



# **Littlehampton Museum -Forward Plan 2021-2026**

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**Next Review: 2026**

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## **1. Introduction**

### **1.1 Statement of Purpose**

Littlehampton Museum is an accredited cultural service provided by Littlehampton Town Council to promote the history and culture of Littlehampton. The Museum will collect, conserve and interpret its collections, providing appropriate access and care according to Professional Museum standards. The museum will seek to engage a wide audience through a varied programme of exhibitions, events, outreach and online engagement.

### **1.2 Background**

Littlehampton Museum is housed in the Manor House building located in the centre of the town and is easily accessible by rail, road and bus. It is home to five permanent galleries and two temporary exhibition spaces in which the museum holds temporary exhibitions throughout the year.

Founded in 1928 by the Littlehampton Natural Science and Archaeology Society, the Museum's first home was at the Littlehampton Library, with Mr. E. J Hearne taking charge as the first Curator. Mr. Hearne stayed with the Museum until 1946 when he was succeeded by Mr. George Shorter. Under Shorter's care, in 1965, the Museum moved to a new location in River Road, in a building once home to the prominent merchant family, the Robinsons. It remained there for 26 years. In 1991 the Museum was taken over by Littlehampton Town Council and moved to its current location in Manor House.

In 1998 Littlehampton Museum was awarded a £250,000 grant from the Heritage Lottery Fund, and the money was used to refurbish the galleries and make the museum more enjoyable and accessible for all. In 2010 the Museum's permanent displays were re-designed, and interactive elements to the gallery were introduced.

In 2018 Littlehampton Town Council recognized that a significant documentation backlog existed as well as a problem with museum storage. Following a thorough review of all aspects of the service the council provided the museum team with additional resources to start a documentation

project which concluded in March 2021 documenting over half of the collection and creating solid policies and processes to ensure documentation of the collection continues.

### **1.3 Production of the Forward Plan**

In Autumn 2018 a Working Group was formed to evaluate the service and set the future priorities of the Littlehampton Museum. It consisted of councillors from the Community Resources and Property and Personnel Committees of the Town Council, who have oversight of the Museum and responsibility for staff and property respectively. The working group particularly focused on the recommendations made by two interim Curators (2016-2018) who had been covering spells of maternity leave as well as the thoughts of the museum team. The working group made a number of recommendations, and an action plan was created. This action plan prioritised work on collections documentation and formed the basis of the aims and objectives of the 2019-2021 forward plan. The Collections Documentation Project (CDP) was established as a standalone piece of work with a target of completing 30,000 records and concluded in March 2021 having achieved its target.

The collections audit carried out as part of the CDP revealed a much larger collection than originally estimated, and some of the aims and objectives from the previous forward plan will be continued. This Forward Plan is a five-year plan to embed the policies and practices developed following the 2018 service review and using the lessons learnt from the CDP. The Aims and Objectives for 2021-2026 also include the remaining actions from the 2018 Working Group, recommendations, the Museum Accreditation, actions from the Museum Documentation Plan and Key audience engagement aims.

## **2. Current Situation**

### **2.1 Collections**

In 2016 it was identified that a significant collections documentation backlog was preventing the Museum from caring for its collections as it would wish. It was also creating a challenging environment for creating exhibitions and answering public research enquiries. In order to address this, the Curator at the time created a collections documentation project plan to begin to tackle this backlog.

In 2018 the Town Council agreed that the Museum team decrease their audience engagement activities to focus on the collection's documentation project. This project concluded in March 2021 and has led to over 20,000 new items being added to the Collections Management System.

The current exact number of artifacts within Littlehampton Museum is still unknown. This is due to many objects having been bulk accessioned (ie many objects recorded under one number) or not accessioned at all. An audit of the Museum accession registers and a separate project to transcribe them estimates that the collection may be around 50,000. This is much larger than the 30,000 estimated at the beginning of the documentation project. At the time of writing there are 30,150 records on the MODES database which was the key target of the Documentation Project. Documentation continues to be a key part of the Museum's on-going aims and objectives and Documentation aims are set out in the Museum Documentation Policy and Plan.

The collecting district (as laid out in the Collections Development Policy) for Littlehampton Museum covers the parishes of Littlehampton, Climping, Angmering, Poling, Lyminster, Ford, Middleton-on-Sea, Felpham, Yapton, Barnham, Walberton, and Eastergate. Although these boundaries have always been well understood, the Museum does house items relating to areas outside of this district. A key objective for the Museum going forward will be to transfer items into other local museums to whom the objects would be more relevant.

The collections are all stored within the Manor House, which is a grade II listed building. Despite the best efforts of staff some of the storage areas are far from appropriate for museum objects and more needs to be done. Many of the spaces see large fluctuations of Relative Humidity (RH) and Temperature, the basement stores are damp and mould remains a concern as well as dirt and dust from the basement ceiling which falls on boxes and objects. The care and conservation of the collections is outlined in the Museum's 'Care and Conservation Policy and Plan'.

The Museum collection features the following areas:

1. Archaeology
2. Social History
3. Maritime
4. Documents
5. Newspapers

6. Books
7. Photographic Prints and Negatives
8. Fine Art (Paintings, Drawings and Engravings)
9. Maps and Plans
10. Geology/Minerals
11. Natural History
12. Cameras/Projectors
13. Textiles/Costumes

## **2.2 Audiences & Environment**

Littlehampton is a seaside resort town and civil parish in the Arun District of West Sussex, England, located on the east bank at the mouth of the River Arun. It lies 51.5 miles (83 km) south southwest of London, 17.5 miles (28 km) west of Brighton, and 11 miles (18 km) east of the county town of Chichester.

The parish covers an area of 11.35 km<sup>2</sup> (4 sq mi) and has a population of c.28,000 persons (2011 census). The Town includes other settlements such as Wick in the north west and Lyminster to the north. Wick and Toddington became part of the town in 1901. The Town is also the westernmost settlement of the 12th largest urban area in the UK, the Brighton/Worthing/Littlehampton conurbation, a region encompassing some 474,485 people (2011 census).

Littlehampton is a seasonal seaside resort town and experiences a much higher visitor input during the period May-September. As a tourist attraction, the Museum is considerably busier during this time.

At present no major work has been done on Audience Development. During the Collections Documentation project the Museum team focused on visitor surveys as well as more targeted online surveys of audiences as well as asking for feedback at events. The curator has recognised the need to work more on this area and aims to create to an Audience Development Plan as part

of the 2021-2026 Aims and Objectives. The population of the town is varied, we can say anecdotally based on observation that on balance the majority of visitors to the Museum reflect the high level of retired people and young families who have taken advantage of affordable housing in the area. An aim of the audience development is to identify our current user groups and develop new audiences in the future. The 2020 COVID-19 pandemic will have had an effect on the Museum's audiences and their behaviour so a new development plan will be even more key to help identify opportunities.

The museum team advertise the Museum in a variety of local publications and work with the communication and events team within the Council to ensure that the Museum is included in local tourism advertisement. The museum team also attend town events such as Armed Forces Day and the Town Show and Family Fun Day– taking handling collection and displays to share with the local community.

Displays within the Museum are aimed at a mixed audience with museum text/interpretation generally aimed at adults over the age of 12. For children under this age paper trails resources can be picked up from reception to help our younger audiences engage with the collections on display.

A temporary exhibition space within the galleries allows for a changing exhibition programme that can fit small exhibitions put together by the museum team, touring exhibitions or local artists wishing to exhibit their work. In the past a large number of exhibitions have been held but this has been scaled down to a more realistic four per year to include exhibitions of school artwork and an open exhibition for local artists. A longer time frame will give more people the opportunity to see exhibitions whilst still encouraging repeat visits as well as freeing up staff time and resources to work on collections management.

The Museum has a brand-new website which is used to house the Museum's visitor information, but it also increases access to the Museum's collections. The Museum has also produced regular digital engagement which is hosted on the website as well as on the Museum's social media pages.

### **2.3 User Services**

The Museum has a small shop, which stocks books on local history and Littlehampton Local History Society monographs alongside prints of the local area, postcards, gifts and stationery.

Visiting researchers can request to view items of the collection and the museum team will make space available for them to study objects with advance warning.

The Museum has a busy enquiries service, with staff answering enquiries on a variety of subjects from local studies to family history queries.

The Museum's 'Access Policy' outlines the Museums intent to provide and develop the museum service for different audience types.

Education and outreach are an active part of the museum service. Loan boxes can be hired by schools which contain handling collection alongside lesson plans and information to support curriculum-based learning. Self-led Education visits are also supported with resources which can be found on the museum's website.

The Museum team have created a Local Studies Library within the Museum's Butterworth Gallery. Visitors can read books whilst in the museum which focus on the history of the local area and the collections as well as accessing other research resources. There will be a table available for people to study and a long-term aim is to create a searchable digital database of the collections in this area.

The Museum has a small team of volunteers who are currently focused-on museum documentation and collections management some of who are working remotely on the documentation project. The Museum hopes to recruit more volunteers to focus on all areas of the museum including museum administration, hosting visits and engagement.

## **2.4 Staffing**

The museum team is currently staffed with 2.16 full time equivalent. The team consists of one full time Curator, 2 x Museum officers working as a job share (22.5 hours and 14.5 hours respectively and one Saturday assistant working 5 hours a week.

## **2.5 Premises**

Littlehampton Museum is housed with the Town Council in the Manor House building located in the centre of the town, which is Grade II listed.

All running costs associated with the Museum space in the building are administrated by Littlehampton Town Council. The Town Council recharge the Museum for overheads. Details of this arrangement can be found in the financial information section.



## 2.6 Environmental Sustainability

Littlehampton Museum is committed to providing a cultural service for the Town of Littlehampton that is sustainable and which aims to minimise the environmental impact of its operations.

To meet our environmental commitment the Museum will:

- Adopt the best operational practices to reduce environmental impacts of the Museums activities and policies.
- Minimise waste from exhibitions and events by designing them to maximise reuse potential and use materials with a lower environmental impact.
- Ensure environmental, including climate change, criteria are taken into account in the procurement of goods and services.
- Consider environmental factors in the Museums decisions and activities including giving due consideration to environmental issues and energy performance in the design, refurbishment, and use of our building which includes exhibitions and activities
- Encourage and develop The Museum's employees, volunteers, partners and stakeholders to conduct their activities in an environmentally responsible manner.
- Promote walking, cycling and public transport to visitors, staff and event suppliers.

This is in line with Littlehampton Town Council's Environmental Policy.

### 3. Review of previous Forward Plan (2019-2021)

The previous plan was created in 2019 in light of the upcoming accreditation return and to co-inside with a review of the Collections Documentation Project Plan by the newly appointed Curator and Project Manager. This plan focused on the Collections Documentation Project and addressing the documentation backlog as well as renewing all of the collections management and collections care procedures to ensure the proper care and management of the collection. An update on all parts of this plan have been given below.

|    | Key Aim  | Objectives  | Resource Plan   | Update/Report   |
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| 1. | Banish the backlog in collections documentation by completing a full inventory of the collection and adding all items onto the Collection Management System (MODES). | <ul style="list-style-type: none"> <li>• Audit of the collection to establish what still needs to be added to the system.</li> <li>• Regularly review and update Documentation Project plan.</li> <li>• Ensure all records meet minimum standards as set out in SPECTRUM 5.0.</li> <li>• All new accessions should be catalogued within 6 weeks.</li> </ul> | <ul style="list-style-type: none"> <li>• Interim Collections and Documentation Project Manager combined with Museum Curator role – Salary to be taken from Museums Salary Budget.</li> <li>• Collections Documentation Officer role (temporary until March 2021) - Salary to be taken from Museum Salaries budget.</li> <li>• Update planned for MODES –</li> </ul> | <p>Audit of the collections management system compared with the Accession registers showed that the collection is much larger than the original estimate of 30,000 items. The Transcription of the registers is still in progress but current estimation based on the transcription so far shows that it could be between 50,000 – 60,000 items. This means that the project has seen the Museum document well over half of its collection and set up excellent procedures to ensure that the rest of the backlog is addressed and the collection continues to be added to the CMS.</p> <p>A new team of volunteers were recruited in 2019 to work on the project. Both on cataloguing and on collections management. When COVID-19 hit, a remote volunteering project was created to allow volunteers to continue to work from home and to recruit more volunteers to help with the project.</p> <p>The Museum Team engaged the public with the project both in the gallery and online via regular blog posts, object handling activities and on social media.</p> |

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|  |  | <ul style="list-style-type: none"> <li>• Recruit and train new volunteers to help assist with project work.</li> <li>• Transform temporary exhibition space into a collections documentation project hub.</li> </ul> | <p>Collections Management budget.</p> <ul style="list-style-type: none"> <li>• Current museum team to dedicate time to document items as part of their working week.</li> <li>• New equipment to aid cataloguing including laptops, cameras, scanners, photography equipment to be purchased. £10,000 allocated in Collections Management</li> </ul> |  |
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|  |  |  | <p>budget in 2019/20 to help improve collections management as well as normal £700 collections management budget in 2020 – 2021 budget year.</p> <ul style="list-style-type: none"><li>• Provision of Butterworth gallery to be used as a Documentation Hub – providing additional space for team/volunteers to work on cataloguing.</li></ul> |  |
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| 2. | Review the current Storage problem and make improvements to current storage arrangements. | <ul style="list-style-type: none"> <li>• Review current storage concerns creating a report that recommends future areas for improvement.</li> <li>• Create a temporary store within the building that can be used when repacking or moving collections (Gladden Room)</li> <li>• Create a new store room in current reading room (Stanford Room) – creating a room</li> </ul> | <ul style="list-style-type: none"> <li>• Town Council to provide a room to be used for temporary storage (Gladden Room)</li> <li>• £10,000 provided for improving collections management during 2019 – Collections Management Budget 2019/20.</li> <li>• Staff time needed to help with repacking boxes and moving objects.</li> </ul> | <p>A report had been created for the Council outlining the Storage problems and the areas for improvement.</p> <p>A temporary store was created in the Gladden room and used throughout the duration of the project.</p> <p>The Stanford room was cleared to create a new workspace for volunteers and an overflow storage space. This space still needs further work to make it more appropriate for collections storage. A leak in this room has prevented any further work taking place currently. Covid -19 has also made it hard for the small Museum Team to achieve storage goals.</p> <p>Great progress was made on tidying up the stores and replacing boxes with more appropriate material. This was particularly seen in the Art and Document Stores. It is hoped that this project will continue.</p> <p>The Collection has been reviewed as part of the Documentation process with each object being given a number to indicate its suitability to remain within the collection.</p> |
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|  |  | <p>that be used as Object Storage as well as providing a work space.</p> <ul style="list-style-type: none"> <li>• Identify objects that can be moved from overcrowded storage spaces.</li> <li>• Purchase new museum/archive grade packing materials to re pack boxes where Budget allows.</li> <li>• Create a collections review – using a numbered scoring system highlight objects that may be</li> </ul> | <ul style="list-style-type: none"> <li>• Time from Council Amenity Team to help with any changes to the Stanford room to adapt it to a new object store.</li> <li>• Volunteer time – new volunteers to be recruited to help with collections management tasks such as reboxing objects.</li> <li>• Staff training – staff need refresher training on storage and</li> </ul> | <p>Disposals remains a future project as the time required on this would take away from the Documentation project and until all documentation is reconciled there were very few areas of the collection that would be appropriate for disposal. The team aims to first find items that can be transferred to other Museums. This will be an aim of the new Forward Plan.</p> |
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|    |   | <p>suitable for deaccessioning and transfer</p> <ul style="list-style-type: none"> <li>• Create a report highlighting possible disposals list to be put forward to the Community Resources committee (CRC) to approve.</li> </ul> | <p>packing – approach MDO and other museum contacts to arrange training.</p>  |  |
| 3. | <p>Create a new care and conservation plan, train staff in preventive conservation practices and implement housekeeping routines.</p> | <ul style="list-style-type: none"> <li>• Complete a new Benchmarks in collections care (last one completed in 2016).</li> <li>• Create a new conservation planner which outlines all of</li> </ul>                                | <ul style="list-style-type: none"> <li>• Staff time for completing paperwork.</li> <li>• £10,000 budget for improving collections management,</li> <li>• Training both in house and from</li> </ul> | <p>A full Care and Conservation Policy and Plan were created as part of the Accreditation Review which meant undertaking the benchmarks in collections care and creating a new Conservation plan which included a housekeeping plan. The Museum introduced more regular cleaning of the cases and completed a clean of the archaeology Gallery cases in Spring 2020. The Galleries themselves were deep cleaned in Jan 2021.</p> |

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|  |  | <p>the preventive activities throughout the year – planning them around other things such as Exhibitions, events and school holidays.</p> <ul style="list-style-type: none"> <li>• Rewrite care and conservation policy ready for accreditation return in October 2019.</li> <li>• Rewrite Care and Conservation Plan ready for accreditation return in 2019.</li> </ul> | <p>external trainer (Curator to arrange training – potentially as an exchange with previous employers or through MDO).</p> <ul style="list-style-type: none"> <li>• Volunteer time.</li> </ul> | <p>New equipment was purchased including a conservation vacuum cleaner, a new area created to store all the items and staff and volunteers trained how to use it. The team have also undertaken some virtual collections management training.</p> |
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|  |  | <ul style="list-style-type: none"><li>• Purchase new equipment to help team to complete conservation tasks.</li><li>• Recruit a new volunteer to help with Preventive conservation.</li><li>• Train staff and volunteers in collections care and preventive conservation.</li><li>• Create a new area where collections management tools can be stored to make the job easier</li></ul> |  |  |
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|    |  | and more enjoyable for staff.   |   |   |
| 4. | <p>Audience Engagement.<br/>Create a more realistic programme of exhibitions and events. The main aim is to share the results of the collections documentation project with the public, whilst still providing an educational cultural resource for the wider community.</p> | <ul style="list-style-type: none"> <li>• Exhibitions programme to be minimised and more collections focused exhibitions to be part of regular programming</li> <li>• Share work on the project online via the website and social media channels.</li> <li>• Work in front of the public in the galleries – sharing the project work through object</li> </ul> | <ul style="list-style-type: none"> <li>• Staff time</li> <li>• Gallery space updated with racking and photography equipment (to be purchased using the collections management budget).</li> <li>• Exhibitions budget used for creation of new exhibitions</li> <li>• Some staff time for programme of talks and events.</li> <li>• Volunteer time.</li> </ul> | <p>The Exhibition programme was minimised and a real focus on the Museum’s own collection has started. The Museum has an ongoing aim to use its own collection for exhibitions. Successful exhibitions have included the typography exhibition and our Butterworth Butterflies project.</p> <p>A new website was created in June 2020 which has made sharing the results of the project much easier. The new website has allowed for collections to be easily uploaded to the website and shared with the public. The team use social media to highlight parts of the collection to public.</p> <p>Before the Covid-19 national lockdowns, the public talks were just starting up and doing well. The team moved these online with a talk for VE day as well as a talk on seaside architecture. These have been well received and the team hope to continue the programme. Object handling sessions had just begun in early 2020 but have been unable to continue due to government guidelines around the touching of surfaces. However the</p> |

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|  |  | <p>handling and displays.</p> <ul style="list-style-type: none"> <li>• A new programme of talks to be devised that centre around the collections and discoveries made as part of the project.</li> <li>• Feature the progress of the project in the newsletter on a regular basis.</li> <li>• Create object handling sessions as part of regular programming – recruit a volunteer team to help.</li> </ul> |  | <p>team have the means and resources to pick up this activity again whenever possible.</p> |
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| 5. | Improve the volunteering experience | <ul style="list-style-type: none"> <li>• Curator to create a new volunteering policy – ensuring that all parts of the volunteer journey from application and induction to exit are covered.</li> <li>• Create a new way of communicating with volunteers</li> <li>• Find new ways to thank volunteers for their contributions to the project and celebrate milestones with them.</li> </ul> | <ul style="list-style-type: none"> <li>• Training for staff team from Curator on volunteer management</li> </ul> | <p>A new volunteering policy was written and approved by the Council in September 2019 which covered the whole volunteer journey. A new team of volunteers were recruited as a result of this policy. All staff now take a responsibility for supervising volunteers and have been involved in their recruitment.</p> <p>Covid-19 has disrupted the volunteering journey quite a bit but a new programme of remote volunteering as been introduced whilst keeping up communication with any volunteers not able to volunteer online.</p> <p>When in person volunteering returns a new training program will be needed to ensure that volunteers feel confident to return.</p> |
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|    |  | <ul style="list-style-type: none"> <li>• New system of volunteer supervising to take place with each member of the museum team taking responsibility for managing volunteers – which should help volunteers to feel more supported.</li> </ul> |  |  |
| 6. | Improve storage, documentation and knowledge for rare moth and butterfly collection (Places for Science grant project) | <ul style="list-style-type: none"> <li>• Staff to attend training session at Portsmouth museum of natural history.</li> <li>• All items to be catalogued and added to MODES</li> </ul>   | <ul style="list-style-type: none"> <li>• Royal Society grants – awarded 2018.</li> <li>• Training from external provider – paid for out of grant money.</li> </ul> | The Places of Science Project has led to more engagement with the entomology collection. Following staff training in Portsmouth in 2019 the team embarked on a programme of engagement which included bringing the collection out into the galleries, running family activities which focused on the collection and created and ran schools workshops for the first time using the natural history collection. Unfortunately Covid-19 cut the engagement sessions short but a page on the website was created and the collection was catalogued. |

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|  |  | <ul style="list-style-type: none"> <li>• Objects removed from current cramped storage conditions and fully condition checked and relocated to new more appropriate store room.</li> <li>• Seek advice from conservator to assess potential for remedial conservation in the future.</li> <li>• Find opportunities for engagement with the public through display cases – object</li> </ul> | <ul style="list-style-type: none"> <li>• Help from MDO regarding possible storage options.</li> <li>• Staff time to work on the project</li> <li>• Volunteer time.</li> <li>• Some budget from collections management budget to improve storage.</li> </ul> | <p>At the time of writing the report for the project is still outstanding and it is still hoped that a conservator will assess the collection when it is safe to do so.</p> |
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|    |   | <p>sessions and activity days.</p> <ul style="list-style-type: none"> <li>Recruit and train new volunteers to help with cataloguing and identification of collection.</li> </ul>   |   |   |
| 7. | <p>Audience Development – discover more about our current users and visitors in order to create future plans for developing our audiences</p> | <ul style="list-style-type: none"> <li>Undertake user surveys to establish what it is that our users want from the museum as a resource as well as establishing who our core audience is at the moment and what users we would like to attract.</li> <li>Gather feedback from</li> </ul> | <ul style="list-style-type: none"> <li>Staff time to undertake surveys</li> <li>Printing for feedback sheets and or survey questionnaires.</li> </ul> | <p>The Museum reinstated comment cards, although these were removed again as part of health and safety measures. The team have gathered comments from social media, anecdotal comments as well as completing an online survey of our current users. Teachers using the loan boxes are now also sent a survey to fill in afterwards. It is hoped that we can continue to gather feedback. The Museum also hopes to find out more about what audiences want in a post covid-19 world.</p> |

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|  |  | visitors during 2019/2020/2021 exhibitions, talks and other events – this will hopefully provide useful information on what works well and what other opportunities the museum could explore. |  |  |
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A great deal was achieved as part of the Collections Documentation Project under this plan and the project has highlighted that there is still a great deal of Documentation work to be completed despite the Museum team achieving its target of 30,000 items documented. With a more solid set of procedures, a new volunteer team and a better trained team the Museum is now in a much better place to set new realistic documentation objectives and to achieve them as part of a new Documentation Plan. It is hoped that the new key aims for 2021-2026 will continue to address the documentation backlog, make strides towards attracting new audiences and explore new ways of engaging the audience with the collections.



## **4. Strategic Aims and Action Plan 2021-2026**

### **4.1 Key Challenges Facing the Museum:**

**Collections:** As a result of the Collections Documentation project it has been ascertained that the collection is much larger than originally anticipated. This means that an inventory backlog still exists, although this is now much more manageable. This backlog will need to be tackled as part of a new Documentation Plan. Alongside the Inventory backlog the Museum needs to address the storage of the collection. Many improvements have been made as part of the last Forward Plan but more still needs to be done to ensure that the collection is safeguarded.

**Marketing:** Even before the Covid-19 Pandemic many local people state that they were unaware of the Museum's existence. Despite experiments with Marketing the Museum has not seen an increase in Museum visitors or any change in the demographic of its visitors. With new challenges and opportunities following the pandemic the Museum should explore a new Marketing Strategy.

**Engagement:** Engagement with the collections in a post pandemic world will be different and the Museum's programming will need to adjust accordingly. Great strides have already been made with a new website and the beginnings of digital programming, but the staff lack confidence and skills in delivering digital content. Investment in training the Museum team and in equipment to facilitate digital programming will be needed to continue to engage the public both inside and outside of the museum.

### **4.2 Overall Council Policy regarding the Museum:**

"To provide a high-quality Museum Service to promote and preserve Littlehampton's cultural heritage."

The Museum has, like all other Museums and cultural institutions in the UK been through a period of closure due to the Covid-19 Pandemic. This, coupled with the Museum's previous focus on the Collections Documentation Project, presents opportunities to revisit programming and audience development and find new ways to engage audiences with Littlehampton's heritage. However, there are still significant challenges surrounding collections management which the Museum needs to address surrounding the remainder of the inventory backlog which is now at a much more manageable level and surrounding the collections storage. With the Council's overarching policy in mind, along with the challenges currently facing the Museum, the Museum has the following strategic Aims for the next 5 years.

### **4.3 Strategic Aims:**

**Each aim sits under one of the core areas of the Museum's work.**

#### **Museum User Services**

Aim 1: Increase Accessibility of Littlehampton Museum's collections.

Aim 2: Interpret the collection through Displays, Programming and digital content.

#### **Learning and Outreach**

Aim 3: Create learning opportunities for all.

#### **Audience Development**

Aim 4: Expand the Museums reputation and reach

#### **Collections Management**

Aim 5: Safeguard the long-term care of the Museum Collection

#### 4. 4: Aims and Objectives Museum Action Plan

| Aim 1: Increase Accessibility of Littlehampton's Museum Collection.                             |  |   |  |                  |  |
|---|--|---|--|------------------|--|
| Objective   | Actions  | Measure   | Responsibility                                 | Timescale        | Resources  |
| To make the collections as whole, more accessible to the public, both digitally and physically. | Create a new documentation plan and submit to Community Resources Committee                                | New plan completed and approved including an action plan and disseminated to Museum Staff and Volunteers  | Museum Curator                                 | 2021             | Staff resources<br>Volunteer resources<br>Student placements   |
|   | Address the remainder of the Collections Documentation Backlog as stated in the Documentation plan.        | 100% of items recorded on Modes, adhering to Spectrum 5 standards.  | Museum Curator<br>Museum Officers              | 2021-2023        | Staff resources<br>Volunteer Resources<br>Student Placements   |
|   | <i>Deliver a searchable digital database that is accessible to the public (collections online).<br/>**</i> | <i>Project brief created and grant application submitted.<br/><br/>Digital database, accessible via the website, available for the public to use.</i> | <i>Museum Curator<br/><br/>Museum Officers</i> | <i>2021-2022</i> | <i>Collections Management Budget<br/><br/>IT budget<br/><br/>Grant Application<br/><br/>Staff resources<br/><br/>Volunteer Resources</i> |

|  |   |  |  |                  |   |
|--|---|--|--|------------------|---|
|  | Create new Volunteering Opportunities and diversify the skillset of volunteers. | <p>New volunteer role profiles created.</p> <p>Mini projects created for short term volunteering opportunities.</p> <p>New training programme created for volunteers to enhance their skillset and ensure a regular programme of development continues.</p> <p>Volunteers working across all areas of the Museum Service including visitor experience, collections management and education.</p> | <p>Museum Curator</p> <p>Museum Officers</p> | 2021-2026        | <p>Staff resources</p> <p>Volunteer Resources</p> |
| <b>Aim 2: Interpret the collection through displays, programming, and digital content.</b> |   |  |  |                  |   |
| <b>Objective</b>   | <b>Actions</b>  | <b>Measure</b>   | <b>Responsibility</b>                        | <b>Timescale</b> | <b>Resources</b>                                  |

|  |   |  |  |           |   |
|--|---|--|--|-----------|---|
| <b>Increase engagement of Littlehampton local residents and visitors to the Museum with the heritage of the Town and surrounding area.</b> | Deliver a programme of temporary exhibitions and events | <p>Deliver 3-4 exhibitions per year.</p> <p>Deliver a programme of talks (either online or in person events).</p> <p>Deliver a programme (at least 5 events a year) of family orientated events.</p> | <p>Museum officers</p> <p>Museum Curator</p> | 2021-2026 | <p>Staff resources</p> <p>Volunteer Resources</p> <p>Exhibitions and Events Budget.</p> |
|  | Redisplay of outdated gallery cases                     | Update at least 1 permanent display per year   | <p>Museum Officers</p> <p>Museum Curator</p> | 2021-2026 | <p>Staff resources</p> <p>Volunteer resources</p> <p>Exhibitions Budget</p>             |
|  | Create trails and activities for young families.        | <p>Feedback from visitors</p> <p>New trails available within the galleries and online.</p>   | <p>Museum Officers</p> <p>Museum Curator</p> | 2021-2026 | <p>Staff resources</p> <p>Volunteer resources</p> <p>Printing Budget</p>                |

|  |   |  |                                       |                  |  |
|--|---|--|---------------------------------------|------------------|--|
|  | Deliver a programme of Digital Content suitable for different audience types.                               | Programme delivered with at least 4 - 5 digital events per year along with regular digital content uploaded to the Museum website. | Museum Officers<br>Museum Curator.    | 2021-2026        | Staff Resources<br><br>Exhibitions and events Budget: need to buy a camera and appropriate software to facilitate events |
|  | Encourage staff to extend personal knowledge and expertise in digital programming through programme of CPD. | Museum engaging in creating new digital content for the Museum and feeling confident in their skills.                              | Museum Curator.                       | 2021-2022        | Staff training budget.   |
| <b>Aim 3: Create learning opportunities for all</b>            |   |  |                                       |                  |  |
| <b>Objective</b>   | <b>Actions</b>  | <b>Measure</b>   | <b>Responsibility</b>                 | <b>Timescale</b> | <b>Resources</b>   |
| <b>To provide an educational Service which uses the museum</b> | Review and update the Museum Loan Box service   | Survey sent to local schools.<br><br>At least 1 Loan Box updated per year  | Museum Officers<br><br>Museum Curator | 2021-2026        | Staff Resources<br><br>Volunteer resources   |

|   |   |  |  |           |                                      |
|---|---|--|--|-----------|--------------------------------------|
| <b>collection and promotes the heritage of Littlehampton.</b> |   |  |  |           | Education Budget                     |
|   | Continue to develop Schools Learning resources for use both inside and outside the Museum | New online learning packs created to match the themes of the Loan Boxes.<br><br>Upload 5 new learning packs.                                       | Museum Officers<br><br>Museum Curators | 2021-2022 | Staff Resources                      |
|   | Review Adult Learning at the Museum.  | Audience development surveys completed.<br><br>Competitor analysis completed.<br><br>New programme of adult learning created, and events trialled. | Museum Officers<br><br>Museum Curators | 2022-2023 | Staff Resources<br><br>Events Budget |

| <b>Aim 4: Expand the Museum's reputation and reach</b> |  |   |  |                  |                                       |
|--|--|---|--|------------------|---------------------------------------|
| <b>Objective</b>                                       | <b>Actions</b>   | <b>Measure</b>  | <b>Responsibility</b>                    | <b>Timescale</b> | <b>Resources</b>                      |
| <b>To attract new Audiences to the Museum.</b>         | Work with the Council Communications Manager to Complete a new Marketing Strategy for the Museum | New strategy in place and activated   | Museum Curator<br>Communications Manager | 2021-2022        | Staff resources<br>Advertising Budget |
|  | Develop a new Audience development plan for the Museum   | Audience Development plan completed and disseminated to staff.<br><br>Programme of visitor surveys commenced for each exhibition and event as well as surveys of non-user groups. | Museum Curator                           | 2021-2022        | Staff Resources                       |



|  |   |  |                                   |           |                                  |
|--|---|--|-----------------------------------|-----------|----------------------------------|
|  | Work with the Friends Group to promote the Museum at local events | Friends group provided with promotional material to attend local events and promote the Museum and Littlehampton Heritage. | Museum Curator<br>Museum Officers | 2022-2026 | Staff resources<br>Events Budget |
|--|---|--|-----------------------------------|-----------|----------------------------------|

**Aim 5: Safeguard the long-term care and preservation of the collection**

| <b>Objective</b>  | <b>Actions</b>   | <b>Measure</b>  | <b>Responsibility</b>              | <b>Timescale</b> | <b>Resources</b>                           |
|---|--|---|------------------------------------|------------------|--|
| <b>To improve the storage of the collection and make continuous improvements to collections care.</b> | Review Collections Storage and create an action plan for feasible and sustainable improvements to collections storage. | Collections Review report submitted to Council.<br><br>Action Plan created and staff allocated actions  | Museum Curator                     | 2021             | Staff Resources                            |
|   | Begin a programme of collections Rationalisation/deaccessioning  | Disposals procedure in place.<br><br>A regular list of disposals presented to the council for approval.<br><br>Volunteers used to help with Rationalisation process | Museum Curator<br><br>Museum Staff | 2021-2026        | Staff Resources<br><br>Volunteer Resources |
| <b>To create a more sustainable collection which reflects the heritage of Littlehampton</b>           |  |   |                                    |                  |  |

|  |   |   |                |  |                 |
|--|---|---|----------------|--|-----------------|
| <b>and the surrounding areas.</b><br><br><b>Reduce risks associated with poor collections management</b> | Renew Museum Accreditation (update relevant Policies, seek council approval and submit application) | Accreditation award achieved.   | Museum Curator | 2024-2025<br><br>Return will be due March 2025 | Staff Resources |
|  | Review and update Museum Emergency Plans  | Complete revision of plans and disseminate to the Council and Officers. | Museum Curator | 2021   | Staff Resources |

*\*\*dependant on securing external funding.*

## **5. Financial Information**

The operating budget as outlined below, is reviewed annually by the Curator, Town Clerk and the Deputy Town Clerk and Responsible Financial Officer, whose recommendations are taken to the Community Resources Committee, who recommend to the Policy and Finance Committee. The final operating budget for the year is set in January and operates from April-March. After the operating budget has been set, additional funds can only be made available for unbudgeted projects via the Community Resources Committee, after recommendation to the Policy and Finance Committee, as supplementary estimates from reserves.

Donations are made to the Museum through the donations collection point in reception. These are transferred to earmarked reserves and can be utilised by the Museum.

### **5.1 Operating Budget**

The Museum's operating budget for 2020/21 and beyond is set out below. This is subject to an annual review and does not include Donations.

|      |                                      | Museum         | Museum         | Museum         | Museum         |
|------|--------------------------------------|----------------|----------------|----------------|----------------|
|      |                                      | Budget 20/21   | Budget 21/22   | Budget 22/23   | Budget 22/23   |
|      |                                      | £              | £              | £              | £              |
| 6300 | Museum Stock                         | 250            | 250            | 250            | 250            |
| 6301 | Collection Management                | 5,000          | 1,500          | 1,000          | 1,000          |
| 6302 | Exhibitions                          | 700            | 1,000          | 1,800          | 1,800          |
| 6304 | Education & Outreach                 | 150            | 150            | 150            | 150            |
| 6314 | Museum Events                        | 500            | 500            | 1,000          | 1,000          |
| 7102 | Salaries                             | 84,470         | 75,585         | 78,665         | 81,190         |
| 7110 | Volunteers                           | 125            | 125            | 125            | 125            |
| 7204 | Postage                              | 75             | 50             | 50             | 50             |
| 7206 | Advertising                          | 2,153          | 1,303          | 2,153          | 2,153          |
| 7207 | Printing                             | 990            | 990            | 990            | 990            |
| 7298 | IT                                   | 650            | 650            | 674            | 650            |
| 7213 | Subscriptions                        | 550            | 590            | 600            | 610            |
| 7307 | Building Maintenance                 | 700            | 700            | 700            | 700            |
| 7408 | Hospitality                          | 75             | 25             | 75             | 75             |
|      | <b>Total Expenditure</b>             | <b>96,388</b>  | <b>83,418</b>  | <b>88,232</b>  | <b>90,743</b>  |
| 4540 | Museum sales                         | (900)          | (200)          | (900)          | (900)          |
| 4546 | Loan Box Income                      | (50)           | (150)          | (150)          | (150)          |
| 4542 | Donations                            | -              | -              | -              | -              |
| 4544 | Exhibition Commissions               | (75)           | -              | (75)           | (75)           |
|      | <b>Total Income</b>                  | <b>(1,025)</b> | <b>(350)</b>   | <b>(1,125)</b> | <b>(1,125)</b> |
|      | <b>Net Expenditure</b>               | <b>95,363</b>  | <b>83,068</b>  | <b>87,107</b>  | <b>89,618</b>  |
| 8000 | Recharge in Central Support Services | 24,821         | 23,905         | 24,428         | 25,091         |
| 8000 | Recharge in A Team                   | 9,271          | 9,587          | 9,790          | 9,982          |
| 8000 | Recharge in MH                       | 40,607         | 41,413         | 42,252         | 42,929         |
|      | <b>Net Expenditure</b>               | <b>170,062</b> | <b>157,973</b> | <b>163,577</b> | <b>167,621</b> |

## 5.2 Earmarked Reserves

The Museum has the following in earmarked reserves as of February 2021.

|                                |          |
|--------------------------------|----------|
| Museum Collection management   | 4,256.77 |
| Museum Storage                 | 470.76   |
| Museum Events                  | 150.35   |
| Museum Archaeological deposits | 284.90   |
| Museum Volunteers              | 130.00   |
| Museum donations               | 2,606.08 |
| Places of Science Grant        | 751.90   |

## 5.3 Grants

In 2018 the Museum was awarded a Places of Science Grant from the Royal Society. Part of this Grant money was spent in 2019 with the rest being planned for spending in 2020. Unfortunately the Covid-19 pandemic put a stop to the planned projects. The money remains in earmarked reserves with an aim to spend the remainder on a new Natural History display and a conservation assessment of the natural history collection.

At present the Museum has no other grant funding but is looking to explore further options for grant funding to help support the Museum's action plan.

## 6. Monitoring and Review

### 6.1 Who will be responsible for implementing the Museum's Aims and Objectives?

The Museum Curator will lead on the implementation of the action plan, with guidance from the Assistant Town Clerk and Town Clerk. The overarching responsibility rests with the Community Resources Committee who will need to progress and resource each item on the agenda.

### 6.2 How will it be monitored?

The Forward Plan will be formally reviewed on a 5-yearly basis with an annual report on progress to the Community Resources Committee, or earlier if the Accreditation Scheme administered by Arts Council England is reviewed or amended. The Forward Plan will be updated in line with any changes, and the objectives/action plan will be altered and re-submitted to the Community Resources Committee for consideration. The Curator will work within the Forward Plan during this 5-year period, to achieve the set objectives and work within the budgets set annually by the Town Council.

**Approved by: Community Resources Committee – Littlehampton Town Council**

**Date Approved: 24th June 2021**

## **Appendix A: List of relevant Policies and Plans**

- a) Collections Development Policy
- b) Care and Conservation Policy
- c) Care and Conservation Plan
- d) Documentation Policy
- e) Documentation Plan
- f) Access Policy
- g) Access Plan
- h) Museum Action Plan
- i) Emergency Plan
- j) Archaeological Deposition Policy
- k) Audience Development Plan