

Stroud District (Cowle) Museum Service

Forward Plan 2018-2023

(FY18/19–FY22/23)



Museum in the Park

Stroud District (Cowle) Museum Service

A **STROUD DISTRICT COUNCIL**
Service



Contents:

Forewords

- 1. Introduction & Context**
- 2. Statement of Purpose**
- 3. Summary analysis of Forward Plan 2013-2018 Objectives**
- 4. Vision (& Performance Review*)**
- 5. Strategic Aims**
- 6. Objectives**
- 7. Action and Resource Plan**
- 8. Budget Plan**
- 9. Risk Management**
- 10. Forward Plan Review and Monitoring**

Appendices (see separate document):

- 1. *Performance Review**
- 2. Evaluation data summary charts and map**
- 3. Copy of online survey & sample of result**
- 4. Staff Organisation Chart**
- 5. Forward Plan Risk Log**
- 6. Museum Service Improvement Plan 2018/19**
- 7. Copy of Partnership Agreement, 1998**
- 8. Copy of Page 17 of Mendoza Review**

Foreword

Let me say how delighted I am to be appointed again to serve the functions of Museum in the Park. For it not only serves as a museum but more than often community enjoyed activities, such as Democracy Day in June 2018 - it was a perfect imaginative venue for such an occasion.

Speaking of imaginative, the Museum's Forward Plan 2018 -2023, is just that. Not only in that respect, but in the thoughtful depth of exploration on many very different levels. As I always say Stroud District is lucky to have such a gem, which we need to guard as a Council. As Fred Ward, Chair of Stroud District (Cowle) Museum notes below, we look to continue the value of the two parties working together.

Finally I must thank the high standard of the staff, especially in producing this valuable document.

Cllr John Marjoram

Member Representative of the Community Services and Licensing Committee, Stroud District Council

The effective partnership between Stroud District Council and the Cowle Trust has ensured the Museum-in-the-Park has continued to be much visited and appreciated by the local and the wider community. This ongoing support has enabled museum staff, volunteers and the Friends to work together to overcome the many challenges and build on opportunities to create such a thriving cultural heritage centre. This Forward Plan shows what needs to be done over the next five years, which may prove to be the most daunting period of the museum's life, in order to continue to develop and to remain at the heart of the Stroud District.

Mr Fred Ward

Chair of Stroud District (Cowle) Museum Trust

1. Introduction & Context

The South West has some 200 accredited museums, with 22 in Gloucestershire¹. Arts Council England goals for museums are set out in its 10 year strategy to 2020: 'Great Art and Culture for Everyone':

1. Excellence is thriving and celebrated in the arts, museums and libraries.
2. Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries.
3. The arts, museums and libraries are resilient and environmentally sustainable.
4. The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled.
5. Every child and young person has the opportunity to experience the richness of the arts, museums and libraries.

In 2017 the Government Commissioned Mendoza Review² proposed "a series of recommendations to enable a more strategic approach to the application of public funding in museums by government and its ALBs (Arms Length Bodies)". The Review notes that in respect of Local Authority (LA) museums it "...has no specific powers to effect change here, and recognises that much of this thinking will be familiar to the sector." Page 17 of the Review highlights ways that LAs can support their thriving museums (a copy of this page can be found in the appendices). The Museum in the Park is a thriving museum.

The Museum as a Stroud District Council Service must be mindful of the Council's vision which is to make Stroud District a better place to live, work and visit for everyone. It has five key priorities: Economy, Affordable Housing, Environment, Resources and Health & Well-Being.

Within the context noted above, this forward plan was created in consultation during 2017, building upon the previous plan (2013-2018) and the collation and analysis of business information and data. The Museum and the environment it operates within has changed considerably from 2013. There has been a huge reduction in public finances and uncertainty from Brexit to name two significant factors.

The aim of this plan is to consolidate the huge progress the Museum has made through the course of the last forward plan and continue to seek opportunities to improve the offer to users, attract non-users and ensure resilience and sustainability of the Stroud District (Cowle) Museum Service during what are difficult times now and ahead.

Between 1999 & 2001 a substantial (Grade II listed) mansion house located in Stratford Park, Stroud was adapted, refurbished & extended to create the Museum in the Park - the principal premises of Stroud District (Cowle) Museum Service. The Museum receives some 55,000 visits a year and has over 85,000 engagements in all its activities. Between 2009 and 2016 the Museum, with the support of the Museum Friends, attracted £460,000 of external funding to bring the derelict Walled Garden back to life. This was a tremendous achievement and the Garden continues to 'wow' visitors.

¹ Source: South West Museums Development Partnership website: Museums in the South West

² The Mendoza Review: an independent review of museums in England, Neil Mendoza, DCMS, November 2017.

The collections comprise about 55,000 objects or groups of related objects concerning the human & natural history of the Stroud District. The Museum in the Park displays and interpretation were created and installed for opening in 2001. They have stood the test of time well and by exploiting this resource through programming and other techniques they continue to keep audiences engaged. Regular changes to the main displays are resource intense and require a strategic approach (and funding). Some changes have been made where they do not compromise existing themes, the one exception to this was the new display in 2016/17 for the Animation in Stroud story.

The Museum in the Park continues to only have a small transit store, mainly used for temporary exhibitions, but no bulk collection storage facilities, the balance distributed between three off-site premises.

The Museum has its roots as an independent museum as a result of the will of William Cowle which established the Cowle Museum Trust in 1899. Since 1983 Stroud District (Cowle) Museum Service has been jointly managed by the Stroud District (Cowle) Museum Trust and Stroud District Council. The two parties form a joint museum governing body; the Council provides the premises, staff and funding for the Museum Service. The Trust is the legal guardian of the Collection and is a Registered Charity. As a result of the initial Lottery Funding to create the Museum in the Park a 25 year legal agreement was drawn up between the parties in 1998 and is included in the Appendices. This agreement ends in January 2023.

*17/08/14, Visitor from Slad, Stroud
'Love this place! So friendly & interesting!'*

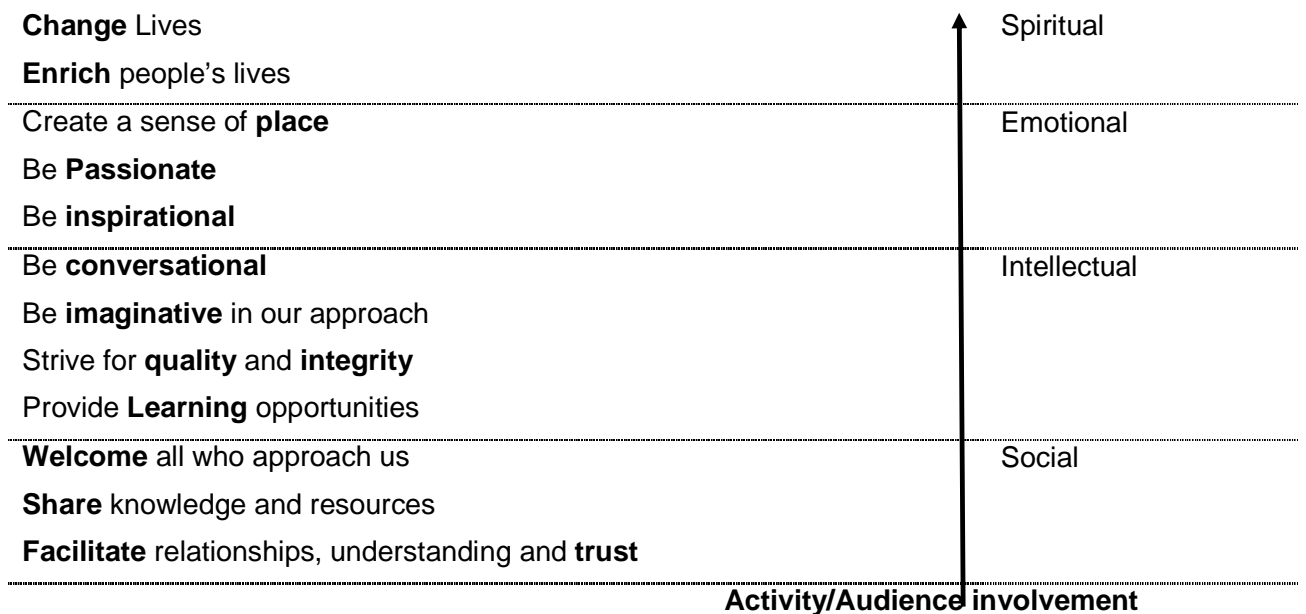
2. Statement of Purpose

During 2017 the Museum took part in the Arts Marketing Association's Future Proof Museums Programme. A key output from this was the development of a Manifesto.

Our manifesto is to provide a museum service that encourages everyone who works, lives or visits the Stroud District to be proud of its past, present and future.

The manifesto is underpinned by a model of engagement. Whilst it will not be possible to track all users through this engagement the left hand side illustrates the Museum's values.

Our model of engagement to build pride in the past, present and future:



All of our resources and activities should be focussed on achieving the manifesto. It provides key values for other individuals and organisations to 'buy into' when developing proposals to work with the Museum. Our manifesto is supported by our mission statement, which sets out how we will achieve our manifesto.

=====
05/08/17, Visitor from Ruscombe, Stroud
'A truly wonderful museum. Just the place for awakening interest in children and respect for the past!'

Mission Statement

Enabling people to access and share the collections and heritage of the Stroud District for inspiration, learning and enjoyment.

Our mission will be delivered by

1. Collecting, safeguarding and making accessible artefacts and related information about the landscape and people of the Stroud District for present and future generations.
2. Delivering a service which is based on excellence and quality to nationally recognised standards.
3. Encouraging our principles of the development and sharing of knowledge and expertise.
4. Providing a safe, happy and welcoming museum to which people will want to return.
5. Providing a cultural service which involves the local community and of which they are proud.
6. Creating cultural opportunities for everyone that stimulate and act as a catalyst to explore the past, understand the present and imagine the future.
7. Maintaining a sustainable, resilient and innovative approach to our work.

09/06/17, Visitor from Switzerland

*'What a pearl of a museum! Appealing, interesting, informative for adult and children!
Really great! And very gentle and friendly personnel'*

Summary review of 2013-2018 Forward Plan Aims & Objectives

The previous forward plan had three strategic aims:

- Retain user numbers and increase profile whilst retaining excellence and quality.
- Ensure standards of collections care and access are maintained or improved.
- With the Friends of the Museum bring the Walled Garden into public use.

They were delivered through six objectives:

1. Remain award winning through to 2018

This objective often provided the 'official' recognition of the Museum's work including Art Council England's national museum Accreditation scheme. A number of other awards were achieved during the life of the plan.

2. Develop Visitor Service facilities by 2018 with a view to increasing income or improving experience

A new website was launched in 2014 and Wi-Fi was rolled out across the Museum. We have continued to work on our environmental sustainability through practical and funded projects. Customer Service training was undertaken for the majority of staff. The shop and café have both had 'face lifts' and continue to focus on generating an important source of income for the Museum.

3. Stabilise visitor numbers above 55,000 by March 2016 and through the life of the plan provide a range of learning opportunities to ensure broad audience appeal

Apart from one year, visitor figures have remained around 55,000, with the final year of the plan being our highest ever. We have committed to supporting work placements. The What's-On programme has maintained a careful balance between the provision of opportunities and the resources available to deliver them. It has also included many more collections-based events. We adopted a national method of audience analysis which is beginning to provide useful data. Our social media presence has been extended within available resource.

4. Ensure standards in Collections Care are maintained and improved by 2018

Actions identified in the Care and Conservation Plan and Documentation Plan have continued to be addressed, with new actions being added during the life of the plan. The Cowle lease was renewed. Rationalisation has made progress, albeit on a lower level. The Building Management System was updated early on in the plan and ICT access was achieved at the Cowle Store towards the end of the plan.

5. Increase collections access & interpretation from 2012 level

A number of collection focussed events have been included in the What's On programme, in particular awareness was raised of the geology and archaeology collections. General staff awareness and involvement has been increased. Some substantial interpretative pieces of work also took place during the life of the plan (e.g. Redler, Animation in Stroud, Cathedral of Cloth).

6. Have the Walled Garden in full public use by 2018

The Walled Garden was brought back to life with the support of the Friends of the Museum, opening fully in October 2016. It attracted substantial external funding (£460,000) and now provides much more flexibility, a dedicated learning space and many more opportunities to engage with the community.

*08/07/2015, Visitor from Cape Town, South Africa
'The history of the area is truly fascinating! We had a brilliant time, thank you'*

3. Vision and Performance Review

Refer to **Appendix One** for our performance and situation review which provides the context to the following.

A Descriptive Vision

The Stroud District (Cowle) Museum Trust and Stroud District Council (the Governing Body) have approved the following descriptive vision for the service in 2023:

The Museum in the Park, as the home of Stroud District (Cowle) Museum Service, is a much loved, well used and cherished Museum which is an integral part of the local community.

- The Museum has re-developed the modern extension of the Museum to increase the size and scope of the shop and café, and provide a further meeting room, whilst retaining a first class gallery offer. Some changes have been made to displays at the Museum within the context of a long-term strategic plan.
- As a precursor to re-locating the stored collections to a single premises, the Collections database has been moved to a new platform that improves data governance. Resources have been committed with the aim of bringing the stored collections onto one site, to make them a more effective and accessible resource whilst reducing costs.
- The Museum has successfully rolled out Volunteer Makers which has re-defined how the Museum engages with existing and future volunteers. The Walled Garden continues to thrive with a carefully considered planting plan and maintenance, delivered by a dedicated group of volunteers.
- The learning and public programme continues to engage visitors, encouraging them to visit, explore and discover. In particular, the programme has exploited the setting and location of the Museum for the benefit of health and well-being events.
- The Cowle Trust continues to ensure good governance of the Trust's Collection and with the Council, delivery of the Museum Service. The Museum has undergone a review as a result of the Lottery Agreement ending in 2023 which will shape the next five year plan (2024-2029).

In all, the period 2018-2023 has produced a more sustainable and resilient Museum service and one that continues to encourage everyone who works, lives or visits the Stroud District to be proud of its past, present and future

=====

29/03/18, Visitor from Langley, Berkshire

"Excellent displays & the room warden exceptionally knowledgeable. Made our day!"

4. Strategic Aims

The vision incorporates the Museum Service's key aims, which include:

Museum Aim	Link to SDC Priorities
1. Provide a user focussed museum service that encourages engagement, ensuring the Museum in the Park is an important community focal point	Delivery Health & Wellbeing Economy
2. To ensure we have a resilient and sustainable museum service	Delivery Environment
3. Manage, advocate and share the potential of the Collections for the benefit of our communities.	Delivery Health & Wellbeing

In order to achieve the aims and vision the following strategic objectives have been set.

5. Objectives

1. Develop our engagement with a wide range of users and the community through to 2023
2. To operate the Museum efficiently and effectively within the budgets allocated with a goal to increase income
3. Ensure standards in Collections Care are maintained or improved by 2023
4. Develop strategic plans for the re-display of the Museum galleries by 2022
5. Through the life of the plan commit time and resource to the ultimate goal of having a single premises for the collections not on display

The following sets out the main actions required to deliver these objectives and strategic aims.

6. Action and Resource Plan

The following tables show the actions that we consider necessary to achieve the above aims and objectives.

Action and Resource Plan						
Strategic Aim #1:	Provide a user focussed museum service that encourages engagement, ensuring the Museum in the Park is an important community focal point					
Objective #1 & 5:	Develop our engagement with a wide range of users and the community through to 2023 Develop strategic plans for the re-display of the Museum galleries by 2022					
Actions	End Date/freq uency	Lead officer	Additional Support/ involvement	Estimated Cost & (source of funding)	Performance Indicator(s)	Updates
1. Complete scoping study for Museum Membership Scheme	Jan 2019	Museum Development Manager	Museum team Museum Friends Key stakeholders	External Grant Officer time	Business case findings	ACE grant for £12,575 achieved.
2. Retain annual VAQAS award	Annual Ongoing	Front of House Managers	Museum team	Officer time £300 annual return fee (internal)	Retain award	
3. Integrate Health & Wellbeing activities within programme acting as hub for various groups	Ongoing	Events & Exhibitions Officer	Learning & Access Officer Museum team	Officer time Grants as req'd	Feedback Integration of activities into programme	Dementia/gentle walks continue in 18/19 Textiles and Art on prescription
4. Re-development of website by March 2019	Mar 2019	Museum Development Manager	Museum team External contractor	£5-£6k (internal)	Evaluation Usage	Exploring options Internal development

Action and Resource Plan						
Strategic Aim #1:	Provide a user focussed museum service that encourages engagement, ensuring the Museum in the Park is an important community focal point					
Objective #1 & 5:	Develop our engagement with a wide range of users and the community through to 2023 Develop strategic plans for the re-display of the Museum galleries by 2022					
Actions	End Date/freq uency	Lead officer	Additional Support/ involvement	Estimated Cost & (source of funding)	Performance Indicator(s)	Updates
5. Rollout of Museum Makers (a national online volunteer engagement tool)	Mar 2019 & ongoing	Museum Development Manager	Front of House Managers Museum team	£500 (internal)	Volunteer engagement Evaluation	Volunteer led tours trialled
6. Develop Museum focus group(s) for strategic projects	Mar 2020	Museum Development Manager	Museum team Friends Trust	£1,000 (internal)	Community Involvement into decision	Supporter Scheme
7. Maintain volunteer commitment to walled garden planting	Ongoing	Museum Development Manager	Front of House Managers	£2,000 (internal)	Planting developed to scheme Volunteer time	
8. Restore listed Warwick Vase and re-locate in Walled Garden	Mar 2019	Museum Development Manager	Asset Mgt Events & Exhibitions Officer Collections Officer	External Grant	Warwick Vase on display in Garden	
9. Continue to develop educational potential of Walled Garden	Ongoing	Museum Development Manager	Learning & Access Officer Events & Exhibitions Officer Volunteers	£2,000 p/a	Visitor Numbers	

Action and Resource Plan						
Strategic Aim #1:	Provide a user focussed museum service that encourages engagement, ensuring the Museum in the Park is an important community focal point					
Objective #1 & 5:	Develop our engagement with a wide range of users and the community through to 2023 Develop strategic plans for the re-display of the Museum galleries by 2022					
Actions	End Date/frequency	Lead officer	Additional Support/ involvement	Estimated Cost & (source of funding)	Performance Indicator(s)	Updates
10. Produce a Guide Book for the Museum	Mar 2022	Collections Officer	Collections Assistant Learning & Access Officer Museum team Trust	£2k	Guide Evaluation	Possibly build on Collection Stories work
11. Produce a new floor plan for visitors	Jun 2019	Events & Exhibitions Officer	Collections Officer Learning & Access Officer Museum team	Officer Time £1k	Floor Plan	
12. Explore opportunities to engage visitors via digital media	Mar 2023	Museum Development Manager	Collections Officer Learning & Access Officer Events & Exhibitions Officer	Officer Time £3k	Digital Engagement tools	
13. Succession planning for Cowle Trust and position of Chair	Mar 2020	Museum Development Manager	Cowle Trustees	Officer Time	Vacancies filled	Chair to step down no later than 2020

Action and Resource Plan						
Strategic Aim #2:	To ensure we have a resilient and sustainable museum service					
Objective #2 & 3:	To operate the Museum efficiently and effectively within the budgets allocated with a goal to increasing income Ensure standards in Collections Care are maintained or improved by 2023					
Actions	End Date	Lead officer	Additional Support/ involvement	Estimated Cost & source of funding	Performance Indicator(s)	Updates
1. Maintain Accreditation	2018 & ongoing	Museum Development Manager	Collections Officer Museum team	Officer time	Retaining Award	Delays from ACE as they review scheme Respond to queries
2. Access Statement (Access Policy) actions & annual review	2018 & ongoing	Learning & Access Officer	Museum Team	Officer time Budget for actions	Visitor Satisfaction Sector Awards Audits	
3. Ensure income targets for commercial activities are achieved or exceeded	Mar 2019 & Ongoing	Front of House Managers	Museum team Visitors	Nil for review	Usage Income Evaluation	Reviewed takeaway cups –April 2018
4. Seek opportunities to increase commercial offer (incl. hire).	Mar 2020	Front of House Managers	Museum Development Manager Museum team	Office time	Revenue Business Plans	Shop Phase 2
5. Aim for a lower Display Energy Certificate (95 in 2016)	Oct 2018 Ongoing	Museum Development Manager	Museum team Visitors	£100 for certification	KwH use DEC score	

Action and Resource Plan						
Strategic Aim #2:	To ensure we have a resilient and sustainable museum service					
Objective #2 & 3:	To operate the Museum efficiently and effectively within the budgets allocated with a goal to increasing income Ensure standards in Collections Care are maintained or improved by 2023					
Actions	End Date	Lead officer	Additional Support/ involvement	Estimated Cost & source of funding	Performance Indicator(s)	Updates
6. Offer Customer Service Training for existing staff	Mar 2020	Front of House Managers	Museum team	Nil to £1,000	Award to staff Evaluation/user feedback	
7. Review and upgrade Building Management System to improve functionality	Mar 2019	Collections Officer	Museum Development Manager Asset Mgt Officer	£4,000 (internal)	Improved management of environment	Outline Spec written
8. Offer budget savings if income improves	Mar 2019 & ongoing	Museum Development Manager	Finance Officer	Nil	Budget Management	£14,900 saving on 18/19 budget
9. Agree headline terms of Museum Review (with a view to longer term options for the Museum)	Mar 2021	Museum Development Manager	Director Customer Services Museum team Cowle Trust Committee Members	Officer time	Agreed terms	May require funding for review to take place

Action and Resource Plan						
Strategic Aim #3:	Manage, advocate and share the potential of the Collections for the benefit of our communities.					
Key Objective 3, 4 & 5:	<p>Ensure standards in Collections Care are maintained or improved by 2023</p> <p>Through the life of the plan commit time and resource to the ultimate goal of having a single premises for the collections not on display</p> <p>Develop strategic plans for the re-display of the Museum galleries by 2022</p>					
Actions	End Date	Lead officer	Additional Support/ involvement	Estimated Cost & source of funding	Performance Indicator(s)	Updates
1. Undertake identified actions in Care and Conservation plan	Ongoing – annual review (Jan)	Collections Officer	Collections Assistant Museum team (incl. Volunteers)	£2k from annual conservation budget (internal)	Achievement of actions	Refer to separate plan for information.
2. Undertake identified actions in Documentation Plan	Ongoing – annual review (Jan)	Collections Officer	Collections Assistant Museum team (incl. Volunteers)	£1k from annual conservation budget (internal)	Achievement of actions	Refer to separate plan for information.
3. Unit 28 – lease transfer & renewal	Dec 2019	Museum Development Manager	Asset Management Legal Collections Officer	Lease renewal costs (internal)	Renewal of lease	
4. Rationalisation & grading and revise plan	Ongoing – annually reviewed	Collections Officer	Collections Assistant Museum Development Manager	Officer time (possible budget for materials/ expertise)	Achievement against plan	Library in 2019/20 – dependent on Collections Assistant post
5. Improve ICT (network) access at Unit 28	Mar 2019	Museum Development Manager	ICT Collections Officer	£400 (internal)	Ability to access network	Request submitted to ICT.

Action and Resource Plan						
Strategic Aim #3:	Manage, advocate and share the potential of the Collections for the benefit of our communities.					
Key Objective 3, 4 & 5:	<p>Ensure standards in Collections Care are maintained or improved by 2023</p> <p>Through the life of the plan commit time and resource to the ultimate goal of having a single premises for the collections not on display</p> <p>Develop strategic plans for the re-display of the Museum galleries by 2022</p>					
Actions	End Date	Lead officer	Additional Support/ involvement	Estimated Cost & source of funding	Performance Indicator(s)	Updates
6. Maintain Collections focussed events within the What's On	19/20 onwards	Collections Officer	Events & Exhibitions Officer Learning & Access Officer	£1,000 (internal)	Events Evaluation	Reduced in 18/19 due to resources
7. Seek Collections volunteer opportunities (see key Aim 1 also)	Ongoing	Collections Officer	Collections Assistant Front of House Manager	£500 (internal)	Volunteer hrs and retention Volunteer feedback Customer feedback Work Experience	Dependent on Volunteer Makers. 3x work placements in 2018
8. Maintain focus on Archaeology Collections within available resource	Ongoing	Collections Officer	Collections Assistant	Officer time	Usage Storage	New notifications currently on hold. Dependent on external environment
9. Develop outline specification for data functionality for a new collections database	Sep 2019	Collections Officer	Museum Development Manager ICT	Officer Time	Specification	System Specification to follow. Important pre-cursor to moving the collection

Action and Resource Plan						
Strategic Aim #3:	Manage, advocate and share the potential of the Collections for the benefit of our communities.					
Key Objective 3, 4 & 5:	<p>Ensure standards in Collections Care are maintained or improved by 2023</p> <p>Through the life of the plan commit time and resource to the ultimate goal of having a single premises for the collections not on display</p> <p>Develop strategic plans for the re-display of the Museum galleries by 2022</p>					
Actions	End Date	Lead officer	Additional Support/ involvement	Estimated Cost & source of funding	Performance Indicator(s)	Updates
10. Engage in opportunities to secure a single premises for the stored collections	Ongoing	Museum Development Manager	Collections Officer Strategic Head Asset Mgt Trust	Officer Time (& budget for studies)	New premises or opportunity identified Funding allocated	
11. Undertake a desk based study into best approach for re-display of Museum Galleries	Mar 2021	Collections Officer	Museum Development Manager Museum team Cowle Trust Focus Group	Officer time	Agreed approach	Lessons from Fire & Theft re-display

7. Budget Plan

The table below shows actual spend for the last two financial years and forecast budget for the first year of the plan.

	2016/17 Actual Spend	2017/18 Original Budget	2017/18 Actual Spend	2018/19 Original Budget
Income:				
Customer & Client Receipts - Commercial (K)	-43,809	-25,000	-53,913	-35,000
Customer & Client Receipts - Public Programmes (K)	-37,863	-18,400	-30,170	-22,100
Grants and Reimbursements (K107)	-38,346	-1,500	-17,948	-2,000
Interest (K83)	0	-800	0	-800
Rents (K)	-6,972	-7,000	-6,972	-7,000
Total Income	-126,990	-52,700	-109,003	-66,900
			0	0
Expenditure:			0	0
Direct Employee Costs (A) ³	295,097	311,800	308,515	280,300
Other Employee Costs (A)	3,491	3,100	3,812	3,600
Premises Related Costs (B)	100,080	85,200	98,714	85,300
Transport Related Costs (C)	1,616	1,600	1,474	1,400
Supplies and Services (D)	143,815	68,000	113,071	67,600
Support Charges (H)	79,643	75,600	85,972	82,600
Capital Charges (J)	0	0	0	0
Total Expenditure	623,743	545,300	611,557	520,800
Net Expenditure	496,752	492,600	502,554	453,900

Museum Service Spending plan notes: Format based on Council Budget Book (*letter codes refer to internal accounting codes*). Note, 18/19 Original budget does not reflect employee budget savings as a result of cuts.

³ This table does not include:

A25: AS19/FRS17 Pension adjustment (An accounting entry that ensures the correct actuarial pension cost is included within the calculation of Net Total Cost as defined by CIPFA within the Service Reporting Code of Practice [SeRCOP]) **
J03: Depreciation and Capital Charges **

** These are notional charges made to service revenue budgets and are 'reversed out' below the line on the General Fund so have no impact on the level of Council Tax raised to support the Council's spending.

Forecast Capital Requirements – not from internal budget

These capital requirements will require external funding:

#	Project	Status
1.	Supporter Scheme	Funded
2.	Warwick Vase	Awaiting Cost Estimate
3.	Collections Database	Tbc
4.	Collections Store	Tbc
5.	Collections re-display	Tbc
6.	Increased Commercial Offer	Tbc

8. Risk Management

Analysis of business risks is undertaken on a regular basis, at least quarterly. A snapshot of the risk register in April 2018 is shown at Appendix Six.

The Museum has also made use of the Risk Awareness Profiling Tool hosted by Birmingham Museums & Art Gallery www.raptonline.org.uk. This enables a museum to assess the level of risk awareness in an organisation. It provides a profile that indicates areas where awareness in the organisation is good, and areas where improvement is needed.

9. Forward Plan Implementation, Review, Monitoring

Progress toward the actions identified in this plan will be monitored on an ongoing basis with an update report being prepared for the trustees at every quarterly meeting.

The Museum's annual service improvement plans will be drawn from this forward plan allowing the museum team, governing body, members, senior management and others to evaluate the progress of the museum. The service plan will contain data relating to key performance indicators set by the museum. By way of example please see the 2018/19 plan attached at Appendix Seven.

To assist with progress monitoring detailed milestones will be set where appropriate for each of the objectives. A full review of the plan will be undertaken at the end of each financial year and action taken accordingly.

Implementation of this forward plan will be the responsibility of the Museum Development Manager, overseen by the governing body formed by Stroud District Council and the Stroud District (Cowle) Museum Trust.

Version 1.0; Date Approved: 23rd July 2018

Review Schedule: Annual

© Stroud District (Cowle) Museum Service

Version Control:

Current Version: 1.0

Minor update log (not warranting re-issue):

Version	Date	Notes	Position	Governing Body informed date