



Business Plan 2022-25



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1. Introduction

This business plan sets out our ambitions and priorities for the next three years Hastings Museum & Art Gallery. We will continue to deliver impactful projects and activities for local people and communities linked to the museum. The next few years will continue to be a period of readjustment and change as the effects of the pandemic will continue to affect our team, and the communities we serve. The ongoing challenges due to the council's financial position will place additional pressures on the museum to adapt and become more entrepreneurial and leaner. As a small team capacity continues to be an issue and we must be mindful of this when delivering this plan.

Over the life of the previous business plan we have taken huge steps forward, despite the pandemic. The museum's economic impact has grown significantly with more than £1.3million net being contributed to the local economy by museum visitors. We have attracted nearly 121,000 in-person visitors since 2018 and had our busiest ever year. Prior to Covid-19 we had seen a 460% increase in school visits. Since 2020 we have reached nearly 2million unique users online through Hastings Digital Museum. We were finalists in the Family Friendly Museum of the Year Awards 2019, the Day Out with The Kids Awards 2019, the Museums Change Lives Awards 2020 and we were awarded a Tourism South East Beautiful South Award for Excellence in 2021.

This business plan is more ambitious than before. It outlines a strategic direction that puts inclusivity and community involvement at the heart of our decision making. It aims to create the environment needed for the systemic change required for truly participative practice. It introduces our first serious response to the climate emergency and challenges us to change our current ways of working. This is a bold business plan for creating a museum fit for the future. It builds on the work the team have excelled at and embeds it into the very heart of how we operate. It aligns with the Council's Cultural Strategy and Corporate Plan and if successful will deliver a service to help improve the communities we serve.

2. Background

The Hastings and St Leonards Museum Association founded Hastings Museum in 1890 and ownership was transferred to the County Borough of Hastings in 1905. Today, the museum is part of the Hastings Borough Council's Regeneration and Culture Directorate and works within the context of a number of local strategies. The Association remain involved via the Museum Committee - an advisory Committee of the Cabinet of Hastings Borough Council that includes councillors, one of whom is chair, and members of Hastings and St Leonards Museum Association.

The museum's collections include fine and decorative arts, social history, local history archives, natural history, geology, Native American and world collections. The collections continue to grow and currently numbers around 97,000 objects. Local history is displayed in three

galleries: Before Hastings tells the story of the area from prehistory to the Saxons, with The Story of Hastings and Seaside galleries continuing the story from 1066 through to today. Natural history collections, including dinosaur are on display in the Fossils and Wildlife galleries. The world collections are on display in the Upper Durbar Hall, Subarctic and Native American galleries, while the Ceramics Gallery is home to the decorative arts collection. Fine art is displayed in the ground floor walkway and around the building alongside other parts of the collections. There is a regular programme of temporary exhibitions offering a mix of historical and contemporary shows as well as a growing education, events and activities programme.

3. Business Plan 2022-25

At the heart of this business plan is the aim to create systemic changes to how the museum operates to make the service fit for the 21st century. Over the next three years we will continue to develop the very successful programmes we have been running since 2018. We will continue to expand our network, who we work with, how we work and the way we speak to communities. Over the next three years we will work with the museum committee to bring on board community representatives and ensure a spread of representation from ward councillors. We will also introduce a community programming board to involve local people and organisations in programming and project decisions. We will work with other heritage and cultural organisations in East Sussex to take collective action to reduce waste and pool resources to help tackle the Climate Emergency.

The actions in this business plan are underpinned by both *The Power to the People framework* (Museums Association 2019) and *Spectrum of Audience Engagement* (Morris, Hargreaves and McIntyre 2015) as well as studies into the asset-based approaches to improving health, strengthening resilience, social cohesion and equity through community participation.

4. Mission, Vision and Values

The museum's mission, vision and values have grown out of and support Hastings Borough Council's vision that "Hastings and St Leonards is a happy, welcoming place with a vibrant, unique culture where everyone has their needs met and is supported and encouraged to live their best lives."

4.1. Mission

To inspire people and connect communities with contemporary issues and the cultural and natural heritage of Hastings.

4.2. Vision

A local museum with a global collection that inspires people and connects communities

4.3. Values

- *Collaborative* - We are committed to community engagement and partnership working
- *Caring* - We are committed to high standards of service and collections care
- *Creative* - We promote lifelong learning and understanding of our cultural heritage
- *Sustainable* - We are forward thinking and promote the economic regeneration of Hastings
- *Open* - We ensure equality and promote diversity in our museum

5. Strategic Aims

Aim One: Inclusive

Reduce barriers to participation facing audiences and communities by including them in decision making to create enjoyable, educational and memorable experiences and foster a sense of ownership and pride in the museum.

Aim Two: Connected

Promote a contemporary view of the museum through partnerships and collaboration with local people in their communities with partners and cultural organisations.

Aim Three: Educational

Inspire creativity and lifelong learning through the innovative use of collections to create fun and thought-provoking learning opportunities.

Aim Four: Sustainable

To increase the museum's resilience by listening to our visitors, taking action to reduce our carbon footprint, care for the collection, manage the building and increase earned income.

6. Outcomes by 2025

By 2025, community working, and participatory practice will be embedded within our way of working. Our community partners will have a say in decision-making. We will work with them to deliver high-quality and meaningful co-developed projects to address contemporary issues and connect people to cultural and natural heritage of the collections. We will have made significant move towards reducing single use materials. We benefit regularly from external funding and be generating more earned income. This business plan will be delivered through the implementation of an annual Action Plan (Appendix 1) agreed each year.

Aim One: Inclusive

- Community partners will have an active say in decision-making with new structures in place to allow them to do so
- In person visitor numbers will have returned to average pre-Covid levels
- Continued investment in displays, exhibitions, events and effective marketing to reach existing and new audiences
- Engagement programmes will be more representative of people in the town, showing a greater range of the collection and covering a broader range of themes and topics.

Aim Two: Connected

- We will work more closely with the council's communications team and 1066 Country Marketing
- We will regularly develop partnerships with organisations and creative practitioners from across the area
- There will be a regular programme of outreach activities at community events in Hastings
- We be working with local people and communities to develop engagement activities at the back of the town.

Aim Three: Educational

- We will have re-established school visit numbers to 2019 levels
- The formal learning programme will be refreshed and include an increased number of blended learning opportunities
- The regular informal learning programme for early years and seniors will be reinstated
- We will continue to offer regular programme of work experience placements for secondary schools, including Special Education Needs, and externally funded placements for higher education providers.

Aim Four: Sustainable

- Visitor feedback will be used to improve displays, events, learning and programming
- Our carbon footprint will be reduced by 50%
- We will have submitted a funding application for the capital redevelopment of the site

- Our collections care, display and access standards will have improved, and we will have retained our Museum Accreditation
- We will have increased the amount of earned income generated by the museum.

7. Inclusivity

We are committed to achieving greater access, opportunity and fairness for our communities to the museum's physical and intellectual resources. Our mission to be a truly community museum is rooted in participatory practice and inclusivity. We started this journey in our 2018-21 Business Plan and associated programming. Over the life of this business plan we aim to embed this approach to effect long-term institutional change. We will continue to diversify our programming, promoting co-production and reduce the representation gap within our collections.

Our inclusivity priorities are:

- to have a team that understands equality and diversity issues and is confident in creating an inclusive and welcoming environment
- for our audiences and volunteers to be more representative of the diverse communities of Hastings
- to have programmes and services which are relevant and representative of our communities
- to develop the collection so that is more representative of our communities.

The work required to deliver our aspirations are outlined in our Equality Action Plan (appendix 2).

8. Climate Emergency

The climate emergency is the most significant challenge facing society today. We have a responsibility to reduce our own carbon footprint and take what actions we can to effect change. We will work partnership to make sure our actions and activities minimise our own carbon footprint.

Our climate emergency priorities are to:

- understand what the climate emergency is and what carbon literacy means
- consider climate change in the planning and delivery of everything we do
- reduce our carbon emissions and energy use
- work with cultural partners and communities to take action
- support biodiversity and the natural environment of the museum's grounds.

The work required to deliver our aspirations are outlined in our Climate Emergency Action Plan (appendix 3).

9. Current Position

We are part of Hastings Borough Council's Regeneration and Culture Directorate. This business plan has been developed in line with the council's Corporate Plan and Culture Strategy. It has also been influenced by the Heritage Strategy for Hastings Borough Council, March 2018, Hastings Sustainable Community Strategy 2009-2026, Arts Council England's Lets Create 10-year strategy, investment principles and delivery plan as well as the National Lottery Heritage Funds' Strategic Funding Framework 2019-2024.

Hastings has a rich and unique culture that engenders local pride, and which is cited by many as a key reason to relocate to the town. From the heritage of 1066 and the fishing fleet, through traditional events like Jack in the Green and the Hastings Bonfire, to the contemporary offer of Project Art Works, Home Live Art, Hastings Contemporary, a thriving local art and music scene, which has grown significantly over the past 10 years.

However, Hastings is also a town which is addressing significant problems, including:

- The impact of the Covid-19 pandemic compounded by already existing high incidence of poor mental health
- High levels of multiple deprivation as the 13th poorest town in England with on in three under 15s living in poverty
- High unemployment, particularly amongst the 16-24 age groups
- Low wage levels of those in employment and one in three households on low income
- Low levels of attainment, and very low progression to further and higher education.

9.1. Key Strengths

- The museum's response to Covid-19 in developing activities and transition to digital as well as supporting wider council services during the pandemic.
- A professional and committed staff across all roles in the museum
- Success in securing external funding from strategic funders
- Increased sector recognition especially for Hastings Digital Museum, the Indigenous Engagement Policy and community working
- Growing partnership-working with community groups and openness to establishing new partnerships
- Growing volunteer programme which retains and values existing volunteers as well as brings new people through
- Broad programme of activity and developments to support them i.e. new website.

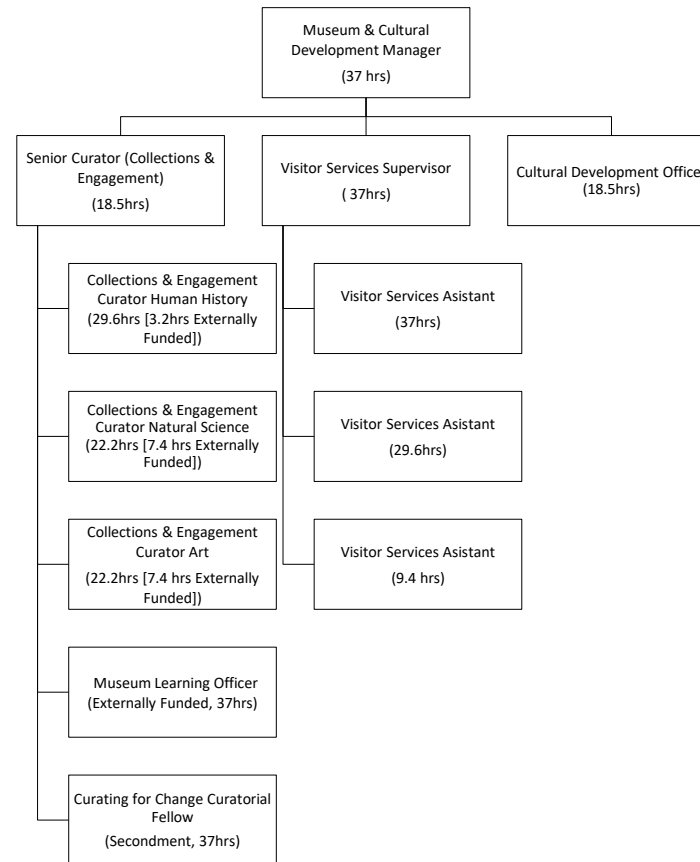
9.2. Areas of Weakness / For Development

- The ongoing impact of the pandemic resulting in reduced visitor figures and people not as willing to visit indoor venues.
- A greater focus on how all staff can contribute to generating additional income and the training and development this will require. Reductions to local government funding means the museum must generate more of its own income for future resilience small number of staff to deliver programme
- There is insufficient space in the building to develop services such as a café and improve collections storage; this also limits schools visits and events.
- Composition of museum committee not aligned with requirements of strategic funding bodies
- Embedding engagement progression meaningfully from project into volunteers and regular visitors

10. Resources

10.1. Human

The museum has 6.2 full time equivalent (FTE) core-funded posts with an additional 1.48 FTE externally funded posts. The museum's human resources, both paid and volunteer, are central to achieving the aims of this business plan. We are committed to continuing to develop our volunteer programme. We aim to improve progression for project participants into volunteer roles that maintains our relationship with communities over the longer period. The museum's 2018 restructure has brought considerable success to the museum. We will regularly review staff structures and our volunteer offer and make improvements as necessary to help in the delivery of this business plan.



**Proposed structure 2022*

10.2. Physical

The museum’s success in recent years has demonstrated that location is not an unsurmountable barrier to reaching more people. Instead, it is the lack of space and facilities in the building that are the major limiting factors. This business plan includes the aspiration to begin the capital redevelopment of the building by 2025. There is an on-going commitment to improving facilities, displays and visibility of the museum where we can from core budgets and in line with our inclusive and climate emergency ambitions.

The museum's identity is continuing to evolve and is beginning to be recognised more widely across the South East of England. Our digital presence has grown significantly since 2018. We aim develop the museum's website and social media presence. We are increasing our focus over this business plan on developing collections information and improving our use of our MODES collections database in partnership with volunteers and local people.

11. Audiences

Prior to Covid general visitor attendance had increased by 40% on 2017-18. This increase exceeded the modest increases intended in the previous business plan; sadly lockdown stopped this progress. The continuing prevalence of Covid is making people very nervous of visiting indoor venues and has resulted in very low visitor numbers since reopening. Our visitor targets reflect this, and our ambition is now to recover those visitors. We aim to return to our pre-Covid visitor numbers set during 2017-18 by the end of this plan:

	2021-22	2022-23	2023-24	2024-25
Total Visitors	10,000	21,500	33,000	43,500

We have developed an improved understanding of our visitors since 2018. We recognise the continued importance of collecting and analysing visitor data to create programmes that are of interest to our audiences and users. We will continue to collect data through Audience Finder, post codes, evaluation forms and by using evaluators for our externally-funded projects.

11.1. Target Audiences

Over the course of this business plan we will maintain our relevance to residents and visitors. Our audience segmentation recognises that to effectively serve our communities requires a range of programmes, exhibitions and activities. Our target audiences have been developed by evaluating existing audience data and research produced as part of our future development plans. In addition to our own data, we have also used *Audience Segments*, Morris Hargreaves McIntyre's *Covid Audience Mindsets and Digital Visitor's New COVID Consumer Segments* to understand our audiences and the effect of the pandemic on their behaviours.

Core Audiences

Primary users <i>Regular, repeat users, larger numbers</i>	Secondary users <i>Regular users, low numbers, activity-based</i>
Families with children	Local studies and researchers

Older Adults Primary Schools	Volunteers and community groups Digital users
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Developmental Audiences

Underserved communities working with Optivo	Disabled and neurodiverse communities through Curating for Change	LGBTQ+ communities with the Hastings Queer Heritage Collective	People seeking sanctuary with The Refugee Buddy Project	Home education families through our Facebook group
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12. Finance

Covid-19 has created an unprecedented demand on the council's financial resources. We are very mindful of this and are committed to supporting the council by reducing our core costs and generating more earned income where possible. There can be no guarantee that future budget pressures will not impact on service delivery. The museum budget will be confirmed annual in the budget setting process. The table below is indicative and only for comparison purposes. It includes confirmed grant funding for the Museum & Schools Programme and from the Esmée Fairbairn Collections Fund until March 2023.

	2021-22¹	2022-23	2023-24	2024-25
Earned Income	£-18,480	£-20,000	£-25,000	£-30,000
Grant Funding	£-108,745	£-90,500		

Expenditure				
Staffing	£274,128	£265,894	£215,604	£215,604
Building	£77,480	£64,480	£62,000	£60,000
Travel	£1060	£500	£500	£500
Supplies & Services	£100,320	£83,040	£46,670	£46,670
HBC Recharges	£85,970	£85,970	£85,970	£85,970

¹ Projection not actual figures

Operating Cost	£411,733	£389,384	£385,744	£378,744
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12.1. Financial Management

Hastings Borough Council has robust systems and controls for monitoring the movement of monies through internal processes and external audits. A summary of the income and expenditure is reported annually and published with the council's accounts.

12.2. Income Generation, Fees and Charges

The museum's schedule of fees and charges is reviewed annually as part of Hastings Borough Council's budget setting process and updated accordingly. The business plan includes actions to increase spend per visitor and develop new income streams with the aim of improving the level of revenue generated. The indicative income targets from 2022-25 are:

	2021-22	2022-23	2023-24	2024-25
Total Visitors	10,000	21,500	33,000	43,500
Income	£-18480	£-20,000	£-25,000	£-30,000

13. Risk Analysis

The aims of this business plan will be achieved through the identification, evaluation, monitoring of risks across all processes. The responsibility to manage risk rests with all officers and elected members, the risks to the services will be reviewed and updated annually.

	Very Low 1	Low 2	Medium 3	High 4	Very High 5
Probability	<10%	10 - 25%	25 - 50%	50 - 75%	>75%
Impact	Minimal No interruption to service delivery	Minor Temporary disruption to service delivery	Significant Interruption to part of the service	Severe Full interruption to service delivery	Catastrophic Complete service failure

Minimum Score = 1
Maximum Score = 25

Low Risk = 1-4

Medium Risk = 5-11

High Risk = 12-25

No	Risk	Consequence	Control	Risk Level	Change
1.	Unable to implement proposed governance changes	<ul style="list-style-type: none"> Reduction in funding opportunities from strategic funders Representation gap is perpetuated 	<ul style="list-style-type: none"> Transparency in governance discussions Effective communications around changes 	High Very High (P) Severe (I)	New
2.	Funding for the service reduced	<ul style="list-style-type: none"> Decrease in service 	<ul style="list-style-type: none"> Transparency in budget setting and management process 	High Medium (P) Severe (I)	Static
3.	Unforeseen problems occur which require financial input.	<ul style="list-style-type: none"> Decrease in service Cessation of service 	<ul style="list-style-type: none"> Regular inspection and maintenance regime 	High Medium (P) Severe (I)	Static
4.	Natural or other disaster affecting museum	<ul style="list-style-type: none"> Temporary disruption to service Complete service failure 	<ul style="list-style-type: none"> Disaster Recovery Plan is in place outlining all the actions to be undertaken in case of emergencies occurring. 	High Medium (P) Catastrophic (I)	Increased
5.	Revenue income lower than anticipated	<ul style="list-style-type: none"> Budget does not balance and drain on Council reserves Decrease in service 	<ul style="list-style-type: none"> Consolidate existing provision. Review costs and charges Identify income generating opportunities 	Medium Medium (P) Minor (I)	Static
6.	Loss of key members of staff	<ul style="list-style-type: none"> Temporary disruption to service 	<ul style="list-style-type: none"> Documentation and recording procedures in place Handover periods agreed 	Medium Medium (P) Low (I)	Static
7.	Failure to maintain the health, safety and wellbeing of staff, volunteers and visitors	<ul style="list-style-type: none"> Temporary disruption to service Complete service failure 	<ul style="list-style-type: none"> All statutory H&S legislation followed Comprehensive Insurances is in place 	Low Low (P) Catastrophic (I)	Static
8.	Loss or damage to the collection	<ul style="list-style-type: none"> Temporary disruption to service 	<ul style="list-style-type: none"> Documentation and recording procedures in place 	Low Medium (P)	Static

			• Handover periods agreed	Low (I)	
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14. Monitoring and Evaluation

The museum recognises the performance and achievements of its staff is best supported by encouraging reflective practice and evaluation. Regular staff reviews will identify individual and team development needs to deliver this plan in line with the council’s HR policies. The Museum and Cultural Development Manager is responsible for the delivery of this business plan. Annual audits and internal reviews are carried out across the museum service, as part of Hastings Borough Council’s corporate practice. We will measure our performance against the objectives of this business plan and meeting our Key Performance Indicators.

Appendix 1 Annual Action Plan 2022-23

Aim One: Inclusive				
Reduce barriers to participation facing audiences and communities by including them in decision making to create enjoyable, educational and memorable experiences and foster a sense of ownership and pride in the museum.				
Objective	Measure	Timescale	Owner²	RAG Status
Introduce community participation in decision making	i. Develop plan for introducing community participation into decision making	September 2022	i. MCDM	
	ii. Update Museum Committee membership	March 2023 (ii.-iv)	ii. MCDM	
	iii. Create community programming board		iii. SC	
	iv. Setup a Disability Heritage Coproduction Group		iv. SC/CfCCA	
Increase number and range of visitors to the museum	i. Increase visitor figures to 21,500 for 2022-23	March 2023 (i.-iii.)	i. All	
	ii. 380 Audience Finder Surveys Completed	On-going	ii. SC/VSS	
	iii. 500 Post Codes collected		iii. VSS	
	iv. Evaluation for each exhibition and event undertaken and reviewed		iv. CECs/VSS	
Community engagement projects developed with developmental audiences	i. Deliver the Esmée Fairbairn Collections Fund project <i>Democratising the collections for the 21st Century</i> with: <ul style="list-style-type: none"> a. Home education families b. Hastings Queer Heritage Collective c. People seeking sanctuary d. Disabled and neurodiverse communities 	March 2023 (i.-ii.)	i. SC/CECs	
	ii. Develop partnership with Optivo and one activity in for residents in Bromsgrove, Hollington and Downs Farm		ii. SC/CECs	
Annual exhibition programme	i. Three gallery exhibitions ii. Two walkway exhibitions	March 2023 (i.-iii.)	i. SC/CECs ii. SC/CECs	
Annual events programme	i. Ten family events ii. Two adult events per gallery exhibition iii. Two special events p.a.	March 2023 (i.-iii.)	i. All ii. All iii. All	
Annual programme of co-curated outputs	i. Three co-produced outputs (displays, digital, events etc.)	March 2023	i. SC/CECs	

² Initials of positions referenced in the organisation chart on page 10

Aim Two: Connected Promote a contemporary view of the museum through partnerships and collaboration with local people in their communities with partners and cultural organisations.				
Objective	Measure	Timescale	Owner	RAG Status
An effective marketing strategy in partnership with HBC	<ul style="list-style-type: none"> i. Meet print deadlines for events and exhibitions ii. Upload all events and exhibitions to 1066 Country website iii. Update the website to include all formal learning sessions and downloadable resources iv. Develop ceremonies marketing v. Develop marketing materials for formal schools sessions and LEGO innovation centre 	March 2023 (i.-iii.) December 2022 September 2022	<ul style="list-style-type: none"> i. ALL ii. SC/VSS/MLO iii. SC/VSS/MLO iv. VSS v. MLO 	
Developed partnerships with communities through outreach activities	<ul style="list-style-type: none"> i. Develop 3 family friend activities for use at community events ii. Attend 3 community events p.a. 	August 2022 March 2023	<ul style="list-style-type: none"> i. SC/CECs ii. CECs/MLO 	
Develop partnerships to support programme development and attend relevant participate in local and sector networks.	<ul style="list-style-type: none"> i. Attend Culture Leaders Group, Culture East Sussex, HRAEN, Action Learning Set and Curating for Change meetings etc. ii. Partner with local organisations and practitioners where the opportunity arises to support programming iii. Curating for change Delivery of programme aims and outcomes 	March 2023 (i.-iii.)	<ul style="list-style-type: none"> i. MCDM/SC/MLO ii. SC/CECs/MCDM iii. SC 	
Maintain a flourishing volunteer programme	<ul style="list-style-type: none"> i. Support 500 hours of volunteering ii. Update the website to include volunteering section iii. Develop induction and exit process for volunteers. iv. Explores ways of acknowledging and supporting volunteers. 	March 2023 July 2022 December 2022 December 2022	<ul style="list-style-type: none"> i. All ii. SC/VSS iii. SC/CECs iv. SC/VSS/MCDM 	

Aim Three: Educational				
Inspire creativity and lifelong learning through the innovative use of collections to create fun and thought-provoking learning opportunities.				
Objective	Measure	Timescale	Owner	RAG Status
Maintain Museum & Schools targets and reporting requirements	i. Comply with funding requirements i. Attend Action Learning Set meetings	March 2023 (i.-ii.)	i. MLO i. MLO	
Increase the number and range schools visiting the museum	ii. Increase school visitor figures 2019 level iii. Establish links with 100% of schools within HBC area	March 2023 (i.-ii)	ii. MLO iii. MLO	
Develop formal learning programme on offer at HMAG	i. Review formal learning workshops ii. Review update loans boxes iii. Roll out blended learning sessions iv. Increase LEGO innovation studio uptake v. Deliver 50 arts awards p.a. vi. Update risk assessments and existing resources vii. Invest in resources and learning infrastructure	June 2022 September 2022 June 2022 March 2023 March 2023 August 2022 March 2023	i. MLO ii. MLO iii. MLO iv. MLO v. MLO vi. MLO/MCDM vii. MLO/MCDM	
Informal learning programme with targeted local groups	i. Continue to support Starlings Music Group ii. Develop adult learning provision in response to local needs, in partnership where appropriate	March 2023 (i.-ii.)	i. MLO/SC ii. MSP/SC/CECs	
Work experience and placements offered to pupils and education providers.	i. Host two week-long work experience placements for local secondary school pupils ii. Host one student placement from Supported Education at East Sussex College. iii. Develop placement opportunities for up to four University level students iii. Maintain Industry Champion status	March 2023 (i.-iii.)	i. ALL ii. VSS/VSAs iii. SC/MLO/VSS	

Aim Four: Sustainable				
To increase museum's resilience by listening to our visitors, taking action to reduce our carbon footprint, care for the collection, manage the building and increase earned income.				
Objective	Measure	Timescale	Owner	RAG Status
Visitor feedback collected, collated and used.	<ul style="list-style-type: none"> i. Audience finder surveys will regularly be completed – 380 per year required ii. Post codes collected throughout the year iii. Paper evaluations used for all events and activities iv. Visitor experience of long gallery exhibitions included and captured in-gallery v. Evaluation information collated and circulated 	March 2023	<ul style="list-style-type: none"> i. VSS/VSOs ii. VSS/VSOs iii. CECs/VSS/VSOs iv. CECs/VSS/VSOs v. VSS/VSOs 	
Maintain and develop the building in preparation for a capital redevelopment of the museum.	<ul style="list-style-type: none"> i. Compliance with statutory obligations ii. Reduction in Red areas on Health & Safety audit iii. Submit capital funding application 	March 2023(i.-iii.)	<ul style="list-style-type: none"> i. SC/VSS ii. SC/VSS/MCDM iii. MCDM 	
Caring for and managing the collections and associated information	<ul style="list-style-type: none"> i. A proactive annual programme of display improvement ii. Completion of three collection improvement projects p.a. iii. Maintaining of environmental conditions, integrated pest management and annual deep clean of displays iv. Review existing digital holdings to development a Digital Preservation Strategy v. Apply for a National Archives Cataloguing Grant 	March 2023 (i.-iv.) May 2022	<ul style="list-style-type: none"> i. SC/CECs ii. CECs iii. SC iv. SC/CECs v. SC/CECs 	
Increase the amount of earned income	<ul style="list-style-type: none"> i. Increase Spend per Visitor 10% on 2018 baseline ii. Review current income generating activity to be more competitive and put forward new areas for commercial activity iii. Identify and apply for project grants as opportunity and need arise 	March 2023 (i.-ii.)	<ul style="list-style-type: none"> i. VSS/VSOs ii. VSS iii. All 	

Appendix 2 Equality Action Plan 2022-25

Introduction

Our Equalities Action Plan sets out the direction of our inclusivity work from 2022-25. It also draws upon Hastings Borough Council's Equalities policies and corporate plan. Equality and diversity is critical to our vision for Hastings Museum & Art Gallery. Our business plan puts inclusivity and representation at the heart of the museum's work for the next three years.

Over the life of this business plan we aim to embed this approach to effect long-term institutional change. We will continue to diversify our programming, promoting co-production and reduce the representation gap within our collections. Our approach is to embed our commitment to equality in all our areas of work from decision making to engagement programmes and activities. This document sets out the context of our work and should be read in conjunction with our business plan.

Mission

Our mission is 'to inspire people and connect communities with contemporary issues and the cultural and natural heritage of Hastings.' Our Equalities Action Plan contributes to this by outlining the actions we are taking to reduce discrimination, advance equality of opportunity and build relationships that allow a wider range of people to take part in our work, decision making and ultimately benefit from the service we provide. We are also committed to making sure the museum workforce is more diverse.

Strategic Aims

Equality and diversity run through our strategic aims and are at the heart of our ambition to create a more equitable and accessible service by 2025:

Aim One: Inclusive

Reduce barriers to participation facing audiences and communities by including them in decision making to create enjoyable, educational and memorable experiences and foster a sense of ownership and pride in the museum.

Aim Two: Connected

Promote a contemporary view of the museum through partnerships and collaboration with local people in their communities with partners and cultural organisations.

Aim Three: Educational

Inspire creativity and lifelong learning through the innovative use of collections to create fun and thought-provoking learning opportunities.

Aim Four: Sustainable

To increase museum's resilience by listening to our visitors, taking action to reduce our carbon footprint, care for the collection, manage the building and increase earned income.

Implementation

All members of the museum team are responsible for delivering this action plan. Where specific duties are allocated, this is indicated in the actions below. We will work with colleagues in the council and with relevant organisations to deliver this plan. We will work with community partners to ensure we are meeting the needs of our communities and also to access appropriate support networks. The action plan will be reviewed as part of our annual planning cycle and action reported or updated as required.

Priorities

Through this action plan we aim:

- Develop our organisation and people: to have a team that understands equality and diversity issues and is confident in creating an inclusive and welcoming environment
- Develop our audiences: for our audiences and volunteers to be more representative of the diverse communities of Hastings
- Make our work accessible: to have programmes and services which are relevant and representative of our communities
- Make our collection accessible: develop the collection so that is more representative of our communities.

Priority	Actions 2022-23	How will the impact of the action be monitored?	Timescale	Owner	RAG Status
Develop our organisation and people	i. Introduce a programme of equality and diversity training	i. Annually through: a. HBC appraisal process b. Individual workplans c. Team skills / CPD needs analysis	April 2023	i. MCDM	
	ii. Review use of data to improve data collection, analysis and reporting	ii. Review data methodology and collection and use of data for colleagues, volunteers, museum committee and engagement programmes	April 2023	ii. SC/VSS	
	iii. Achieve greater diversity in volunteers, programme participants and museum committee through review of recruitment practices	iii. Annually through monitoring data	April 2023	iii. MCDM	
Develop our audiences	i. Maintain audience data collection and evaluation	i. Meeting minutes / records of decisions	Annually 2022-25	i. SC/MCDM	
	ii. Working with social housing provider Optivo and associated organisations to	ii. Documentation, programme outputs, records of meetings, records of decisions	April 2023	ii. SC	

	engage with the most deprived parts of the town through a programme of outreach and fundraising iii. Develop and promote engagement and volunteering opportunities for communities who do not currently have a relationship with the museum	iii. Annual review of data	Annually 2022-25	iii. SC/CECs	
Make our work accessible	i. Work with local groups and community organisations to create programmes relevant to the local communities we serve ii. Identify and act on opportunities to react and engage with current issues affecting communities	i. Documentation, programme outputs, records of meetings, records of decisions ii. Programme outputs, records of meetings, records of decisions	Annually 2022-25	i. SC/MCDM	
Making our collection accessible	i. Improve our understanding of how all communities are represented in the collections through documentation projects ii. Ensure that new interpretation tells accurate stories and fairly represents relevant communities involved	i. Analysis of visitor data and feedback, community participation board and meeting minutes / records of decisions ii. Documentation, programme outputs, records of meetings, records of decisions	Annually 2022-25	i. SC/MCDM	

Appendix 3 Climate Emergency Action Plan 2022-25

Introduction

This action plan has been developed to support the council's Climate Emergency Strategy 2020 and corporate plan to be a 'green' town with zero carbon footprint. We recognise the importance the council gives to addressing global climate change, including biodiversity, through strong commitment and actions. We pledged to do our bit to support the council's ambition to become carbon neutral by 2030. Our Climate Emergency Action Plan aims to reduce the museum's carbon emissions and encourage cultural partners and organisations to also take action.

The museum's climate emergency priorities are to:

- understand what the climate emergency is and what carbon literacy means
- consider climate change in the planning and delivery of everything we do
- reduce our carbon emissions and energy use
- work with cultural partners and communities to take action
- support biodiversity and the natural environment of the museums grounds.

Priority	Action	How will the impact of the action be monitored?	Timescale	Owner	RAG Status
To understanding what the climate emergency and what carbon literacy means	i. To train the team in Carbon Literacy – by 2025 all members staff will have completed Carbon Literacy training ii. To share learning with partners and communities by including the climate emergency and carbon literacy in engagement programmes	i. Number of team members completing Carbon Literacy training ii. Inclusion of climate emergency / carbon literacy in engagement programmes	Annually 2022-55 March 2024	i. MCDM ii. SC/CECs/MLO	
To consider climate change in the planning and delivery of everything we do communities of Hastings	i. To develop process/system for climate change to be included in decision making ii. Climate change and carbon impact to feature in decision making iii. Impact of climate change actively affecting decisions on programming	i. Implementation of climate change into decision making ii. Meeting minutes / records of decisions iii. Meeting minutes / records of decisions	March 2023 March 2024 March 2025	i. SC/MCDM ii. All iii. All	
To reduce our carbon emissions and energy use	i. Continue to replace lighting with LED alternatives	i. Annual inspections and lighting improvements ii. Meeting minutes / records of decisions	Annually 2022-25	i. SC/VSS/VsAs ii. SC/CECs	

	<ul style="list-style-type: none"> ii. We will eliminate single use products from our temporary exhibition programme iii. We will remove single use plastics and materials from education session and on-gallery learning iv. We will no longer stock plastic goods in the shop v. Carbon reduction will be feature of the museum development plans vi. Where possible use local suppliers for goods and services 	<ul style="list-style-type: none"> iii. Audit of materials iv. Annual stocktake, records of new products stocked v. Documentation, records of meetings, records of decisions vi. Meeting minutes / records of decisions 		<ul style="list-style-type: none"> iii. MLO iv. VSS v. MCDM vi. VSS/SC/MLO 	
To work with cultural partners and communities to take action	<ul style="list-style-type: none"> i. Coordinate with local partners to develop collective actions to reduce waste ii. Work with local groups to engage with current issues affecting the local environment 	<ul style="list-style-type: none"> i. Records of meetings, records of decisions ii. Documentation, programme outputs, records of meetings, records of decisions 	<ul style="list-style-type: none"> On-going On-going 	<ul style="list-style-type: none"> i. MCDM/SC/VSS ii. SC/CECs 	
To support biodiversity and the natural environment of the museums grounds	<ul style="list-style-type: none"> i. Develop the collections garden with support of volunteers ii. To introduce a wild meadow area in the grounds iii. To include biodiversity actions within the museum redevelopment plans 	<ul style="list-style-type: none"> i. Records of meetings, annual review ii. Records of meetings, annual review iii. Documentation, records of meetings, records of decisions 	<ul style="list-style-type: none"> Annually 2022-25 March 2023 March 2023 	<ul style="list-style-type: none"> i. VSS/CECs ii. MCDM/VSS iii. MCDM 	

Appendix 2 Museum Development Action Plan 2022-25

Introduction

The 2022-25 business plan includes the aspiration to begin the capital redevelopment of the building by 2025. Hastings Borough Council is exploring the possibility of a capital development to transform and expand Hastings Museum & Art Gallery. The project aims to address longstanding limitations of the museum building and allow for a much wider range of the collections to be displayed. The growth of the museum since 2018 has highlighted the need to expand the museum to grow income and also to accommodate the significant increase in visitors coming to the museum.

Background

Richard Adams Architects - 2016

A feasibility study on special development at the museum was undertaken in 2016 by Richard Adams Architects. They identified key issues with the existing configuration of the museum:

- Poor circulation routes for both able-bodied and disabled visitors
- The need for clear separation between publicly accessible and back-of-house spaces
- Out of date and poor quality displays
- Poor quality exhibition spaces
- Lack of opportunities for income generation
- Lack of facilities for visitors including café/refreshments space and toilets
- Lack of dedicated learning space and / or multifunction space for hires and events
- Lack of storage space
- Lack of public access to stored collections including the museum archives and library
- Poor staff facilities.

Testing and growth – 2017-2020

Gallery improvements, signage upgrades and new programmes have been introduced since 2017. This has led to an increase in number of people using the building and highlighted the need for additional spaces to accommodate the greater numbers of people as well as the more varied use of the premises. It has also shown that existing infrastructure cannot grow further and that income generation cannot be significantly improved as it currently is.

Imagemakers and Focus Consultants - 2021

In 2021 Imagemakers and Focus Consultants were appointed to develop the necessary plans for a National Lottery Heritage Fund application for the capital redevelopment of the museum including an outline business plan, activity plan, and interpretation plan.

Tate+Co – 2022

In early 2022 Tate+Co were appointed to provide architectural support for the National Lottery Heritage Fund application. They are heading a consortium of experts looking at the feasibility and technical aspects of the proposed development. They are working with Iagemakers and Focus Consultants to complete the documentation required for funding applications.

Timescale

This business plan includes the aspiration to begin the capital redevelopment of the building by 2025. The project timeline is yet to be fully agreed and significant barriers remain to in delivering a successful redevelopment.

Stage	2021				2022				2023				2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Appoint business plan, interpretation and activity planners		Aug														
Consultation on interpretation and activity plans			Oct													
Appoint architectural services consultant				Dec												
Development of building options				Feb												
First issue of building, interpretation and activity plans				Mar												
Consultation on building, interpretation and activity plans					Apr											
Final issue of building, business plan, interpretation and activity planners					Apr											
National Lottery Heritage Fund Expression of Interest						May										
Project Management Toolkit Type 4										Mar						
Application submitted to National Lottery Heritage Fund												Mar				
National Lottery Heritage Fund Decision													Aug			
Development Phase Begins																Mar