

A Five Point Plan for Transforming Hastings Museum and Art Gallery

No	Priority Area	Proposed Solution	Projected Cost	Timescale
1.	<p>Creating an Outstanding Offer: Transforming the Visitor Experience</p> <p>The ACE funded 2015 Spatial Review identified a plethora of problems with both external and internal spaces that combine to create a poor physical profile and an inadequate visitor experience.</p> <p>There are currently insufficient and inappropriate spaces for core functions, public programming, accessible and income generating facilities and effective circulation.</p> <p>Until the overall offer is substantially improved, the museum's potential is severely circumscribed.</p>	<p>The Spatial Review identifies an optimum, long-term solution for transforming the museum's spaces. It proposes the addition of a two-floor extension to the front of the 2006-07 extensions, a café on the roof and reorienting the entrance to the south façade. It provides a learning space, a destination café with far-reaching views of the town and the sea; equal access to disabled and able bodied visitors and improved visitor flow around the galleries. It delivers an impressive double height entrance and brings out the history and character of the house by opening up windows and rooms. It will provide a canvas for the redisplay and reinterpretation of the collections.</p> <p>The delivery of this vision requires a major HLF grant and an associated fundraising programme.</p>	<p>In the region of £6m</p> <p>An HLF grant app. of approx. £5.2m would be required.</p> <p>£800k would need to be sourced through other trusts, foundations and fundraising</p> <p>Seek more rigorous costing from architect</p>	<p>1) Initial application lead in of 12 months (if dedicated funding allocated)</p> <p>2) HLF Development Phase of 16 months</p> <p>3) Two year delivery phase, dependent on planning</p>
2.	<p>Creating an Outstanding Offer: A High Quality Public Programme</p> <p>Major improvements to the interpretation and display of the collections are required. The museum needs an exciting and engaging suite of galleries which capture the public imagination and do justice to its outstanding collections and the town's remarkable history.</p> <p>Currently, the interpretation lacks coherence, depth and creativity. It fails to provide different levels of engagement for visitors of different ages or abilities and there is no clear introductory or welcome area with a general overview of the museum and its collections. Way finding around the museum is complicated and confusing. Access is not equal, as different routes have to be taken by able and disabled</p>	<p>i) Development of a holistic interpretation strategy which provides a progressive and imaginative framework for both collections and social history stories. This will require external expertise and internal visioning, grant funded by ACE strategic funds or similar.</p> <p>This will constitute a foundation stone of any Stage 1 HLF bidding process.</p> <p>A collections review process will be contingent on interpretation decisions.</p> <p>ii) A complete redisplay of existing galleries and new spaces created through the HLF funded <i>New Vision</i></p>	<p>£7-8,000</p> <p>Inclusive to Priority 1</p>	<p>By December 2016</p> <p>Stage 1 submission 2017</p>

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	<p>visitors.</p> <p>Although there is some temporary exhibition programming, there is scope to frame a more ambitious programme which will attract a substantially higher footfall and raise the regional profile of the museum.</p>	<p>project. The design and fit out costs are integral to the projected £6m ballpark estimation</p> <p>iii) Ensure the specifications for refurbished temporary exhibition spaces conforms to Government Indemnity Standards so high impact national touring exhibitions and high status spotlight loans from national collections can be secured, to generate raised profile and increased visits.</p>	<p>Inclusive to Priority 1</p>	<p>Stage 1 submission 2017</p>
<p>3.</p>	<p>A strong, skilled team with capacity to deliver a transformative programme</p> <p>The staffing structure is lean and currently there are insufficient human resources to develop and deliver a transformative programme.</p> <p>Curatorial skills are strong but the following would be required to deliver substantial change, beyond current operations:</p> <ul style="list-style-type: none"> - An assessment of the skills mix across the current team (including skills within the management committee), so the existing team can be developed to meet need where feasible. This is likely to include leadership, project management and advocacy skills - Grant funded project development expertise in relation to capital works, interpretation and business planning - Dedicated community engagement and learning resource, potentially through reconfiguring the existing structure, but potentially further supported on fixed term contract basis through grant aid 	<p>i) Implementation of self-assessment programme such as <i>Survive & Thrive</i>. Seek experienced mentor for stipend remuneration.</p> <p>ii) Targeted skills development for internal team based on needs identified during self-assessment. Cost constitutes a projected allowance.</p> <p>iii) Develop role description for project development officer; can be contract or PAYE</p> <p>iv) Seek internal or grant funding for project development role - ACE strategic? Minimum 12-month commitment for p/t role.</p> <p>v) Integrate specialist roles into HLF Round 1 bid.</p> <p>vi) Review structure in line with interim report recommendations and commit to changes.</p>	<p>£600</p> <p>£400</p> <p>£0</p> <p>£16,000</p> <p>TBC</p> <p>£0</p>	<p>By Oct 2016</p> <p>By Dec 2016</p> <p>By July 2016</p> <p>TBC</p> <p>Submission 2017</p> <p>July 2016</p>
<p>4.</p>	<p>Income generation through a focused fundraising strategy and a properly constituted fundraising vehicle</p> <p>Entry to the museum is free for all visitors, and therefore</p>	<p>Given the research and assessment undertaken to date and Hastings demographic potential, the</p>		

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	<p>income is generated from secondary spending, principally in the shop, and by charging for additional services such as weddings in the Durbar Hall.</p> <p>The profit generated from these activities in 2014-2015 was £15,957 (including sales made at the now-closed Old Town Museum) with income from the wedding ceremonies contributing £7,841, almost half of the profit.</p> <p>There is clear scope to improve income generation if the overall offer is improved as above but additionally there is potential to adopt a more strategic and focused approach to fundraising through external expertise for strategy setting and the formation of a properly constituted body specifically focused on fundraising.</p> <p>This will require initial investment. Many museums have undertaken this work with the support of strategic funds.</p>	<p>strategy should focus on:</p> <ul style="list-style-type: none"> i) On site giving ii) A membership scheme, modelled from or within the existing Association iii) Fundraising from trusts and foundations to support the capital project <p>The transformation project should be scoped as a priority and a fundraising strategy and activity modelled around agreed capital aspirations</p>	<p>£2k for onsite improvements</p> <p>£8k for strategy development</p> <p>£5k for support to establish a fundraising CIO if desired</p>	<p>By Dec 2016</p> <p>2017</p> <p>2018</p>
5.	<p>A professional, properly resourced approach to marketing</p> <p>The museum has a low profile and visibility within Hastings, potential visitors have no idea that there is a museum and where it is located. The museum is poorly advertised at key locations (train and bus station, other cultural venues and in the town centre), does not utilise on-line media fully and has a website that is seen as unappealing. It also does not participate in joint heritage promotions or use opportunities to advertise at community locations. The branding of the museum does not reinforce the profile of the museum.</p>	<ul style="list-style-type: none"> i) Apply for ACE strategic funds to develop a professional marketing and PR approach/toolkit that can be sustained within the existing team ii) Roll out some marketing initiative pilots and fully evaluate for impact 	<p>£6k</p> <p>£4k</p>	<p>Dependent on ACE funding</p>