charge for 'blockbuster' exhibitions.	ST – assisted by PT, ARob	Years 3-5	Subject to feasibility study	Revenue budget, visitor numbers, visitor satisfaction and income
	Improve first floor gallery infrastructure and re-display permanent collection	Greatly improved visitor experience and ability to change content regularly and flexibly. Greater proportion of permanent	ST – assisted by PT, ARob	Years 3-5	Subject to feasibility study	Visitor numbers, visitor satisfaction

		collection on display				
	Improve first floor foyer gallery infrastructure to provide a flexible temporary exhibition gallery	Greatly improved visitor experience and ability to change content regularly and flexibly at minimal cost	ST – assisted by PT, ARob	Years 3-5	Subject to feasibility study	Revenue budget, visitor numbers, visitor satisfaction and income
Enhance our Content	Develop interpretation for bath house	Increased understanding of bath house context, improved Visitor Experience	ARog, PT	Years 3-5 if glazing is feasible	Subject to feasibility study	Visitor satisfaction
	Develop a 'virtual tour' of the museum to host online	Gives visitors a greater sense of the museum and allows visitors with sensory needs to prepare for their visit, enhancing accessibility and inclusivity	LW	Years 3-5 in line with IPPD projects	Grant funding for photography and production would be required	Visitor satisfaction

### Key Objective: 3. Collaborate with our community

Key Strategy	Actions	Anticipated Outcome	Responsibility	Timescale	Resources	Performance Indicator
Develop Learning and Outreach programmes	Research KS4 – use of primary sources	Increased access to collection, audience development, income generation	ARog, PT	Years 3-5	Staff time	School feedback and income

### Key Objective: 4. Increase access to our collections

Key Strategy	Actions	Anticipated Outcome	Responsibility	Timescale	Resources	Performance Indicator
Digitise the Collection	Lease Modes online platform for digitisation/collections online	Ability to put collection online, increased access to collection	PT, ARob	Years 3-5	Revenue budget to cover minimal funding for lease	Collections development
Care for and develop the Collection	Develop project for rationalisation of collection	More focused collection, freeing up storage space to allow for contemporary collecting	ARob, PT	Years 3-5	Grant funding to cover additional	Collections development

					staffing for duration of project	
	Research into collections roadshows in district – potential for contemporary collecting IF rationalisation can occur	Increased awareness of district , increased access to district, proactive contemporary collecting	PT, ARob	Years 3-5	External funding to develop format	Collections development
Complete the documentation backlog	Collections intern to work on SH backlog	Increased workforce to work on backlog, improved research into collection, easier to use assets for exhibitions and other outputs	ARob, PT, ARog	Years 3-5	Grant funding to cover staffing costs	Collections development

## **Appendix 3**

### **Our Service Areas – A Summary of Performance**

The museum has made significant progress in all service areas over the last few years, summarised below.

#### **Collections management and Research**

The museum continues to uphold the highest standards in collections care. The museum facilitates access to our vast collections for researchers and undertakes archiving and deposition work for archaeological finds in the district.

In 17/18:

- 30 Depositions resulted in 43 new boxes of material resulting in income of £3,097
- 13 Acquisitions resulted in 116 new objects entering the collection (4 of which Treasure)
- The documentation backlog continued to be addressed. 16,771 new records for 2D materials have been added to the Social History database since February 2015. Within the same timeframe the number of 3D objects without permanent reference numbers decreased from 16.4% to 15.5% of the total collection.
- 11 researchers have visited to study the collection
- Collection objects have been on loan to 7 organisations
- Public enquiries have only been recorded since July 2018. From July 2018 – end September 2018, 35 enquiries have been handled.

#### **Learning and Community Engagement**

The museum has developed an extremely well respected learning programme. The museum provides an extensive programme of workshops, loans boxes, tours and sleepovers to schools in Hampshire, Surrey and East and West Sussex, which complement the national curriculum and offer a 'hands-on' approach to learning. The Learning team regularly consults with schools to ensure that the service meets their requirements.

In 17/18:

- 1894 pupils from 35 schools visited the museum for educational workshops
- A further 146 students attended 5 outreach sessions delivered within schools
- 687 participants attended 25 sleepovers
- 56 Loan boxes were lent to 36 schools
- 11 students undertook work placements from 7 schools/colleges/universities
- Approx. 2025 hours were given by 15 volunteers
- 150 entries were received for the annual writing competition
- 1 community outreach session was delivered to 12 participants
- The Learning programme generated £19,725 in income

Chichester Roman Week is also delivered by the Learning and Community Engagement team every May Bank Holiday to celebrate the Roman heritage of the area. The festival reaches a

wide audience across the City centre and beyond, and allows us to reach new audiences by bringing history to life outside the walls of the museum building.

## Venue Hire and Events

The Novium is a striking and unique building. The Woolstaplers meeting room is a popular venue for meetings and talks and this element of venue hire is being firmly established as a modest source of income. The building has huge potential for corporate hire if capital investment can be made to create a venue that can accommodate the full scope of requirements for corporate entertainment.

The Novium was awarded a wedding license for the Guildhall in April 2015 and 40 weddings have been delivered since the first wedding took place in May 2016. 11 wedding bookings have already been taken for 2019/20 and 4 for 2020/21. We have also been developing the hire of the Guildhall for other uses.

	No. of General Hire	General hire	No. of Weddings	Wedding Income	Total Guildhall hire income per financial year
April 2015 - March 2016	2	£600	0	£9,200	£9,800
April 2016 - March 2017	2	£2,800	17	£23,300	£26,100
April 2017 - March 2018	1	£350	14	£19,600	£19,950
April 2018 - March 2019	4	£5,313	13	£16,400	£21,713
		<b>£13,930.10</b>		<b>£68,500</b>	

Note, when Priory Park is being used for a large event, such as a festival, it isn't necessarily possible to hire the Guildhall for a wedding.

## Exhibitions and Galleries

Having established the importance of a changing and varied Public Programme, the Museum has presented a number of high quality, free admission exhibitions, including:

- Tim Peake: An Extraordinary Journey [15 December 2016 – 17 February 2018]
- Cutlasses and Contraband: A Smugglers Tale [November 2017]
- Game Plan: Board Games Rediscovered [17 March – 1 July 2018]
- Bricks Britannia: A History of Britain in LEGO Bricks [28 July – 31 October 2018]
- Priory Park 100 [10 September 2018]
- Chichester Camera Club: A Celebration of People and Places [Opening 24 November 2018 – 10 March 2019]

Thanks to a Ready to Borrow grant, we were able to upgrade our security in order to comply with UK Government Indemnity standards. This means that the Museum is able to borrow from National Museums, and enabled us to host Game Plan from the V&A Museum of Childhood.

### **Tourist Information Centre**

Grouping the Museum and TIC together provides mutually supportive services that share in Chichester District Council's objective of attracting visitors to the district, increasing opportunities for economic development and ensuring that the council will make the best use of the District's natural and cultural assets.

Chichester TIC provides a range of services to support tourism in the area, however, TIC enquiries are declining owing to changes in tourism behaviour and the increasing reliance on online content. The demand for a number of TIC services is also declining, including B&B bookings, as people turn increasingly to Air BnB and other online accommodation providers.

Visit Chichester is now based in The Novium Museum building, enabling a close working relationship to develop our tourism offer and ensure that we respond to changes in the needs of visitors to the City.

### **Shop and Café**

We have been working hard to try and increase conversion and secondary spend levels by providing a retail offer that meets customer need. The range of products sold during Bricks Britannia, for example, focused on books that weren't available elsewhere in the city and proved to be extremely popular. However, significant gaps in our retail range still need to be addressed and the current café provisions significantly limits the scope of income generation in this area.

<b>Year</b>	<b>Visitor Admissions</b>	<b>Retail and Café sales</b>	<b>Spend per head</b>
2018/19	53,000 [Forecast]	£36,000 [Forecast]	£0.68
2017/18	49,731	£38,928	£0.78
2016/17	52,424	£38,220	£0.72
2015/16	45,433	£20,422	£0.44
2014/15	25,402	£15,708	£0.61

The Black Radley report suggests an aspirational target of £1.50 spend per visitor, however benchmarking within the sector suggests that £1.00 would be a realistic stretch target.

### **Box Office**

The Museum and TIC service has been operating Chichester Box Office since 2016. The Box Office is a commission based service, generating 10% of ticket sales as income. The Festival of Chichester is currently the largest contract for the Box Office. A number of other events sell their tickets through the Box Office throughout the year.



Costs associated with providing the Box Office are relatively high (£6,500 on software and licences). At current levels, the Box Office does not generate significant profit and is time intensive to manage, however, there is a requirement for the service from the community and it brings people into the museum. There is likely to be scope to grow the Box Office as Visit Chichester develops the Destination Management Plan for the District, but this would require additional staff resource to manage. The Box Office software also incorporates functionality relating to donations and e-marketing which we are now utilising more fully.

## Donations

Our donations income has increased in recent years and we have introduced a stronger message to encourage donations. 'Free admission' is now always accompanied by the message that donations are very welcome and Front of House staff reinforce this message. We are using the Box Office functionality to encourage online donations. In July 2018, we introduced a trial contactless donations point at the entrance to the second floor gallery and will build on this trial to grow contactless donations to supplement cash donations and provide a necessary response to changes in consumer behaviour.

Year	Total Visitor Admissions	Donation Income	Donation per visitor
2020/21	53,000 [Forecast]	12,800	24.2p
2019/20	50,000 [Forecast]	12,100 [Forecast]	24.2p
2018/19	53,000 [Forecast]	12,000 [Forecast]	22.6p
2017/18	49,731	11,566	23.2p
2016/17	52,424	11,196	21.3p
2015/16	45,433	5,785	12.7p

We are performing well in this area as benchmarking across the sector tends to show donations within the 5p – 15p however numerous factors influence the level of donations including size of organisation and whether or not an admissions fee is charged.

## Grants

Since achieving Accreditation in 2014, the Museum has been successful in securing a number of grants, including:

- £5,000 HLF My Heritage Grant to fund delivery of exhibition on Selsey Fishermen in 2019 (via Selsey Town Council)
- £4,000 Level Up Grant, Sussex Museums Group (2018)
- £1,100 Roman Research Trust Grant to support a Roman Week re-enactment (2018)
- £8,300 HLF Sharing Heritage Grant to deliver a learning programme for Smugglers (2018)
- £30,000 Ready to Borrow Grant to upgrade security (2017)
- £2,000 Development Grant to fund metalwork conservation training (2017)
- £12,500 Principia grant to deliver a learning programme for Tim Peake (2016)
- £10,000 Arts Council England for Romans in Residence project (2016)
- Culture 24

- £57,700 HLF grant to fund delivery of Murray or None exhibition (via partnership project with Murray or None) 2015

## **Awards**

Since opening, the Museum and TIC has also won numerous prestigious awards, including:

- Beautiful South Awards: Tourism Event of the Year for Chichester Roman Week – Bronze (2018)
- Chichester Observer Community Awards: Shortlisted for Community Event of the Year for Chichester Roman Week's Re-enactment (2018)
- Beautiful South Awards Finalist (2017)
- Beautiful South Awards: Small Visitor Attraction of the Year - Bronze (2016)
- Museums and Heritage Award for Best Temporary Exhibition (2017)
- CIVIC Trust award which recognises excellence in the built environment (2013)
- RIBA award (2013)

## **Fundraising**

The PR team at Chichester District Council has also secured advertising and sponsorship income and benefits for the museum from promotional partnerships, including:

- Chichester Festival Theatre Advertising on book bag leaflets (2018 and 2017)
- Promotional partnership with Chichester Festival Theatre (2018)
- £29,000 Tim Peake sponsorship from Irwin Mitchell, Air Products and South Downs National Park (2016)

As outlined elsewhere in the plan, additional skills and capacity are required to grow this core area of income generation.

## Appendix 4 – Analysis of opening hours

A detailed analysis of visitor attendance in 2017/18 shows that on average Sunday is our least visited day, even during the peak summer months. TIC enquiries largely follow this trend. Secondary spend also follows this pattern, with less than 9% of retail and café income taken on Sundays.

<b>Visitor Figures</b>				
	Monthly Average April – Dec 2107			Percentage
	Total	Occurrences	Average	
Saturday	9,256	12	1028	18.6%
<b>Sunday</b>	<b>3,375</b>	<b>7</b>	<b>482</b>	<b>6.7%</b>
Monday	6,774	12	753	13.6%
Tuesday	7,200	12	800	14.5%
Wednesday	7,815	12	868	15.8%
Thursday	8,001	12	889	16.1%
Friday	7,310	12	812	14.7%
<b>TOTAL</b>	<b>49,731</b>			<b>100%</b>

At present the Museum and TIC is open for 339 days a year, with 26 Sunday closures between November and April. Closing on Sundays except during July and August will result in 8 Sunday openings a year, with 18 additional Sunday closures compared to the current opening pattern. The Museum and TIC would be open for 321 days a year, a reduction of 5%.

As visitors are already accustomed to Sunday closures, and as Sundays are our least visited day, we anticipate that the impact on visitor numbers and secondary spend will be minimal. We have been asking our visitors how they would be affected if the Museum and TIC were closed on Mondays. 65.8% of respondents to the Game Plan Visitor Evaluation Survey said that they would visit on a different day instead or never visit on a Monday anyway. 30.3% said they were unsure how it would affect them and just 3.9% said they would struggle or would not be able to visit on a different day. We anticipate the impact to be even lower with additional Sunday closures.

A worst case impact of a 5% decrease to our visitors, set against the context of audience development and incrementally increasing visitor targets, would be forecast as follows:

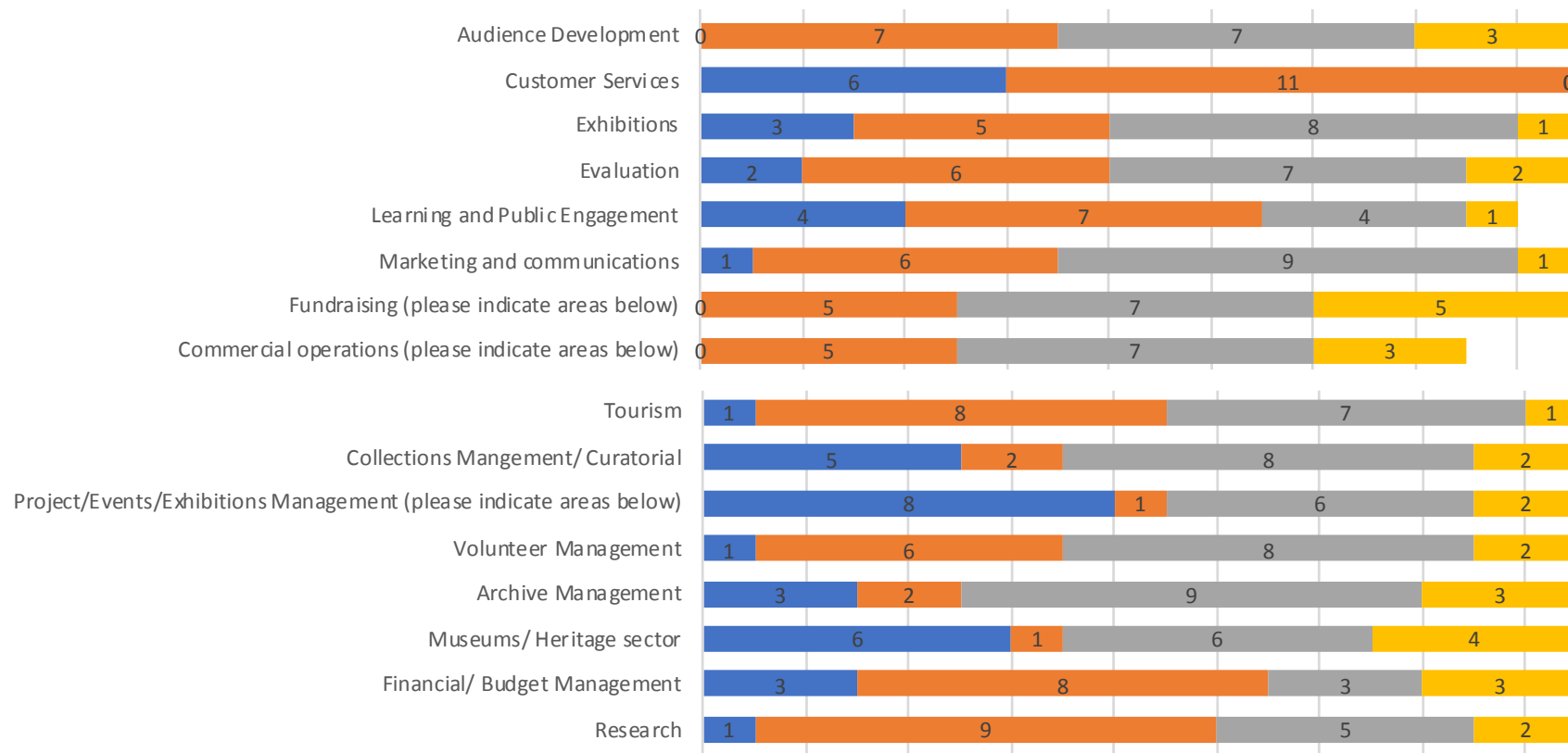
<b>Year</b>	<b>Total Visitor Admissions Target</b>	<b>Impact of 5% reduction in visitors</b>	<b>Variance</b>
2020/21	60,000	57,000 [Forecast]	-3,000
2019/20	55,000	52,250 [Forecast]	-2,750
2018/19	53,000 [Forecast]	N/A	N/A
2017/18	49,731	N/A	N/A
2016/17	52,424	N/A	N/A

Our 2019/20 target for secondary spend [Retail and Café] is £37,200. A worst case reduction of 5% spend would have the following impact:

<b>Year</b>	<b>Secondary Spend Target [Retail and Café]</b>	<b>Impact of 5% reduction in spend</b>	<b>Variance</b>
2019/20	£37,200	£35,340	£1,860

Additional Sunday closures will save in the region of £4,500 on staffing allowing us to deliver the Front of House function within budget when combined with a new rota pattern. Small savings will also be made on utility bills.

## Appendix 5 - Skills Audit



A skills audit was completed as part of our externally funded Visioning day. The table above reflects the extent to which survey respondents feel they have specific skills and experience. 1 (blue) = expert, 2 (orange) = some knowledge, 3 (grey)= little or none 4 (yellow)= none/ would like to know more.

## Appendix 6

### Novium Museum and TIC Service SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Free admission</li><li>• Accredited Museum status (eligibility for grant funding)</li><li>• GIS (Government Indemnity Scheme) compliant</li><li>• City centre location</li><li>• Strong local history collections with excellent archaeology holdings, some nationally important</li><li>• Purpose built building with environmental controls, collections storage and care (inc. Fishbourne)</li><li>• CDC subsidy and support</li><li>• Permanent skilled, dedicated staff and dedicated team of volunteers</li><li>• Guildhall venue with growing wedding business</li><li>• TIC service (joined up offer)</li><li>• Strong Learning offer with room to take large groups</li><li>• Growing reputation</li><li>• Developing Public Programme (2 year planning horizon)</li><li>• Good events programme</li><li>• Building relationship with Visit Chichester (lease)</li><li>• Building links with Arts Council and other sector peers</li><li>• Embedding visitor evaluation</li><li>• Good track record for grant applications</li><li>• Has won multiple awards</li><li>• Developing popular Roman Week programme</li><li>• Good links with other local organisations</li></ul>	<ul style="list-style-type: none"><li>• Name does not tell people what we are – public aren't aware of who we are, what we do, our collections</li><li>• Lack of revenue budget for Public Programme and marketing</li><li>• Insufficient collection objects on display; not digitised</li><li>• At capacity for Social History collections storage</li><li>• Gallery spaces not fit for temporary exhibition use</li><li>• Low sponsorship income; lack of fundraising expertise and resource; Friends group is inactive</li><li>• Poor 'shop window' from street</li><li>• FoH space not fit for range of functions taking place</li><li>• Unpopular exhibition layout on first floor</li><li>• Failing lighting infrastructure; Leaking building</li><li>• Catering offer too small/narrow</li><li>• Retail range lacks certain price points/items/low profit</li><li>• Collections documentation backlog; No acquisitions budget</li><li>• Weak brand</li><li>• Lack of signage / lack of presence across wider District</li><li>• Limited volunteer presence in gallery / at weekends</li><li>• Staff working at capacity (limited time to innovate)</li><li>• Lack of full-time Curator on staff</li><li>• Prominence of day visitors to the city (visitor economy)</li><li>• Reliance on CDC support staff (can cause delays)</li><li>• Loss of 'research room' for collections researchers</li><li>• Building is expensive to run and maintain</li></ul>

## Opportunities

- Improved signage across City (Look and Feel project)
- Improvements to top floor gallery infrastructure to create a flexible, temporary exhibition space
- Improvements to first floor gallery infrastructure and re-display to improve narrative and display more objects
- Digitise collections to increase accessibility, searchability and interaction with collections
- Shop developments – fit out, product lines (including developing souvenirs), online sales
- Cafe expansion (glazing remains to generate larger floor area or developing cafe with views of cathedral)
- Adjusting opening hours; reviewing FoH staffing structure to provide greater consistency
- Developing events programme, particularly adult events
- Increased marketing
- Developing Venue Hire (linked to expanding catering offer)
- Diversifying grant funding sources
- Volunteers – targeting requirements for FoH/Weekends
- Friends Group (Advocacy and Fundraising)
- Partnerships e.g. formalising relationship with Chichester College & University; Informal Cultural Partnership
- Developing fundraising capacity and expertise to increase sponsorship for exhibitions, promotional partnerships, individual giving, legacies
- Generating exhibitions that meet customer demand; charging for 'blockbuster' exhibitions
- Refreshing the brand and brand hierarchy
- Lighting upgrades to address failing infrastructure and reduce running costs (LEDs)
- Replacing boilers may generate more space (hopper room)

## Threats

- Change in leadership of Council
- Reduced council resources, including subsidy
- Saturated sponsorship market
- Negative Publicity (and legacy of early bad press)
- Increased maintenance costs due to increased visitor numbers and issues with the building
- Local competition
- Failure to innovate and generate income
- Changing nature of high street may impact visitor patterns
- Threat to schools programme owing to funding cuts
- Threats to collection owing to lack of conservation budget and skills
- Loss of learning room would limit scope of learning programme, room hire and associated income
- Growing demands on service outweigh staffing resources
- Focus on income generation has potential to negatively impact collections care, ie, insufficient budget
- Not allowing sufficient time to gain external professional advice in making decisions could have negative impact, ie, not properly researching impact of glazing over archaeological remains
- Impact of Brexit on the economy

## Appendix 7 – Staffing Structure

