Beaminster Museum Forward Plan for the period Jan2024–Dec2028

Forward Plan for 2024.

APPROVAL OF DOCUMENT		
Changes	Updated and revised version of the previous Forward Plan. The current state, previous actions and actions for the current year have been updated.	
Signed	Matthew A Kinhman	
Name (Print)	Matthew Kirkman	
Position	Chairman	
Date	14 April 2024	

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1. INTRODUCTION

Beaminster Museum's Forward Plan is a key management document. The process for the creation and management of the Forward Plan is described in Beaminster Museum's Policy and Governance documents, Section 6.

This document gives the context for the Forward Plan, reviews the current state of the museum, updates on progress on the last plan, and sets new multi-year objectives and actions for the current year. This plan was originally part of the Policy and Governance documents but it was separated from those in 2023 as the review processes for the objectives and for the policies are different. The 2023 version of the Forward Plan was finalised for in the November 2023 meeting, reviewed by the Trustees and Signed by the Chair in Jan2024.

The 2024 version of the plan will be written and approved earlier in the year than was the case in 2023. Progress against the 2024 actions will be reviewed at committee meetings and formally written up early in 2025 as part of the 2025 Forward Plan. This should then be the pattern for following years.

2. DESCRIPTION OF THE MUSEUM

Beaminster Museum is a community museum, created and supported by the Beaminster and wider community through the ethos of volunteering and providing mutual support to the volunteer community.

It is a local history museum for Beaminster and the surrounding civil parishes of Broadwindsor, Burstock, Chedington, Corscombe, Halstock, Hooke, Mapperton, Mosterton, Netherbury, Seaborough, South Perrott, Stoke Abbott and Thorncombe.

Its collection reflects its rural setting, with many and varied artefacts from a typical small country town and even smaller villages, which remind visitors of the extent to which even the tiniest of communities were far more self-sufficient in earlier times. There is some emphasis on the local sailcloth industry, which died out in the mid-19 century. It is also the closest museum to Horn Park Quarry and has a collection of local fossils.

The collection is housed over two floors of a Grade II Listed former Congregational Chapel to which a two-storey extension was completed in 2022, a short distance from the town centre.

The museum building was acquired in 1990 by the Beaminster Museum Trust, a registered charity formed to set up and maintain a Museum for the town of Beaminster and the surrounding rural area.

An evaluation report "Extending Beaminster Museum into the Community", written by Sonia Rasbery for the Lottery Heritage Fund is available for further background.

3. GOVERNANCE, MANAGEMENT AND PERSONNEL

The main business of the Museum is overseen by a Management Committee which is formally constituted. Five roles are assigned and described in the Charitable Incorporated Organisation (CIO) and Rules of Governance (ROG): Chairman, Vice-Chairman, Secretary, Treasurer and Curator. In addition, the constitution provides for the appointment of two to five additional members without portfolio but with full voting rights. There is also provision for a representative from Dorset Council (DC), the Chairman of the Trustees, and the Museum Mentor; all ex-officio and non-voting. There is also a power in exceptional circumstances to co-opt new committee members. Management Committee meetings are normally held approximately 6 times each year, with additional meetings as necessary.

Specific areas of the Museum's business are devolved to sub-teams. The sub-teams include:

- Care and conservation
- Childrens' activities
- Collections
- Displays
- Events
- Maintenance and Premises
- Marketing and Publicity
- Oral History Project
- Research & Family History
- Shop
- Stewarding

The sub-teams report back to the Management Committee on significant developments and key decisions. The Research and Family History sub-team is more loosely organised as a collection of individuals with their own expertise that can be called upon to answer specific questions.

Approximately 65 volunteers support the running of the Museum. Volunteer hours are heavily concentrated on maintaining the Museum's opening hours and ensuring that displays never stay the same for long. Volunteers meet weekly on Fridays, but the bulk of their work is actually done at other times, either in the museum or at home.

In 2019 the museum's volunteers were recipients of The Queen's Award for Voluntary Service.

All members of the volunteer team receive appropriate training and have access to a range of free courses provided through the South West Museum Development Programme (eg through informing in weekly newsletter).

4. FINANCE AND ACCOUNTS

Beaminster Museum's Financial Year runs from 5 November to 4 November. The financial situation is discussed at the Annual General Meeting (AGM) and management committee meetings. The Treasurer provides a full income and expenditure summary for each

management committee meeting and the finances are reviewed. The accounts are audited annually.

The museum does not receive regular local government revenue support and relies on its own mix of income generation for sustainability. The primary income sources are member subscriptions, and fundraising events/donations. The museum's annual turnover is small – around £10000 per annum, but is typical of many volunteer-run, community museums in the local area.

The museum has recently introduced a number of spending guidelines to ensure full probity on financial issues. This includes:

- Limit of Management Committee expenditure of £5000 on any one project or item without Trustee authorisation.
- Limit on any one cheque issue or electronic payment limited to £5000 without Trustee authorisation.
- Travelling expenses to be not greater than HMRC approved rates.
- Funds donated for specific purposes or with conditions must have these restrictions recorded in some readily available form.

The Trustees in 2023 determined that financial reserves of £10,000 minimum at any one time should be held.

5. MISSION STATEMENT - BEAMINSTER MUSEUM TRUST

To encourage research, and to collect, conserve and exhibit objects, images and records associated with the history of Beaminster and the surrounding villages, so adding to the cultural and educational facilities for local adults, children and visitors to the area.

AIMS:

- 1. To care for the Museum building and maintain the terms of the Museum Covenant.
- **2.** To care for and develop the Permanent Collections, advised by recommended best practice.
- **3.** To present and display materials, particularly to encourage learning.
- **4.** To provide temporary exhibitions and other opportunities for educational and cultural events in the museum.
- **5.** To develop the Reference Section to provide materials for local history studies and family history research.
- 6. To care for the volunteers who help run the museum by offering opportunities to learn and develop new skills in a happy, friendly and safe working environment.
- **7.** To maintain the effective management of resources, finances and personnel to ensure the delivery of the Museum's aims well into the future.
- 8. To work in collaboration with schools, community groups, the Beaminster Festival, Dorset Arts Weeks, regional and local councils and other museums so enhancing the contribution of the Museum to community well-being.
- **9.** To implement a wide marketing policy in order to achieve the aims.

... That by doing the above, the museum will continue to provide a welcoming, interesting and memorable experience for visitors.

6. CURRENT STATE OF MUSEUM

Beaminster Museum's collections, containing over 1000 accessioned objects and over 2000 images, are wide-ranging, and include items relating to the remarkable geology of the local area, social history from medieval to modern times and the particular importance of the flax industry. The permanent displays are ranged across two floors.

The museum also has a substantial support collection which contains a huge volume of information about Beaminster and the surrounding area.

Every year the museum endeavours to mount at least one season-long temporary exhibition focusing on specific community and local history themes.

With the completion of the extension in 2022 the museum has not only increased the area available for displays but also now has a specific area available for research making use of the considerable collection of historical material, as well as providing necessary storage space.

There is a growing use of touch-screens in the museum, presenting digital information to visitors.

Beaminster Museum opens seasonally for visitors, usually from Easter to the end of the autumn half-term. The opening hours are Tuesdays, Thursdays, Saturdays and Bank Holidays: 10.30 am – 4.00 pm and Sundays: 2.00 pm – 4.30 pm. Saturday afternoons appear to be the most difficult stewarding slots to fill.

The Museum is signposted from the town centre and there is an external sign fixed to the main wall. A canvas 'sail' is hoisted when the Museum is open to visitors. The Museum has both a web and a social media presence.

Visitors will always find a volunteer behind the reception desk, to give a welcome, answer questions if needed, facilitate the visit to the museum, and to signpost visitors to other facilities in the town. Whilst no entry fee is charged, on leaving, visitors will find a donation box with £3.00 per person being the suggested amount as a contribution towards the Museum's running expenses but no pressure is placed on visitors to make a donation.

Emphasis is laid on interaction with digital and physical exhibits, with signposted "handson" activities. There are many themed activities for children, including a well-stocked dressing-up corner.

Some seating is provided and ramps are provided between downstairs levels. The toilet is disabled-friendly. The Chesterman Room and the upper gallery are accessible by stair-lifts.

Approximate visitor numbers for the last five years are tabulated below.

Year	2018	2019	2020	2021	2022	2023
Visitors	861	912	0*	586*	1373	1356

* The Museum was unable to open to visitors in 2020, initially because of the Covid-19 pandemic, then because of building work on the new extension. In 2021, after the lifting of Covid restrictions, the Museum was able to open on 24th July.

Visitor numbers were significantly increased in 2022 compared to pre-Covid levels and these increased numbers were maintained in 2023. Note that free entry was introduced in 2022. The under 18 visitor numbers in 2023 were significantly up – to 304 vs 187 in 2022. These numbers do not include specific school visits organised outside usual opening hours. This increase can be attributed to more focus on families and younger people through updated activities, creation of a family-friendly area in the Rose Gallery and increased advertising.

Visitor surveys in 2017 through to 2021 did not result in clear direction to the museum about how to improve. In 2022 feedback from visitors was again sought, using a physical voting system. While the numbers returned were small, the feedback indicated that visitors would like to see a focus on the local area and more art and craft on display.

Parties of young people are welcome, and group visits can be booked in advance to allow access to particular items if needed. For example, a school visit in November 2023 was based on supporting the English curriculum of Year 7s via WW I artefacts from the museum and by museum volunteers telling the WW I stories of local people and providing related activities.

7. INPUT FROM STAKEHOLDERS

As noted in the introduction, the forward plan is informed in part by input from stakeholders. Input has been gathered as follows:

- Trustees Views transmitted to the management committee by committee chair and secretary (both of whom are trustees)
- Committee members through general committee discussions, circulation of the draft forward plan and by specific discussion at the May committee meeting
- Members by discussion at AGM
- Volunteers by individual discussions and as a result of ideas suggested particularly by the topic teams

8. FORWARD PLAN ITEMS COMPLETED UP TO END DEC 2023

(NB item numbering reflects the numbering of the previous Forward Plan)

Objective	2023 Action	Status
1.1 To conserve the Museum front windows.	 Investigate solutions to leaks from stained glass windows 	 Possible solutions identified (funding required)

Objective	2023 Action	Status
1.3 Address the damp evident on the walls of the museum	 Have an independent look at the damp problem and devise potential solutions 	 Possible solution identified – to be progressed in 2024
1.4 Reduce heat/UV through windows in Rose gallery	 Identify correct reflective film, purchase and install 	 Main windows are complete; Case M protected from light over winter
2.5 Review primary collection currently in storage for artefacts and themes that could be displayed	 Collections team to prepare list of ideas 	Completed Apr2023. See 3.2 below.
3.2 Consider new displays	 Order standalone display box to exhibit items from the collection not usually on display, or newly accessioned items of general interest. 	 Complete Apr2023; new display case in Meeting Room "Hidden gems and new acquisitions"
3.5 Improve family-friendly facilities in museum	 refocus existing resources, eg lego kits, fossil rubbing etc, into parent-supervised play area in Rose gallery with increased numbers of children's books, play farm, etc provide more opportunities for interactive / hands-on 	 Completed Mar23 Completed Mar23. Family-friendly area set
3.6 Improve visitor welcome and dementia- friendly approach	 Implement name badges for stewards on duty 	 up in the Rose Gallery Completed Apr23
4.1 Create 1 temporary exhibition per year	 Develop Apples / Orchards / Cider exhibition for April 2023 	 Completed Apr23. "A stitch in time" main temporary exhibition in preparation for summer 2024
4.2 Create other one-off events in museum for educational / cultural purposes	 Run a "design an ammonite" school holiday activity for children Easter 2023, displaying the pictures in the museum Consider a "bringing history to life" day, eg where volunteers with particular 	 Complete Apr23 Bringing history to life not advanced – lack of volunteer time.

Objective	2023 Action	Status
5.1 Provide access to museum resources in Chesterman room for interested researchers	 interests talk visitors through their area of expertise (Romans, flax, Dorset regiment etc) so the whole museum can be used, or focus on one particular event / era (eg Romans). Could consider volunteers dressing in appropriate clothing of the day. Continue to run winter talks Consider repeating family history course for 2024, or alternative Collections team to provide proposal for how this might happen in first instance 	 23/24 series of winter talks published and in progress no action Proposal made to museum chair & implemented Apr23
6.1 Encourage new volunteers at the museum and retain existing volunteers	 Take part in Prout Bridge volunteering day April 2023 Appoint New Recruit Coordinator to provide smooth enlisting of new volunteers and best use of skills 	 Complete Apr23 Complete – Janice Pryke appointed Nov23
6.2 Train existing volunteers	 Provide training to stewards to ensure they are aware of increased children's activities within the museum, and feel confident in talking about the digital resources available to visitors 	 Training of stewards done Mar/Apr 23
7.1 To review all policies as required.	 In particular, consult other organisations re safeguarding policy and the associated training of volunteers 	Complete

Objective	2023 Action	Status
8.1 Continue to improve links with local schools	 Forge better links with local schools and increase loan box activities 	 Two separate events (multiple sessions each time) organised for Beaminster School Jul and Nov23. 8 Loan box loans in 2023 vs 6 in 2022.
8.2 Continue to work with other local voluntary organisations	• Staff a family history stall at festival "this town has talent" exhibition	Completed June23
9.1 Renew efforts to increase marketing and analysis of visitor numbers	 Replace existing museum leaflet Review visitor numbers and demographic for 2023 Consider how to increase visitor numbers eg by widening reach in the local community, families, schools, etc Create and implement plan to collect quality visitor feedback in 2023 to inform future forward plan revisions 	 Complete Mar23. Reviewed at Nov23 committee meeting. Notable increase in U18 numbers. visitor book returned July 2023 to supplement online visitor survey.
9.2 Continue to improve use of social media	 Improve visibility of children's activities on website and social media Publicise the research tools available in the museum 	 Publicised via social media but response low Publicised on social media and on website but response low

9. FORWARD PLAN JAN 2024 TO DEC 2028

Incomplete items from the previous Forward Plan are included below but may have been renumbered to correspond to correct aim.

Objective	2024 Actions	Status
Aim 1: To care for the Museum an	d maintain the terms of the covenant. Matthew	
1.1 To conserve the Museum front windows.	 Investigate and plan funding for identified solution(s) eg via Heritage fund and an appeal. Investigate removal of secondary glazing 	• In progress
1.2 Update the entrance to the museum to be more welcoming of visitors	 Paint sign Re-think and re-decorate entrance lobby Consider and cost up installing glass inner doors to enable outer doors to be kept open 	 Complete Mar24 Dependent on glass door option In progress (will be longer term objective)
1.3 Address the damp evident on the walls of the museum	 Implement lining of wall of toilet and painting of Chesterman room Depending on the success of the toilet wall lining, implement a similar scheme in the kitchen (probably in late 2024 or in 2025) 	 Almost complete as of Mar24 Not started
1.4 Reduce heat/UV through windows in Rose gallery	Complete installation of protective film on Rose Gallery skylights	• In progress

Objective	2024 Actions	Status	
Aim 2: To care for and develop the permanent Collections, advised by recommended best practice. Richard			
2.1 Ensure Modes provides an accurate record of our collection	 Correct observed errors in Modes and check displays for accuracy of records Create database of loaned-in objects to track renewal dates and locations 	 In progress. Cabinet contents walls, and storage boxes being collated and checked Modes database created Feb24. Needs to include new loans for ASIT 	
2.2 Update our CD and DVD collections by putting them onto digital storage.	 Decide whether to digitize remaining CDs and DVDs and check indexing of those already digitised Decide whether to digitise any remaining VHS and audio material (eg donated materials and oral histories) 	Not started	
2.3 Aim to make photographs of all of the primary collection available to see online by end 2027	 In addition to photographing all new accessions, devise work plan and start to work through selected historical accessions 	 All new accessions are now routinely photographed; plan for historical accessions not yet created 	
2.4 Investigate photogrammetry as a means of bringing our artefacts to a wider audience	 Create 3D image of an artefact and make available on the museum website Seek permission to use models of DMAG artefacts on the website Identify and purchase suitable scanner (using Royal Society grant) to pursue 3D modelling of Horn Park fossils and Waddon Hill finds. Royal Society proposal included the following objectives: Scan at least 40 items in our collection and 5 items in other local museums by end 2025 Create a section on our public website for scans 	 First 3D models made using photogrammetry. Complete Mar24 In progress 	

Objective	2024 Actions	Status
	 Have the scans accessible in-house for visitors to use Train at least 4 volunteers in the scanning process Share relevant models with our local museum and heritage partners for their use. 	
2.5 Review primary collection currently in storage for artefacts and themes that could be displayed	 Plan and execute display in the new cabinet expected April 2024 to be used for new acquisitions and hidden gems and placed at entrance to Chesterman room 	In progress
Aim 3: To present and display ma	terials, particularly to encourage learning. Bid	
3.1 Review existing old display cabinets and develop a stepwise plan for improvement / replacement with more modern facilities, using achievable best practice identified in other museums	 Consider quick win of improved 12V LED lighting in existing cabinets Develop list of desirable and achievable best display practices Review existing displays vs identified best practices and create a display prioritized development plan 	• In progress
3.2 Consider new displays	 Review whether we could use wall space in the museum for a display of more local photographs from our collection Consider new display on Waddon Hill and / or Transport for 2025 	 Parishes Project boards to be re-sited to Chesterman Room walls/ boards winter 23/24; display of other local photographs not started.
3.3 Develop specific plans to update permanent displays	Update the agriculture display	Completed Jan24, incorporating cider element

Objective	2024 Actions	Status
	 Create plan to update/augment/replace the content of the school, pubs, shops, etc displays. Update geology section with assistance from Jurassic Coast Trust. 	 Schools niche completed, including artwork above case K (Apr24) Clocks display updated with additional clock and refreshed background Discussions started
3.4 Continue to improve digital exhibitions	 Get then-and-now photos of Beaminster on to bigger screen to improve viewability Augment kiosk tithe map data with Beaminster shops then-and- now information 	Complete Apr24 Not started
	 Create a children-friendly display on fossils 	In progress Apr24
3.5 Improve family-friendly facilities in museum	 Update activity sheets (e.g. photo trail and location of bees) and increase number of hands-on activities, including ones to tie in with ASIT Dravide items for cale in the sheet simed at shildren and linked 	Complete Mar24
	 Provide items for sale in the shop aimed at children and linked with ASIT Run a competition (costume design or Dorset button design) 	 Initial items stocked; also items for adults linked to ASIT Mar24 Not started
	closing date August	• Not started
3.6 Improve visitor welcome and disability-friendly approach	 Understand how we could use QR codes to provide greater accessibility 	Not started

Objective	2024 Actions	Status
Aim 4: To provide temporary exhi	bitions and other opportunities for educational and cultural events in	the Museum. Bid
4.1 Create 1 temporary exhibition per year	Create and mount "A Stitch in Time" exhibition	Complete Mar24
	Consider theme for 2025, eg Travel and Communication	Discussions started
4.2 Create other one-off events in museum for educational / cultural purposes	Considered further possible events	Not started
Aim 5: To develop the Reference	Section to provide materials for local history studies and family history	research. Linda
5.1 Provide access to museum resources in Chesterman room for interested researchers	 Collections team to report back on progress Investigate setting up a support group for Research and Family History to share expertise more fully and to collate and communicate current research projects 	Not startedNot started
Aim 6. To care for the volunteers and safe working environment. Ja	who help run the museum by offering opportunities to learn and devenue, Alec, Matthew	lop new skills in a happy, friendly
6.1 Encourage new volunteers at the museum and retain existing volunteers	 Update the volunteer database Run a recruitment campaign Create a Welcome Booklet for new volunteers Continue to show appreciation for volunteers – eg social event / other means 	 Complete Feb24 Posters created Mar24 and posted Apr24 Evening to mark re-opening complete Apr24
6.2 Train existing volunteers	Consider how best to use the talents of existing volunteers	• Survey completed with 50% response rate. Anonymised discussed at committee Mar 24

Objective	2024 Actions	Status
	Create an action plan for relevant points as agreed at committee	• Discussed Mar24 and team leaders have given input to possible actions. Chair is communicating actions via newsletter (ongoing)
6.3 Create a succession plan for all key roles	 Appoint new chair of trustees Replace curator and, in the interim, ensure curator tasks are adequately covered 	 Not yet appointed Not yet appointed. Those curator tasks not being covered in the teams are being covered by MK in the interim
	 Appoint vice chair for the management committee Develop plan for replacement of marketing & publicity lead 	 Not yet appointed Succession plan for key roles. Karen Heaney taken on press communications and overall lead. Alastair taken over poster production and distribution
	 Appoint research coordinator, if needed, for the Research Support Group – see 5.1 	Not yet appointed
	 Appoint events coordinator (or someone to help Sarah) for eg winter talks, summer walks, film nights, ghost walks 	 Not yet appointed
Aim 7: To maintain the effective the future. Alec and Matthew	management of resources, finances and personnel to ensure the delive	ery of the Museum's aims well into
7.1 To review all policies as required.	Next review due March 2026	No action in 2024

Objective	2024 Actions	Status
7.2 Continue to develop shop, donations, and other revenue- raising activities	 Consider value of making available all past, present and future BM publications digitally for distribution and sale via internet. Carry out pre-study, eg use of SumUP, how to maintain copyright in digital versions 	Not started
	ith schools, community groups, the Beaminster Festival, Dorset Arts W the contribution of the Museum to community well-being. Richard	/eeks, regional and local councils
8.1 Continue to improve links with local schools	 Increase links with schools to promote use of loan boxes and school visits 	In progress
8.2 Continue to work with other local voluntary organisations	Work with Bridport Museum, The Asmolean, Poole Museum, and DMAG on Waddon Hill finds	Initiated
Aim 9: To implement a wide mark	teting policy in order to achieve the aims. Karen	
9.1 Renew efforts to increase marketing and analysis of visitor numbers	 Simplify the content categories/navigation of the website [Karen] Investigate refreshing the overall website design within the existing WordPress Museo Lite theme/consider upgrading to MuseoPro [Matthew] Refresh the learning/families/research content on the website [Karen] Review visitor feedback at end of season committee meeting, and use stewarding, visitor numbers, and recruitment data to consider/confirm opening hours 3/4Q24 	
9.2 Continue to improve use of social media	Use consistently over the season to promote family-friendly aspects of museum	