

Project Strand	Outline	Action	Outputs	Reporting
Governance change and transition	<p>Improvements are needed to maximise the delivery potential of the three sites. The museums should complement each other and agree organisational purpose. As part of this the organisations need to be moved towards a new governance structure including the formation of a new Trust. There will be a separation of the Torquay Museum Society from the business delivery of Torquay Museum. The nature of changes in the governance of Torre Abbey is less certain but options will be set out and decisions taken by Torbay Council during the year. Operational join-up and delivery must also be facilitated and better integration carried out during the year (see below for specifics). The work of the Joint Delivery Groups will feed into the formulation of a new operational structure should operations merge between TQM and Torre.</p> <p>Reception work project at TQM is to revise the reception layout to allow a single member of staff to manage both reception and the shop in order to cut staffing costs - this will bring about significant savings particularly during off peak months.</p> <p>Works at Brixham are required to update existing reception area and provide a better visitor experience to encourage return visits.</p>	<ol style="list-style-type: none"> 1. Torbay Council to carry out internal options appraisal to determine best model for future governance. Completion by June 2014. 2. Torquay Museum to take forward HLF Transition Proposal including moving towards a new Trust and separation of the Museum Society from the Museum business. Detailed option on table by June 2014 with consultation launched and implementation by September 2014. Linkage to be made with Torbay Council/Torre Abbey depending on decisions made at the Council. Torbay Council option to be identified by June 2014. 3. Operational join up to be explored. Key areas are marketing, education, collections management, fundraising/grants. Other opportunities to be exploited wherever they occur. 4. Operational support across the sites should be maximised e.g. staff sharing skills, joint training events, staff helping to support events. 5. Reception work project at TQM - Consultation with architects to take place in April 2014, options discussed May 2014 with implementation June 2014. 6. Reception work project at Brixham - Plans drawn up by September 2014. In place by end February 2015. 	<ol style="list-style-type: none"> 1. A defined option for the future of Torre Abbey supported by Torbay Council. Preferred option identified by June 2014. This work is led by Sue Cheriton and Dave Butt. 2. A new Trust in place for TQM (which links with the Torre Abbey option if possible) by end of March 2015. This work is led by Phil Collins and supported by Basil Greenwood. 3. A close working relationship between TQM and TA with more effective delivery and mutual support – 4 ‘Delivery Groups’ set up by June 2014. The 4 Groups will be Education/Marketing/Collections Management/Grants & Fundraising. These Groups will meet monthly, convened and supported by Basil Greenwood, and comprise representation from each of the 3 museums. 4. A clearly defined relationship between the 3 sites and Torbay Council. New Service Level Agreement (particularly for Brixham) where the provision of services provided by the museums is clearly identified and valued. Completed by end November 2014. This work will be led by Basil Greenwood and Alan Davies. 5. Reception works at TQM completed Sept 2014. Led by Basil Greenwood and Phil Collins. 6. Reception works at Brixham completed Feb 2015. Led by Phil Armitage. 	<ol style="list-style-type: none"> 1. Torbay Council has carried out an internal review of possible options with regard to Torre Abbey and Torquay Museum. The financial analysis needs more detailed scrutiny and actual staff structures need to be developed to finalise the business case. With the proposed cuts in funding from Torbay Council work needs to proceed quickly to set out and agree a joint delivery structure – a meeting is planned in July/August to help take this forward and build on the preliminary work done on ‘Torbay Museums – required functions’ (Annex 1). 2. Work is proceeding on putting a new Trust in place for TQM. A timetable has been set out and agreed by TQM Board (Annex 2). 3. As a result of legal advice FM Project received from James Evans of Foot Anstey in April the approach now agreed by TQM Board, HLF and the Future Museums Project Board and currently being implemented is to: <ul style="list-style-type: none"> • use the existing Torquay Museum Society charity, an incorporated charitable company limited by guarantee, as the basis of the Museum/Heritage Trust • establish a totally separate new membership organisation – potentially a new charity – to continue the current wider membership focussed activity of the existing society - rambling, botany, astronomy etc • develop and adopt revised/new articles for both organisations • change the name of the existing charity to eg Torbay Museum or Heritage Trust – name to be agreed • establish a new Board of Trustees for the Museum Trust with a maximum of 2 representatives from the membership organisation. 4. The Museum Trust will : <ul style="list-style-type: none"> • retain the ownership of the collections and the leasehold of Torquay Museum’s building and all associated liabilities, including any redundancies relating to any staff restructuring needed • enter into a license agreement with the new membership organisation that will define the arrangements for the use of facilities within the museum building 5. TQM has been progressing this change in governance alone, as TQM had been informed that Torbay Council no longer wished to progress the proposed

				<p>joint Trust. However TQM have taken forward the new arrangements with the intention of ensuring that the revised articles and new Board would be fit for purpose to incorporate such a joint arrangement by agreement in the future. With the proposed cuts consultation currently underway, discussions on the joint arrangement are back on the table for discussion.</p> <p>6. Delivery groups being developed – see below. 7. New SLA is being looked into by Torbay Council. 8. Reception works at TQM and Brixham still in development stages.</p>
Audience Development	<p>A better understanding is needed of the existing and potential audience for Torbay Museums. Information has been collected in a variety of formats and needs reviewing. This will be led by Basil Greenwood with support from Nathalie Palin and the Joint Museums Marketing Delivery Group.</p> <p>There is work being undertaken to develop a cultural strategy for Torbay led by Torbay Council and the Torbay Development Agency. Both Phil Collins and Alan Davies are being consulted on this and will feedback information into the Museums Audience Development Plan. Angela Cappello (Torbay Council marketing officer) will also act as a conduit between the wider Cultural Strategy and the Museums work – Angela sits on the Joint Museums Marketing Delivery Group.</p> <p>Postcode data is collected as a normal part of business at TQM and it is proposed that similar data is collected at Torre Abbey and Brixham. The Merac tills system in place at TQM and Torre allow easy access to this information and data on admissions type e.g. groups, schools, families etc. Monitoring can therefore be easily carried out which can hopefully be supplemented by visitor surveys on an annual basis.</p>	<ol style="list-style-type: none"> 1. Review existing audience information. 2. Produce an audience development plan that also gives consideration to the wider Torbay offer. This will reference and link in with the Cultural Strategy for Torbay. 3. Utilise plan to guide future marketing and events etc. A joint marketing action plan to be produced as part of this. 4. Develop programming of events at the 3 sites. 5. Sign up to the Visitor Verdict benchmarking scheme. 	<ol style="list-style-type: none"> 1. An audience development plan that effectively guides action at the 3 sites produced by August 2014. A clear plan as to which audiences should be targeted needs to be produced which will be utilised by the Joint Marketing Group to guide marketing activity. This Group will set out an action plan response by October 2014. 2. A clear definition of the USP for the 3 sites developed from the Forward Plans by August 2014. 3. Sign up to Visitor Verdict by June 2014. 4. Further outputs will be developed in relation to ‘joined up’ working with Torbay’s wider cultural strategy as the strategy is developed during 2014. 	<ol style="list-style-type: none"> 1. Little progress on audience development plan as marketing group has been focussed on setting up joint ticket arrangement and associated marketing – see below under marketing. 2. Forward plans developed for TQM and TA with Brixham underway. 3. Initial sign up to Visitor Verdict carried out. TQM currently implementing scheme and e-mail collection policy to feed into VV. Brixham have unresolved concerns about the scheme which are being further considered by the Museum. Torre Abbey currently looking into how the scheme can be implemented.
Marketing	<p>The premise is that there is considerable potential to get added value from marketing the 3 museums as one – ‘Torbay Museums’ – a 3 museums offer. It is proposed that a Museums Marketing Delivery Team is formed supported by the FM Project Manager and a budget from the FM Project to combine with existing budgets where possible. Basic idea is to drive up visitor numbers to improve income. Links with Kents Cavern will be further explored including joint marketing initiatives.</p>	<ol style="list-style-type: none"> 1. Set up a Museums Marketing Delivery Team to meet on a monthly basis to drive actions forward. 2. Take forward joint ticketing. 3. Take forward joint leaflet to market Museums and joint ticketing. 4. Develop joint posters and banners for use around Torbay. 5. Co-ordinate and deliver joint e-newsletter. 6. Co-ordinate advertising/press releases. 	<ol style="list-style-type: none"> 1. An effective Museums Marketing Delivery Team meeting monthly from April 2014. 2. Joint ticket available for the 3 sites by June 2014. 3. Joint leaflet for the 3 sites by June 2014. 4. Joint posters and banners for the 3 sites in place across Torbay by June 2014. 5. A regular joint e-newsletter every 5 – 8 weeks dependent on time of year. 6. Co-ordinated advertising in local publications for Torbay. 	<ol style="list-style-type: none"> 1. Regular meetings of joint marketing delivery team taking place. 2. Meetings also now attended by Kents Cavern (James Hull/Nick Powe). 3. Joint ticket – Heritage Pass - discussed and agreed by all 3 museums plus Kents Cavern - Launched July 1st.. Kents Cavern have developed on-line ticketing facility and will administer disbursement of monies. Link to tickets is via the Museums web-portal. Staff trained in how to process Heritage Pass tickets. 4. Joint leaflet for Heritage Pass produced (100,000

	<p>This Group will have representatives from the 3 Museums. Likely to be Angela Cappello (Marketing Officer, Torbay Council), Martin Hoare (Operations Manager, Torre Abbey), Carl Smith (Marketing/Visitor Services, TQM), Philip Armitage (Bxm Curator). Invite has been extended to Kents Cavern (Nick Powe/James Hull).</p>	<ol style="list-style-type: none"> 7. Produce joint marketing strategy. 8. Co-ordinate and deliver effective usage of social media e.g. Facebook, Twitter etc. 9. Invite James Hull/Nick Powe onto marketing delivery group. 10. Links to wider Torbay strategy/actions will be facilitated through membership of the Museums Marketing Delivery Team who are engaged with the various Torbay initiatives. 	<ol style="list-style-type: none"> 7. A joint marketing strategy that supports the audience development plan. Drafted by May 2014. 	<p>copies) and being distributed by Westward Marketing throughout the Plymouth, Torbay, Avon & Dart, Bovey & Teign, and Exeter regions.</p> <ol style="list-style-type: none"> 5. Joint banners produced and in place outside the Museums and also at Kings Bowling Club, Abbey Park Gates (Belgrave Road) & Riviera International Conference Centre. 6. Regular joint e-newsletter being produced and sent out to e-mail contacts. 7. Palm FM Radio competition and advertising. competition 1st July – 21st July (feedback on competition see Annex 3). Advertising 25th July – 29th August. 8. Three half page adverts planned for the English Riviera Magazine (August/September & October/November & December/January). Plus 150 words of copy (plus photo) in the magazine's Openers News Section highlighting the launch of the Heritage Pass. Also, in the October/November issue of the magazine the editor will write a feature on one of the attractions, and as part of that interview will focus on the new Heritage Pass. 9. Herald Express advertising/pull out feature being put together for August/September launch.
<p>Education</p>	<p>The premise is that there might be potential to get added value from managing education delivery across the 3 museums. It is recognised that Brixham Museum might fall outside this process as it has a well-designed education programme delivered principally by volunteers – however it is hoped that Brixham will still contribute to the group. It is proposed that an Education Delivery Team is formed supported by the FM Project Manager.</p>	<ol style="list-style-type: none"> 1. Set up a Museums Education Delivery Team – Basil Greenwood, Dee Stephens, Ali Marshall, Leah Whitcher, Phil Collins, Alan Davies. Links will be made through this membership to wider Torbay initiatives. 2. Map existing skills available to deliver education at the 3 sites. 3. Identify skills required to deliver education at the 3 sites – i.e. what is required. 4. Explore how to fill any gaps potentially utilising redeployment of existing, training up, buying in. 5. Consider potential wider but related education needs across Torbay – Kents, Geopark, Cockington, Bygones 6. Produce an education strategy across the 3 sites. 7. Develop a pool of 'bought-in' expertise to deliver education sessions. 	<ol style="list-style-type: none"> 1. An effective Museums Education Delivery Team meeting monthly from April 2014. 2. A clear picture of available skills at the 3 sites by June 2014. 3. An education strategy across the 3 sites which also considers relationship with other sites in the bay by July 2014. This will outline the priority areas for action across the 3 sites and who might deliver this work. This work will feed into consideration of a new approach to education delivery to be drafted by Sept 2014. 4. A pool of 3-5 educators available and trained to come into the sites to deliver education sessions by June 2014. Target of 20 sessions to be delivered over the 2014-15 period. 	<ol style="list-style-type: none"> 1. Museums Education Delivery Team set up. 2. Joint strategy still in process of being drafted – HR issues a major consideration. 3. Joint schools contact list has been produced. 4. Museums Education leaflet produced (Annex 4) and circulated to schools in Torbay. Leaflet will also be circulated by e-mail. 5. Pool of 5 educators being trained up to deliver sessions at TQM. 6. Evaluated and revised core Geohub Ed Programme and core Collections Programme – now updated on website (see links below) http://www.torquaymuseum.org/learn/schools/primary/collections http://www.torquaymuseum.org/learn/schools/primary/geohub 7. Updated core sessions pages on site (see links above) to also promote self-guided schools visits to enhance sustainability of schools offer (no need to buy in delivery support) 8. In process of developing and adding more collections based downloadable self-guided activities to Schools section of website, to further promote self-guided visits (note, some teachers are already bringing these along to the booked led sessions so are obviously

				<p>using the website) http://www.torquaymuseum.org/learn/schools/primary/self-guided-visits</p> <p>9. Working with Ali at TA on more garden based self-guided resources for schools as well as refining the led sessions*</p> <p>10. Planned and delivered Geopark Festival activity for BHM</p> <p>11. Working with KC on joint marketing to promote Ancestors/Stone Age offer</p> <p>12. Delivered Geohub Stone Age sessions, both as joint offer with KC or single TQM visit</p> <p>13. Delivered Geohub ‘Pebble in Your Pocket’ session on Torre Abbey Sands</p>
Collections Management	<p>The premise is that there might be potential to get added value from managing the collections across the 3 museums. It is proposed that a Museums Collections Delivery Team is formed led and supported by the FM Project Manager.</p> <p>Representatives will be drawn from the 3 museums to include: Barry Chandler, Amelia Mariett , Martin Hoare, Alan Davies, Phil Collins.</p>	<ol style="list-style-type: none"> 1. Set up a Joint Museums Collections Delivery Team. 2. Map existing skills available to manage collections at the 3 sites. 3. Identify skills required to manage collections at the 3 sites – i.e. what is required. 4. Explore how to fill any gaps potentially utilising redeployment of existing, training up, buying in. 5. Consider potential wider collections needs across Torbay – Kents, Geopark, Cockington,– how might this fit with a future approach to collections management. 	<ol style="list-style-type: none"> 1. An effective Museums Collections Delivery Team in place meeting monthly from June 2014. 2. A clear picture of available skills across the 3 sites by Sept 2014. 3. A clear picture of the necessary skills required to manage collections at the 3 sites with thoughts on any connections with other sites by Sept 2014. 4. The Group will set out how a joint museums collections delivery team might operate by Nov 2014. This will consider any wider potential collections needs across Torbay. 	<ol style="list-style-type: none"> 1. Brief drafted for joint museums collections delivery team and shared with Torbay Council. Once feedback received will set up first meeting – probably in Aug/Sept. 2. Progress on other items to be made once team has met.
Fundraising /grants	<p>There is a need to review how this takes place across the 3 sites to maximise opportunities for a joint approach and meet the needs of grant giving bodies. This work will be led and supported by the FM Project Manager.</p> <p>Representatives will be drawn from the 3 museums to include: Phil Collins, Alan Davies, Martin Hoare, Phil Armitage.</p>	<ol style="list-style-type: none"> 1. Explore a joined up approach at the FM Project Board meetings and set up a working group to take further. 2. Produce an outline of major grant requirements for the 3 sites. 3. Produce a strategy for dealing with the major grant bodies e.g. HLF/ACE in consultation with Torbay Council and share this with the grants bodies. 	<ol style="list-style-type: none"> 1. An outline of the major grant needs for the 3 sites over the next 5 years and a shared strategy for dealing with the major grant bodies by Oct 2014. 	<ol style="list-style-type: none"> 1. To be discussed at August meeting of FM Project Board.
Forward Planning	<p>The FM Project should support the Forward Planning process at the 3 sites to maximise opportunities for a joined up approach to Forward Planning and delivery.</p>	<ol style="list-style-type: none"> 1. FM Project to support Forward Planning process at the 3 sites. 2. Forward Plans for the 3 sites should be ‘joined-up’ to exploit opportunities to assist effective delivery. 3. USPs for the 3 sites should be complementary. 	<ol style="list-style-type: none"> 1. Forward Planning support delivered across the 3 sites by Sept 2014. 2. Joined-up Forward Plans completed and approved to the standard required for accreditation and to accreditation deadlines by Dec 2014. 	<ol style="list-style-type: none"> 1. Forward Plan produced for Torre Abbey. 2. Forward Plan drafted for TQM. 3. Forward Plan for Brixham being worked on.