



ST BARBE
MUSEUM+ART GALLERY

St Barbe Museum + Art Gallery

2023-26 Three Year Plan

‘Creating a Flexible Future’

Final: 2/3/23

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1. Executive Summary

This is our Three Year Plan which covers the period beginning in April 2023. It sits alongside the Five Year Plan, written a year earlier, and updates the middle three years to reflect the granting of National Portfolio Organisation (NPO) status by Arts Council England (ACE).

It is a slightly shorter document because it doesn't repeat the Situation Analysis.

The Vision, Mission, Values have been reviewed but no changes have been made.

Likewise, the eight Strategic Objectives have been retained, but the plans to achieve them are revised, more detailed and linked to specific grants where possible.

The Financials have also been updated, while retaining three distinct scenarios – Core, High & Low – to reflect the ongoing desire to “Create a Flexible Future’. A fourth year of financials (2026/27) has been added to cover the year following the three-year NPO grant.

Key Performance Indicators (KPIs) reflect the three financial scenarios and include a section devoted to the ACE Outcomes and Investment Principles.

This Three Year Plan will be used to inspire our people and prioritise our work over the coming years. It is a rolling document that will be updated in twelve months' time and it will form the basis for our 2023/24 Annual Plan and Budget.

Since the end of the Covid pandemic, we have been increasing our community activities and widening their scope. We have also taken the time to assess their impact, which has given us a much stronger case to take to funders at national and local level. This has culminated in the success of our bid for National Portfolio status with ACE.

For some funders this is making it harder to attract further grants, because we are seen to have done well. However, we hope that this enhanced status will make it easier to attract grants from other funders, who prefer giving grants to organisations that have achieved a certain level of recognition. Our financial scenarios reflect different views as to where the balance of these contrasting factors will end up. The more successful we are in raising funds, the more we will be able to devote to our community outreach. Underpinning our approach to planning is an understanding that we must create a virtuous circle, whereby St Barbe brings together talented people, provides them with the right tools to reach out to a diverse audience to foster cultural experiences which positively impact upon their lives. This in turn attracts more willing donors, thereby allowing increased investment in infrastructure, people, tools, etc. and thus progressively building involvement with the community. The speed with which we build momentum is flexible, depending on the external environment and our success in achieving our objectives.

2. Vision, Mission & Values

Vision: To become the most respected small museum and art gallery in the UK - providing cultural experiences and creative activities for the wider community.

Mission: We will achieve our vision by:

- + Making St Barbe a great organisation that attracts and inspires talented people - staff, volunteers, Friends, Trustees, Contractors, partners and others
- + Working with our community to improve the range of cultural experiences and creative activities for our audiences through the way in which we:
 - Collect, interpret and make accessible the cultural heritage of the New Forest and its coast
 - Deliver world class exhibitions and events
 - Produce innovative cultural programmes and activities, physically and digitally
 - Encourage the participation of the whole community in creative activity
 - Inspire greater respect for the planet and take a lead in developing more sustainable practices

With the aim of diversifying our audiences and reaching out to people a wide range of backgrounds, ages and abilities.

+ Attracting a larger, varied and loyal group of Donors, Patrons, Friends and revenue-generating visitors to provide a financially resilient base for our expanding activities.

Core Values

The integrity of our charity and of everyone who works here is hugely important to us if we are to fulfil our mission and realistically aspire to our vision.

We will be:

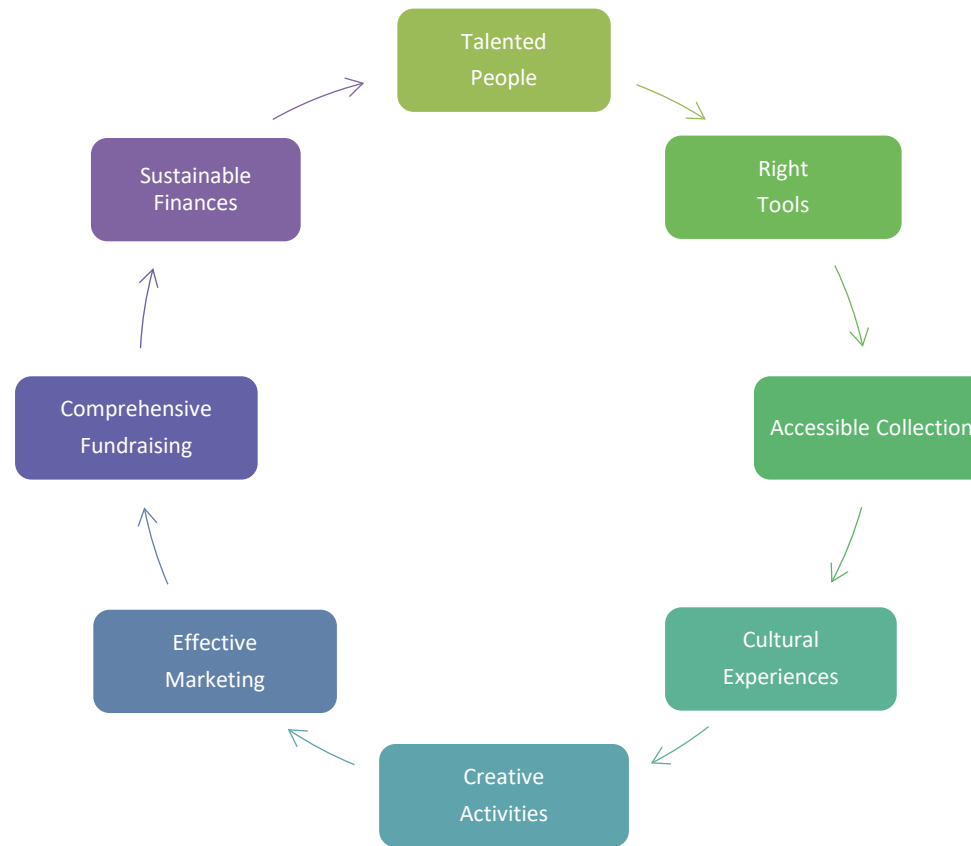
- **Creative** – in everything we do and in how we listen to, inspire and collaborate with others
- **Demanding** – of ourselves and of all our working practices, including our approach to sustainability
- **Fair** – in our approach to increasingly diverse audiences, supporters, colleagues, partners and others

By implementing our Mission, striving towards our Vision and living up to our Core Values we intend to create a virtuous circle leading to long-term success.

3. Summary of Strategic Objectives

This virtuous circle links together the eight strategic objectives summarised below:

1. Make St Barbe a great organisation that attracts, inspires and develops talented people.
2. Provide our people with improved information, tools and resources - property, plant, IT and equipment.
3. Enrich the range and quality of our collection and the ways in which it can be accessed.
4. Develop an innovative, appealing and diverse programme of exhibitions, displays and activities that are evaluated for impact.
5. Expand and diversify the experiences and activities of our audiences by improving our outreach and the services we provide, online and in-person.
6. Use marketing creatively to raise our profile, and to increase and diversify our audience, while showcasing our charitable impact.
7. Attract a larger, more varied and loyal group of donors through a comprehensive fundraising strategy.
8. Improve financial performance, operational efficiency and environmental standards.



A failure to succeed with any one objective jeopardises overall success. However, by ensuring that our action plans are implemented coherently in all areas we can build momentum around a virtuous circle. Potential for acceleration has come from a successful application to Arts Council England for National Portfolio Status. However, we might have to focus efforts on any objective which is failing, either through adverse external factors or inadequate attention. This may require us to slow the virtuous circle or in extreme circumstances (such as closure of the museum because of a pandemic) go into reverse and implement contingency plans. It is this flexibility that lies at the heart of our Five-Year Plan.

4. Plans to Achieve Our Objectives

4.1 **Make St Barbe a great organisation that attracts, Inspires and develops talented people**

First Year Priorities	Funding Stream	NPO	Investment Principal
Ensure staff and freelance resources are available to facilitate 'Can't See the Art for the Trees' (CSTAFTT)	ACE CSTAFTT		
Organise training for our learning and collections team to support CSTAFTT, NLHF and ACE project activities	NLHF	NPO	Dynamism (D)
Carry out induction and training for early career Curator, Apprentice and Fundraiser	NLHF		
Provide staff support (Curation, Collections, Marketing and Director) for Heritage Hubs and Touring Exhibitions	NLHF		
Develop career pathways in arts and culture by offering training days, taster sessions and funded placements		NPO	Ambition and Quality (A&Q)
Provide leadership training to staff to allow them to develop projects for partnership and community working			A&Q
Develop trustee and volunteer teams to ensure they understand ACE priorities and can make links across the community		NPO	A&Q
Embed environmental responsibility (ER) into training, policies, contracts and all our activities, including community initiatives		NPO	Environmental Responsibility (ER)
Invite local organisations to provide regular ER workshops, training opportunities, etc. for local people			ER
Work with CPP- Culture in Common, FOLIO, and other partners on Board, Staff and Volunteer personal development opportunities		NPO	A&Q
Review the work of all Committees and Panels to ensure a striving towards excellence in working practices			D
Ensure Equality, Diversity and Inclusion (EDI) Policy is up to date and all training is rolled out to all trustees, staff and volunteers		NPO	Inclusivity and Relevance (IR)

Develop bottom-up EDI strategy to ensure engagement with all sections of the community. Produce deliverable action plan		NPO	IR
Draw on Trustees' experience and external advisors to ensure best practice on diversity and social inclusion			IR
Ensure projects with artists and other specialists deliver work which promotes diversity, engaging schools and Young Curators		NPO	IR
Develop opportunities with Young Farmers, NFU and other rural networks. Widen representation on St Barbe Committees/Panels		NPO	IR

Ongoing Tasks	Funding Stream	NPO	Investment Principal
Maintain a committed, professional staffing structure which supports and encourages everyone to provide the best possible resources and services to our visitors		NPO	D
Maintain and develop HR policies and practices to ensure that staff have confidence in the senior team		NPO	D
Benchmark posts and working conditions against the sector on a regular basis		NPO	D
Ensure staff meetings are informative and productive so that staff are up to date with all developments and opportunities			
Continue to develop opportunities for specialist, professional and expert volunteers to support staff roles			

Later additions	Funding Stream	NPO	Investment Principal
Continue to develop in-house training courses for St Barbe staff and volunteers, and offer such training to other charitable organisations		NPO	D

4.2 Provide our people with improved information tools and resources - property, plant, IT and equipment

First Year Priorities	Funding Stream	NPO	Investment Principal
Provide the toolkit for CSTAFT for wider dissemination through museum and heritage sites	CSTAFTT		
Research and evaluate CSTAFTT.	CSTAFTT		
Ensure project quality management through regular structured meetings chaired by Stephen Boyce	CSTAFTT		
Set up evaluation procedures for Community Hubs	NLHF		
Invest in Young Curators, Access Group, Community Forum and Artists Group to better understand their needs		NPO	IR
Embrace new technology to facilitate the involvement of a wider audience in our activities		NPO	AQ
Include the adoption of new audience research tools with the Audience Agency in monitoring activities		NPO	AQ
Add a community, partnership, outreach and impact assessment to the annual Board Effectiveness Review		NPO	AQ
Develop a programme of peer reviews with FOLIO, HCT and national partners		NPO	AQ
Continue our quarterly 'traffic light' reviews of progress against plans		NPO	D

Ongoing Tasks	Funding Stream	NPO	Investment Principal
Replace selected windows with double glazing as part of environmental sustainability programme	Varied		
Install solar panels and heat pumps as and when grants can be obtained	Varied		
Install Air Source Heat Pumps for McCarthy Room and King research room, when grants can be obtained	Varied		

Continue regularly to review maintenance of the electronic doors, shutters, boiler and other technical equipment			

Later additions	Funding Stream	NPO	Investment Principal
Use sound baffling and other means to improve the acoustics in the McCarthy room, café and reception following ER works	Varied		
Investigate a new facility for easy access to archive material and a conditioned space for paintings and sculpture	Varied		

4.3 Enrich the range and quality of our collection and the ways in which it can be accessed

First Year Priorities	Funding Stream	NPO	Investment Principal
Establish a 'loans equipment library' for community engagement projects in the New Forest Villages	NHLF		
Expand opportunities for school children to utilise our collections and handling materials	NHLF	NPO	IR
Select collections for community engagement via outreach exhibitions in surrounding villages and encourage visits by community organisations	NHLF		
Develop the collection by attracting local businesses, particularly in support of the Lymington Afloat exhibition			
Ongoing Tasks	Funding Stream	NPO	Investment Principal
Ensure all collections work meets accreditation / SPECTRUM standards			
Develop the collection through positive contemporary collecting, ensuring increasing local awareness that we are interested in privately held material			

Promote the King Research Room as a valuable local history resource, highlighting: <ul style="list-style-type: none"> Books written following research in the KRR Recent acquisitions such as Jude James' research notes 			
Continue to develop our interpretation strategy to guide future projects, plans and fundraising bids			
Advertise the fact that our entire collections catalogue is now available to search online			
Work with volunteers and students to continue digitising the collection			
Spotlight collections items and stories via social media, newsletters and the website			
Continue to work with university students to improve virtual access to collections			
Produce professionally designed children's trails for the museum, which are available to download via the website			
Create a digital trail in the museum and for the local area, providing hands-off access and encouraging repeat visits			
Work with the Youth and Access Panels to update the museum displays and to develop engagement activities such as 'Museum Takeover' days			
Add to object records with stories and information collected via online collections catalogue			
Continue collection of oral histories, training more volunteers to interview and transcribe			
Engage the community with our collection via online exhibitions on a variety of themes			

Later additions	Funding Stream	NPO	Investment Principal
Expand the collection through the acquisition of 'wow' objects, such as the recent Celtic hoard and a potential new Tudor horde.			
Install large loan quality display cases in the museum			

Install shutters in the museum to enable receipt of national loans to this space			
Borrow back important local objects from the national museums (crocodile skull, archaeology etc.)			
Use Augmented Reality and immersive technology to make the museum displays come alive			
Move off-site store to larger premises with better environmental conditions			

4.4 Develop an innovative, appealing and diverse programme of exhibitions, displays and activities that are evaluated for impact

First Year Priorities	Funding Stream	NPO	Investment Principal
Launch Touring Exhibitions of Small Wonders and Allan Seaby	NLHF		
Curate and programme challenging and important exhibitions which draw national and international audiences		NPO	D

Ongoing Tasks	Funding Stream	NPO	Investment Principal
Continue to attract larger audiences to family-friendly summer exhibitions		NPO	D
Attract younger adult audiences with a series of late-night events including music, performance and dance			
Develop robust qualitative and quantitative monitoring and evaluation methods		NPO	AQ
Buy-in appropriate, cost-effective audience developing, temporary exhibitions		NPO	
Add children's captions to all appropriate exhibitions			
Encourage sponsorship of exhibitions by building in specific 'hooks' at an early stage in the programming process			
Continue to expand physical exhibitions by creating virtual exhibitions that follow or run alongside temporary displays	NLHF		
Provide curator insights to exhibitions which can be accessed virtually and/or in person			

Host an 'Inspire' Open Weekend each year		NPO	D
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Later additions	Funding Stream	NPO	Investment Principal
Offer guided tours of all exhibitions			
Offer audio description tours for all exhibitions			
Co-produce exhibitions with community groups / local schools		NPO	
Engage schools with specific exhibitions via targeted projects			
Introduce more immersive elements to exhibitions, encompassing light, sound, film and interactivity			
Expand display space			

4.5 Expand and diversify the cultural experiences and creative activities of our audiences by improving our outreach and the services we provide, online and in-person

First Year Priorities	Funding Stream	NPO	Investment Principal
Broaden programmes for under-5s, Memory Makers (Dementia Group), Tea and Memories and Access Art Club		NPO	IR
Deliver Arts Awards to primary and secondary schools, colleges and the Young Curators		NPO	IR
Consult with at least 20 schools and FE colleges, working in partnership to develop appropriate teaching and handling sessions		NPO	IR
Provide training days and taster sessions to schools and FE colleges to develop an interest in cultural careers		NPO	AQ
Provide a funded apprenticeship to help develop creative career pathways		NPO	IR
Provide after-school programme for low-income families, similar to Holiday Activities & Food (HAF) but during term-time		NPO	IR

Provide cultural experiences for 7 villages in local parks and festivals		NPO	IR
Embed outreach into the rural community, working with NFU, Young Farmers and rural support groups		NPO	IR
Further Develop the Young Curators and the Access Panel		NPO	IR
Provide community outreach (pop-ups and late socials) in surrounding towns and villages		NPO	IR
Set up a further 3 community heritage hubs (to add to 3 in 22/23) and organise venue hire in 6 villages	NLHF		
Support Solent Mind, SCARF and New Forest Disability Group to develop projects benefitting health and wellbeing		NPO	IR
Work with FOLIO partners to develop Artists Panels to ensure a diverse art practice base and the inclusion of their expertise in all areas of our work		NPO	IR
Work closely with ACE-funded Creative People and Places project to share best practice		NPO	IR
Continue HAF programme in Summer, Christmas and Easter holidays	HCC		
Provide ongoing creative activities for younger children during the holidays	Beaulieu Beaufort		

Ongoing Tasks	Funding Stream	NPO	Investment Principal
Continue to improve digital offer by: <ul style="list-style-type: none"> Producing additional virtual school sessions where appropriate Create off-site trails available to download from the website Offer digital as well as in-person workshops 			
Offer digital as well as in-person workshops where appropriate			
Collaborate with local historical and archaeological organisations to reach new audiences and develop the collection	NLHF		
Continue to implement an integrated programme of online and in-person activities for Friends and Patrons			
Continue to develop a digital app trail of points of historic interest in surrounding towns and villages	NLHF		

Create off-site trails available to download from the website			
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Later additions	Funding Stream	NPO	Investment Principal
Enable all events and activities to be booked and paid for through the website			
Create an offer for secondary schools and secondary-age children		NPO	IR
Integrate partner relationship management into our existing CRM platform, ensuring we forge stronger links with partners and businesses			
Work with local private schools and other organisations to provide transport for our off-site activities	In kind from Walhampton School		
Work with partner organisations, such as Lymington Community Association, to use spaces better suited for larger activities			
Create an online cultural hub showcasing the work of St Barbe and its partners, which becomes a go-to site for the community and visitors			

4.6 Creative use of marketing to expand and diversify our audience, whilst showcasing charitable impact

First Year Priorities	Funding Stream	NPO	Investment Principal
Recruit more volunteers to support engagement activities	NLHF	NPO	
Develop the Inspire weekend as a marketing tool showcasing St Barbe/cultural regional arts festival			

Ongoing Tasks	Funding Stream	NPO	Investment Principal
Ensure St Barbe is widely marketed and positively promoted through a combination of appropriate press publications and online digital sites utilising free editorial and budgeted advertising			
Continue with updating and enhancing internal and external signage and messaging to make people aware of the location, collection, activities and exhibitions within the museum and gallery and online; and ensure the public understand that we are a charity			
Produce one-page quarterly impact assessment highlighting all recent activity e.g., number of schools reached, activities run. Publish in local press and send to all existing and prospective stakeholders			
Facilitate the effectiveness and ongoing updating/maintenance of the new website, ensuring accessibility on all mobile devices to improve user experience, interaction and engagement.			
Further develop our social media reach and public online interaction via Facebook, Instagram, Twitter, YouTube and LinkedIn			
Continue to create and develop video content to use as a marketing tool to engage audiences			
Improve email marketing campaigns both in content and targeting			
Effectively utilise marketing tools: Trip Advisor and Google business to capitalise on public reviews			
Collect and use social media data analytics/Google analytics to understand and target different audiences.			
Ensure relationships are maintained and developed to increase celebrity endorsement of St Barbe			

Later additions	Funding Stream	NPO	Investment Principal
Use online 'influencers' to enhance promotion			
Use of digital radio advertising, Facebook and Google adverts to directly target audiences			
Extend our advertising presence at ferry ports and train stations in the New Forest, Bournemouth and Southampton			

Work with relevant patrons, volunteers, et al to cultivate contacts in appropriate national print publications			
Apply for awards for exhibitions / activities to raise profile within and outside the museum community			
Develop contacts in order to receive regular national media coverage			
Consider development of a multi-venue arts festival			

4.7 Attract a larger, more varied and loyal group of donors through a comprehensive funding strategy

First Year Priorities / Ongoing Tasks	Funding Stream	NPO	Investment Principal
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<p>Create a grants strategy which maximises core funding without overstretching our project management capacity. The main funding streams to focus on include:</p> <p>a) Public Bodies – (HCC, NFDC, L&PTC, New Forest National Park Authority, AIM, ACE, NHLF) Build long term relationships with these bodies and ensure all important dates for funding applications are noted and adhered to. Ensure a thorough understanding of the current cultural funding landscape with reference to central bodies and the likelihood of further/ongoing funding.</p> <p>b) Trusts and Foundations – Build relationships and ensure a thorough knowledge of all relevant grants that can be applied for and timescales/deadlines.</p> <p>c) Businesses – Refresh our Business Partnerships offer. Deepen partnerships with existing business partners and seek new relationships through trustees' contacts with the business community to encourage take up of our Business Partnership and Sponsorship opportunities</p> <p>d) Major Donors – Encourage and support trustees to cultivate relationships and promote suitable projects for funding from menu of sponsorship opportunities</p> <p>e) Patrons – Increase the income from the Patrons scheme. Look into redesigning the offer and the marketing material for this.</p> <p>f) Friends (Bronze, Silver and Gold) – Further encourage uptake of Friends membership through Direct Debit facility and actively relevant arrangements, including online and gift membership sales.</p> <p>g) Legacies – Produce appropriate literature and distribute with stakeholders and businesses i.e., solicitors, funeral directors</p> <p>i) INSPIRE fund (Regular giving) – Maintain campaign to promote Inspire fund at St Barbe events, Friends' talks, newsletters and online</p>			
Raise funds through the Friends committee organising community fundraising events – art auctions, open gardens, concerts etc.			
Make better use of KPI's to increase our fundraising potential. Improve qualitative feedback processes from projects participants to increase fundraising potential.			

Ensure that all fundraising activity includes full cost recovery, where possible and as far as possible maximises the receipt of unrestricted funds in order to contribute to core running costs			
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Later additions	Funding Stream	NPO	Investment Principal
Recruit a fundraising specialist on the trustee board			
Explore new sources of potential income from digital/social enterprises e.g., crowd funding or other online digital donation systems			

4.8 Improve financial performance, operational efficiency and environmental standards

First Year Priorities	Funding Stream	NPO	Investment Principal
Develop new partnerships to share training and services to reduce costs		NPO	AQ
Capture the data that will inform our thinking and help us plan for long term resilience			D
Revise our Three-Year Plan annually to ensure that it supports 'Creating a Flexible Future'			
Monitor our activities through the KPI systems, including NPO outcomes and investment		NPO	AQ
Follow through on our Environmental Sustainability action plan, data collection and feedback		NPO	ER
Embed the work of the Environmental Responsibility Panel in strategies and the work of Board Committees		NPO	ER
Work with Front of House and Marketing Teams to incentivize visitors to reduce emissions		NPO	ER
Exhibitions, Shop and Café will change suppliers and processes to reduce waste and encourage sustainability		NPO	ER
Build ER messages into our exhibition programme and other activities		NPO	ER

Investigate our environmental footprint and see what we can do to improve it and make long term cost savings		NPO	ER
Ensure activity plans show demonstrable commitment to inclusivity in a digital information-orientated society		NPO	IR
Develop impact assessments to ensure creative activities demonstrate inclusivity		NPO	IR
Produce a paper showing how current issues such as LGBTQ+ rights and Black Lives Matter will influence our future direction		NPO	IR
Continue to move the shop to a profitmaking operation and expand online presence		NPO	D
Develop a departmental and project-based budget system to make applying for grants easier			
Engage more volunteers in financial analysis and processes to free up staff time			
Establish regular IT reviews to ensure our capability is fit for purpose			

Ongoing Tasks	Funding Stream	NPO	Investment Principal
Review internal communications systems to ensure all staff, volunteers and trustees can share up to date information			
Work with the Treasurer and bookkeeper to establish some improved systems. This will include a password management tool and improved collaboration systems			
Integrate shops back of house function into overall bookkeeping systems			
Review quarterly performance using variance reports and KPI tracking, data and analytical tools.			
Review operational efficiency quarterly, seeking improved space utilisation and revenue generating activities			
Manage the contract with the café to ensure that it maintains its profitable status. Look at succession planning options			
Leverage the tourist information point to obtain improved external signage and support for local authority grants			

Later additions	Funding Stream	NPO	Investment Principal
Bring in outside experts to help us revise the 3 Year Plan Situation Analysis and ensure ongoing relevance			
Establish a regular income from Trusts and Foundations and or local government sources to allow us to plan activities far ahead			
Expand our premises and gain new revenue streams and economies of scale			
Invest in more capital-intensive IT and sustainable developments			

5. Financials

In line with the prior year's Five Year Plan, and in view of remaining uncertainties over future levels of grant income, we have again developed three scenarios - Core, High and Low. The financial schedule, on the next page, shows the past two years' actuals and the latest forecast for the current year (2022/23); together with Core, High and Low projections for the Three Year Plan. All three scenarios benefit substantially from the three year award of £150,000 per year from ACE as a result of gaining NPO status. A fourth year of financial scenarios has been added (2026/27) to show the importance of retaining NPO status beyond the current three-year grant. Without it our community outreach activities are projected to fall away sharply.

. The largest differences between Core, High and Low are the assumptions made about whether we apply and are successful in achieving a follow up to the ACE project grant for Years 2 & 3 and whether we can replace the existing NLHF project grant with a subsequent grant in Year 3. Grants from local government, trusts and foundations will continue to form an essential income stream for the Museum at higher and lower levels according to the scenario.

Annual expenditure remains relatively flat except for engagement / outreach costs, freelance costs and, to a lesser extent, salaries. These lines reflect the desire to spend significantly greater funds taking creative activities and cultural experiences out into the villages of the southern New Forest and to the lower socio-demographic groups nearer the centre, where in both cases access to culture has historically been poor. To the extent that we receive ongoing project funding from ACE and NLHF, to add to our NPO grants, we will be able to deploy resources in these priority areas, in line with our flexible model. We will employ few extra permanent staff but use them to recruit, train and manage a highly motivated team of freelancers, all of whom will be equipped with the right tools and resources to make a real difference. Our work with partners and with the CPP (Creative People & Places) organisation will ensure that this expenditure, demonstrably focussed on delivery, will be highly effective.

The bottom part of this schedule shows the impact on unrestricted funds of the three scenarios. Our reserves policy is currently to maintain a minimum of 3 months expenditure. Over the three years, we would like to top that up to 6 months, but after that we do not see a need to create further surpluses but prefer to use our flexible model to ramp up activity in order to meet our charitable objectives.

N.B. *Capital Expenditure is anticipated to be concentrated on energy saving initiatives and will mainly occur when specific grants are obtained. Small amounts of legacy income have been included in our schedule. If we are fortunate enough to receive larger amounts, then it is anticipated that they will be used to top up our modest Endowment Fund of £88,000 to provide for future major capital expenditure on premises.*

St Barbe Museum and Art Gallery - 5 Year Plan

	22/23	22/23	22/23	23/24	23/24	23/24	24/25	24/25	24/25	25/26	25/26	25/26	26/27	26/27	26/27
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	Core	High	Low	Core	High	Low	Core	High	Low	Core	High	Low	Core	High	Low
INCOME															
General Admissions	30,000	34,000	22,000	30,000	33,000	25,000	31,500	33,000	30,000	33,500	35,000	32,000	35,000	37,500	33,000
Friends' Memberships and patrons	29,000	32,000	24,000	30,000	35,000	27,500	35,000	38,000	30,000	38,000	40,000	35,000	40,000	41,000	38,000
Art Commissions	8,000	12,000	6,000	8,500	12,500	7,000	8,500	12,500	7,000	8,500	12,500	7,000	8,500	12,500	7,000
Shop turnover	65,000	70,000	62,500	70,000	75,000	65,000	72,500	78,000	70,000	75,000	80,000	73,000	80,000	83,000	75,000
Cafe	7,000	8,500	7,000	7,000	8,500	7,000	8,000	9,000	7,500	8,000	9,000	7,500	8,500	9,500	8,000
Friends' Activities	8,000	10,000	6,000	9,000	11,000	8,000	10,000	11,000	9,000	10,000	12,000	9,000	11,000	13,000	10,000
Sponsorship/ Business Partners	10,000	12,000	8,000	10,000	12,000	8,000	13,000	14,000	10,000	14,000	16,000	12,000	17,000	20,000	15,000
HLF Funding	110,000	110,000	110,000	90,000	90,000	90,000	43,000	43,000	0	100,000	100,000	0	80,000	80,000	0
NPO funding	0	0	0	125,000	150,000	100,000	125,000	150,000	100,000	125,000	150,000	100,000	125,000	150,000	100,000
ACE Grants	33,800	33,800	33,800	8,450	8,450	8,450	32,500	35,000	30,000	32,500	35,000	30,000	32,500	35,000	30,000
HCT Grant	14,000	14,000	14,000	14,000	14,000	10,000	15,000	15,000	10,000	15,000	15,000	10,000	15,000	15,000	10,000
Public sector Grants	22,000	26,000	15,000	17,500	20,000	12,000	19,000	20,000	15,000	20,000	21,000	17,000	21,000	22,000	18,000
Trusts, Foundations & Major Donations	36,000	45,000	30,000	37,000	47,500	30,000	40,000	48,000	35,000	43,000	50,000	37,500	45,000	55,000	40,000
	0	0	0												
Other Income (inc Gift Aid and Venue hire)	10,000	12,000	8,000	11,000	13,000	9,000	12,000	14,000	10,000	13,500	15,000	11,000	15,000	17,500	12,500
Legacies	5,000	15,000	5,000	0	6,000	0	0	7,000	0	0	8,000	0	0	9,000	0
HMRC Exhibition Tax Relief	8,000	8,000	6,000	8,000	8,000	6,000	0	0	0	0	0	0	0	0	0
TOTAL INCOME	395,800	442,300	357,300	475,450	543,950	412,950	465,000	527,500	363,500	536,000	598,500	381,000	533,500	600,000	396,500
EXPENDITURE															
Salaries	165,000	170,000	165,000	193,000	208,000	170,000	195,000	208,000	170,000	215,000	225,000	170,000	215,000	225,000	180,000
Curator Fees	18,000	18,000	18,000	18,000	18,000	18,000	18,000	19,000	18,000	20,000	23,000	18,000	20,000	23,000	18,000
Freelance Costs	15,000	20,300	14,000	30,000	45,000	16,000	30,000	45,000	14,000	40,000	45,000	14,000	40,000	45,000	14,000
Shop Direct & Indirect Costs	55,000	59,500	57,500	57,000	61,500	57,000	59,000	64,000	59,500	60,500	65,000	59,500	65,500	67,500	61,000
Advertising, Marketing & Publicity	12,000	15,700	10,000	12,000	20,000	10,000	12,000	20,000	10,000	15,000	25,000	10,000	15,000	25,000	10,000
Training/Recruitment	1,500	1,500	1,500	1,500	2,000	1,500	1,500	2,000	1,500	1,500	2,000	1,500	2,000	2,000	1,500
Fundraising Costs	500	500	500	600	600	600	600	600	600	600	600	600	600	600	600
Engagement (inc advertising)	4,000	14,000	4,000	40,000	53,000	30,000	40,000	47,500	4,000	50,000	65,000	5,000	50,000	65,000	5,000
Exhibition Costs	24,000	24,000	24,000	20,000	20,000	20,000	17,000	17,000	5,000	18,000	25,000	11,000	16,000	25,000	16,000
Premises	45,000	47,500	43,000	47,500	47,500	47,500	48,000	48,000	48,000	50,000	50,000	50,000	50,000	50,000	50,000
Governance & Operational Costs	29,500	35,000	29,000	30,000	36,000	30,000	32,500	36,000	33,000	35,000	36,000	34,000	35,000	36,000	34,000
Other	4,000	4,000	4,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
NPO expenditure	?????														
TOTAL EXPENDITURE	373,500	410,000	370,500	454,600	516,600	405,600	458,600	512,100	368,600	510,600	566,600	378,600	514,100	569,100	395,100
SURPLUS/DEFICIT	22,300	32,300	-13,200	20,850	27,350	7,350	6,400	15,400	-5,100	25,400	31,900	2,400	19,400	30,900	1,400
Unrestricted Funds Brought Forward	206,165	206,165	206,165	228,465	238,465	192,965	249,315	265,815	200,315	255,715	281,215	195,215	281,115	313,115	197,615
Surplus/Deficit for year	22,300	32,300	-13,200	20,850	27,350	7,350	6,400	15,400	-5,100	25,400	31,900	2,400	19,400	30,900	1,400
Unrestricted Funds Carried Forward	228,465	238,465	192,965	249,315	265,815	200,315	255,715	281,215	195,215	281,115	313,115	197,615	300,515	344,015	199,015

Key Performance Indicators		2021/22	2022/23	2023/24 Annual			2024/25 Annual		
		Q3 (actual)	Q3 (actual)	Core	High	Low	Core	High	Low
1	Paid Admissions to the Museum and Art Gallery	1,665	1,940	10,000	12,500	8,000	15,000	30,000	20,000
2	Footfall in the building	26,742	36,859	160,000	185,000	150,000	170,000	190,000	160,000
3	School groups attending and using our services	7 (175 Children)	KS1&2 - 15 schools 3 of which came to museum 564 pupils, 23 workshops	35	45	25	35	45	25
4	Outreach activity - off site sessions	29 (532)	HAF - 4 sessions 73 Attendees	34	40	30	34	40	30
5	Virtual Activities	0	Annual 26	30	40	26	35	50	30
6	Engagement activities on site	94 (965 People)	Annual Young Curators - 12 Sessions 101 attending Family Activities 354 attendees	40	60	30	50	70	40

7	Number of Friends Memberships (up to 5 family members)	725	878	950	1,000	900	1,000	1100	950
8	Number of Patrons Memberships (Individual and couple memberships)	38	44	50	60	45	55	65	45
9	Social media activity – digital statistics (number of followers)	5607 (FB - 1975/Twitter -1909/ Insta-1723)	Annual 2,300 (FB) 2,017 (Twitter) 1,948 (Insta) 163,000 (web hits)	650	700	600	700	750	650
10	Press coverage – number of mentions	188		200	300	150			
11	Fundraising Income	£122,098	£47,407	£350,000	£400,000	£318,500	£400,000	£450,000	£350,000
12	Gift Aid income	£0	£3,552	£14,500	£15,500	£12,000	£15,000	£16,000	£13,000
13	Staff numbers (FTE)	4.5	6	7.5	8	7	7.5	8	7
14	Volunteer numbers	90	92	95	120	90	100	125	95
15	Shop figures - Turnover	Incorrect info on previous document	£28,778.28 (ex VAT =£24,938)	£30,000	£40,000	£25,000	£35,000	£40,000	£30,000
16	Carbon Emissions		255 tonnes CO2 (subject to refinement)	?	?	?	?	?	?