

Museum of Barnstaple & North Devon

Forward Plan 2024-2029

Name of museum: Museum of Barnstaple & North Devon

Name of governing body: North Devon District Council

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1. Introduction

This Forward Plan is written following the completion of the Museum's Long Bridge Wing extension project, the COVID pandemic and the achievement of Arts Council National Portfolio membership for the period April 2023-March 2026.

In 2021 North Devon acquired Arts Council Priority Place status, enabling the creation of a new Culture Strategy for northern Devon, a Cultural Plan for Barnstaple, and a successful bid to the Cultural Development Fund for significant investment into the town.

The previous Forward Plan adopted in 2016 covered the period of the extension project. The current plan should be read in conjunction with the NPO Activity Plan 2023-2026.

2. Statement of Purpose

The Museum of Barnstaple and North Devon exists to improve the quality of life for everyone in North Devon by providing a high quality museum service and supporting other cultural resources and activities throughout the year.

We have adopted the strapline "A centre for curiosity, a place for learning, a house of stories."

3. Key Achievements in the last 7 years

- Completed the Long Bridge Wing extension project, funded by HLF, Coastal Communities Fund, NDC and a host of individual and Trust donors, many channelled through the Barnstaple and North Devon Museum Development Trust established in 2013. The extension has provided a new Social history gallery, improvements to the shop and tea room and a dedicated learning / meeting space. The extension was opened with a major exhibition on the painter F.R.Lee, including works loaned by the V&A, Royal Academy and regional galleries.
- Suffered the impact of the COVID pandemic, with extended closed periods and changes in volunteer and visitor habits.
- Launched a new website and trebled social media engagement on Facebook, Instagram and Twitter (X).
- Set up a new Friends Group, with an active programme of talks and events
- Curated an exhibition of "North Devon in 100 Objects" and accompanying museum guidebook.
- Staged a major exhibition on the life and work of Ethel Mairet and her brother Fred Partridge, including loans from the V&A and regional museums, a lecture series including speakers from the USA and India, a weekend workshop and schools programme.
- Supported the publication of a new book on a hitherto unknown 17th century map of Barnstaple at the Bodleian Library, created an HLF funded exhibition, Learning Programme and day symposium with over 100 participants.
- Secured National Portfolio status from the Arts Council, with investment of £95,000 for three years to deliver our agreed NPO Activity Plan.
- Created new governance arrangements, with an independent Advisory Board, in line with ACE best practice.
- Increased income from our shop and tea-room by 75%
- Restored volunteer hours to pre-pandemic levels of around 9000 hours per year, equivalent to 4.5 f.t.e.
- Recovered visitor numbers to pre-pandemic levels.

4. Context

4.1. North Devon

North Devon covers 425.6 square miles (1,102 km²) of some of the best countryside in the country. In common with much of the UK, the area experienced rapid population growth in the first half of the nineteenth century. It then stabilised at around 60,000 until the mid-twentieth century. Since then, there has been a steady increase, reaching 96,118 in 2018. The main challenges to the district are around the critical shortage of affordable housing, and the ongoing need to create high quality employment opportunities.

North Devon Council's corporate plan's vision is that "North Devon will be a sustainable, inclusive community; fostering prosperity and well being for all."

Financial security: To reduce the reliance on core funding government grant whilst maintaining financial security by managing the council in a prudent manner, taking opportunities to increase income and by being risk aware and not risk averse.

Housing: We will strategically plan and deliver housing provision to try to meet local needs and to tackle the widening imbalance between supply and demand and increase the availability of decent, affordable and accessible accommodation for residents in need.

Climate and Environment Overall: To protect and enhance our natural environment and to promote sustainable practices, reduce carbon emissions, tackle climate change and protect biodiversity within the council's jurisdiction.

Pride of place and prosperity: To promote economic development, support the regeneration of our Places and improve the quality of life for residents and visitors by making North Devon a more attractive, vibrant and successful area. This objective includes "Deliver the Cultural Strategy and place culture at the heart of regeneration plans."

People matter: To be seen as a vibrant, attractive employer by being an ambitious and caring council that develops and looks after its communities and delivers excellent customer focused services that meet the needs of its residents.

4.2. Culture in North Devon

North Devon Council led the creation of a joint culture strategy for the North Devon and Torrington District Council areas, funded by Arts Council England, which was adopted by both councils in 2022.

Flourishing Culture sets out a vision for Northern Devon to be "a place that is locally, nationally and internationally recognised as a place where creativity thrives in unison with its landscape and communities". It formed the basis of applications to the Arts Council for NPO status which resulted in an increase of investment to Northern Devon from two NPOs (Burton Art Gallery and Beaford Arts) to five (adding the Museum, Landmark Theatres and the Plough Arts Centre).

The adoption of Flourishing Culture was followed by the creation of a Culture Plan for Barnstaple, which formed the basis of a successful bid for £3million to the Cultural Development Fund.

The Barnstaple Culture Plan's vision is:

Barnstaple is the heart of North Devon, serving not only its immediate residents, but all those living in the surrounding rural communities. As a cultural hub, its offer will radiate throughout and beyond its physical boundaries, connecting and amplifying people and places across the region.

Barnstaple is a town with a layered and fascinating history of over 1000 years of trading and making, independent spirit and international connection. Barnstaple will loudly celebrate its past whilst pointing to its future; seeking out every opportunity to bring to life the heritage of the town for everyday people in contemporary ways.

Sited in a world recognised UNESCO Biosphere, adjacent to the River Taw and Tarka Trail, Barnstaple's connection to nature is embedded into day to day life and the cultural offer within the town will reflect, protect and honour the environment now, and in the future.

As the cultural engine of Northern Devon, Barnstaple will work in partnership to drive forward the Northern Devon Cultural Strategy, spearheading the way for inspiring creative educational opportunities, affordable cultural workspace and diverse cultural venues and programmes that prioritise community wellbeing.

Barnstaple will give creative people a reason to stay in the region and give everyone the opportunity to be creative.

5. The Museum Service

5.1. Background

The Museum of Barnstaple and North Devon opened in 1989 as a sub-regional, multi-disciplinary museum and the centre of North Devon District Council's Museum Service. The museum occupies the old North Devon Athenaeum building on Barnstaple Square, which was given to the town by Barnstaple's great benefactor William Frederick Rock, and houses the museum parts of the NDA collections (established 1888), the old Barnstaple Town Museum and more recently collected objects.

The Service no longer carries out the Museum Development role for North Devon and Torridge, however the Culture Manager is currently still Mentor (for Museum Accreditation) for most North Devon and Torridge Museums.

5.2. Governance and Staffing

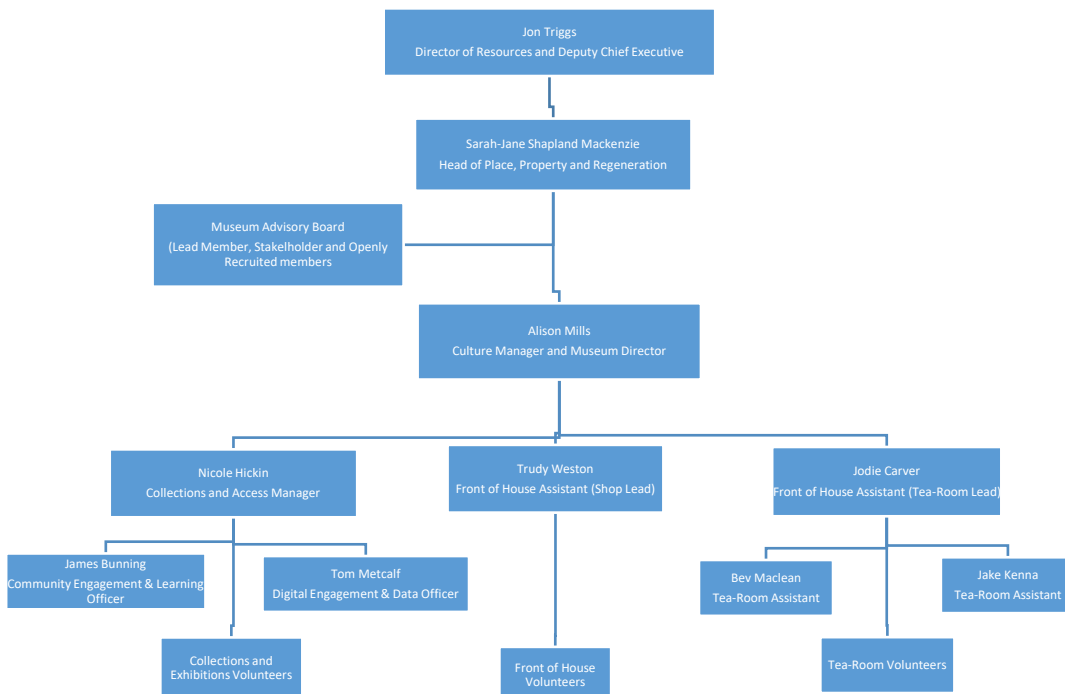
The Museum is part of North Devon Council, which provides a museum service under its general powers. The Museum's key documents (Collections Development Policy and Forward Plan) are approved by the Council. Other operational policies are approved by the Head of Corporate and Community (Ken Miles) under delegated powers. The budget is set as part of the Council's annual cycle. Individual reports (for example request for approval for replacing vacant posts) are taken to the Senior Management Team, which includes the Head of Corporate and Community. Reports on individual projects are taken to the Council's Leadership or Executive for noting or decisions by members as required.

The Service is part of North Devon Council's Corporate and Community Team and employs 4.5 f.t.e. staff. There are about 50 regular volunteers, and additional contracted staff deliver externally funded projects in partnership with a range of public and third sector organisations.

Following our inclusion in the Arts Council's National Portfolio, we have recruited an independent Advisory Board. The Board replaces the Quarterly Advisory Forum, chaired by the Lead Executive Member for Culture. The Board includes two councillors and representatives of the Town Council, Museum

Development Trust and Volunteers, together independent members openly recruited to fill identified skills gaps. Reports for these meetings, which include quarterly performance updates and operational plans are made available to all Members of the Council.

The Advisory Board is setting up three working groups, to focus on commercialisation, audience development and display improvements, in order to make the most of the Board’s skills and experience.



5.3. Volunteers

Volunteers are integral to the effective running of the museums service. We have recently reviewed our volunteer policies and procedures and have a comprehensive suite of Volunteer Management documentation, including a Volunteer Policy, Application and induction records and role descriptions. The volunteer recruitment and management function is held by the Front-of-House Assisant (shop lead). We are currently working on improving mechanisms for incorporating volunteer views into our planning processes and joining Devon Connect to increase the visibility of our volunteer offer.

During the period of this forward plan we intend to develop more flexible and engaging volunteer opportunities, with the aim of diversifying and expanding our volunteer base.

5.4. Collections

The Museum of Barnstaple and North Devon is a fully Accredited Museum. The museum cares for a broad range of collections, a number of which, such as geology, archaeology, militaria and decorative arts, are of

national importance. We recognise our responsibilities to maintain the collections as a whole for the benefit of the people of North Devon, and that may include rationalisation of current collections.

Our collections cover the natural and human history of the North Devon area, with particular emphasis on the social history and manufactures of Barnstaple. The current Collections Development Policy was approved in 2022 and is due for renewal in 2020. The collections number some 75,000 individual items, plus excavated archaeology not individually quantified.

The collections are held by the council as Community Assets, and the Council is responsible for their continuing care. We hold them in trust for the people of North Devon and endeavour to make them as accessible as possible, and to deliver the best possible museum service within the resources available. Two important historic collections are held on loan – the Royal Devon Yeomanry Regimental Collection and the North Devon Athenaeum Collection. The Athenaeum has transferred ownership of natural history and archaeological items to the museum but still owns paintings, ceramics, pewter, social history and numismatic items held at the museum.

We have curatorial expertise in archaeology, and accept excavation archives from the North of the County (the remainder shared between Plymouth, Exeter and Torquay museums). We have good relationships with the County Archaeology team, based in Exeter, often acting as first point of contact for new finds and concerns about the safeguarding of our built and buried heritage.

Apart from local social history our most important collections are in North Devon Pottery (especially excavated pottery and Art Pottery), and this is an important area for planning future development, including scholarship and scope for international partnerships. We are also keen to capitalise on our Shapland and Petter arts and crafts furniture collection.

The most pressing issues in the area of collections are to prioritise the publication and rationalisation of the Barnstaple excavation archives from the 1970s and 1980s, and to move forward on the digitisation of collections.

Collections care is governed by a series of plans and policies and carried out by a team of volunteers guided by our Museum Assistant. The relevant policies and plans are:

- Museum of Barnstaple & North Devon Collections Development Policy 2021-2026
- Museum of Barnstaple & North Devon Care and Conservation Policy
- Museum of Barnstaple & North Devon Documentation Policy Statement
- Museum of Barnstaple & North Devon Care and Conservation Plan
- Museum of Barnstaple & North Devon Loans Out Policy

5.5. Audiences

The museum is the only multidisciplinary museum in the North of the county. Our visitors particularly value the natural history displays which are particularly relevant in the UK's first Biosphere Reserve. We are the only Regimental Museum in Devon, holding the Royal Devon Yeomanry Collection on loan and being an outstation of the Military Museum of Devon and Dorset at Dorchester.

The museum is open 6 days a week, 51 weeks of the year, including Bank Holidays, except between Christmas and New Year. It receives around 60,000 visits this year and is one of the top 25 most visited attractions in the South West. We produce around 4 exhibitions per year in the temporary exhibitions gallery, including the Flagship Exhibitions strand, where we create exhibitions based around loans from national and regional museum to inspire ambition and creativity; Accessible Collections bringing items out from our stores, and our annual open photographic competition.

The most recent postcode analysis of our surveys indicate that 68% of children and 45% of adult visitors are from the North Devon area. A further 19% of adults (12% of children) are visitors from the South West and

31% adults (17% children) are holiday makers from elsewhere in the UK. Foreign visitors make up 5% of the sample (3% of children). We seem then to be well established as a family attraction for local people, probably because of our active Curious Creators Play programme and popular children's quiz.

In age terms, about 20% of our visitors are children. Our most recent detailed data suggests that we do particularly well with retired people (39%) but particularly badly with 19-24 year olds (1.6%) and 25-44 year olds (13% altogether). While these figures clearly reflect the local population profile and the pressures of working life, we could do better at attracting young adults, and this will be a target for increasing participation in the activity programme.

5.6. Access and Learning

The museum has a Learning and Access Plan, created just after the opening of the new Learning Room, which sets out a series of objectives. The impact of COVID followed by a series of staff changes in the Learning Role has delayed implementation of the plan, and its review and adoption will be a priority within the timeframe of this Forward Plan.

Our mission statements for learning and access are:

The Museum of Barnstaple and North Devon aims to provide a welcoming and inclusive lifelong learning environment. Inspired by arts and crafts collections we will actively encourage a creative skills based annual programme providing free or low cost talks and events. As a trusted organisation we will endeavour to provide high quality museum learning and continue to look for new and varied ways for learners to access the building and its collections. Encouraging educational and community partnerships we will champion creative projects and promote a sense of curiosity about the museum's objects.

The museum is dedicated to providing access to our building and collections by removing as many physical and social barriers as possible. Improving accessibility and engagement through our displays, exhibitions and events, website and social media channels. Recognising we are sometimes limited by our grade II listed building and funding streams we shall provide considered and engaging access for as many visitors as possible.

The museum recognises accessibility changes and will address our approach annually. Listening to our community partners we continually identify ways to provide a welcoming and inclusive organisation for all. As an organisation we adhere to North Devon Council's equality and diversity policy.

The relevant policies and plans in the area of access and learning are:

Learning and Access Plan 2020-2025

Equity Diversity and Inclusion Action Plan 2022

6. Finance & Sustainability

The Museum is part of North Devon Council and the budgets are divided into the museum building, service, shop and tea-room. Further budgets are established for individual projects as required. It is difficult to work out absolute costs, since there are multiple recharges to and from different codes and council departments. The budgets overall have been maintained and the council is committed to ensuring the continuing provision of a good service, while expecting increases in earnings and securing of external grants wherever possible. Our NPO funding of £95k per year has enabled higher quality exhibition programming and additional staffing in the areas of data and digital and community engagement.

7. Review of Previous Forward Plan

The last Forward Plan identified the following Key Aims and Objectives. Notes on progress are included here:

Aim	Objective	Comment
Our building will be bigger and better, with displays covering the full range of our collections	To complete the Long Bridge Extension Project including the Our North Devon social history gallery	Complete
We will be generating more income from an improved shop and tea-room	To improve shop and tea-room facilities	Complete
	To increase visitor numbers	Returned to pre-Covid levels
	To meet income targets in financial breakdown	Achieved
Our volunteers will be empowered to create deeper engagement between our collections and visitors	Carry out volunteer training to improve their knowledge & confidence (Curiosity Project)	Ongoing
We will be creating bigger, high-profile exhibitions that attract high-spending visitors from around North Devon	Create new temporary exhibition space	Complete
	Generate high quality exhibitions programme in collaboration with Nationals and MPMs where possible	Ongoing
We will be delivering high-quality learning and engagement opportunities to children and adults	Recruit Learning and Access Officer to vacant post	Complete
	Improve learning boxes & administration by volunteers	Ongoing
	Created targeted resources for local KS2	Complete
	Create adult activities programme (with Friends)	Ongoing
	Arts Award and Young Curators programme	Ongoing
Our collections will be better cared for, with improved storage and digital access	Deliver new display or storage spaces for archaeology, large objects & paintings (extension)	Complete
	Rationalisation of social history collections	Partial
	Train collections care volunteers (pop-up lab & documentation)	Complete
	Carry out digital strategy review & put in place digital engagement plan	Ongoing
	Cooperative working with Town Council, Town Centre Management & CCT	Ongoing
We will be more connected with our community, and playing an important role in the development of Barnstaple as a cultural destination	Support development of Friends Forum	Ongoing
	Closer liaison with Barnstaple History Group	Ongoing
	Maintain programme of community exhibitions	Ongoing

8. Recent Performance

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
No hours open to public	2000	2018	2000	1603	1602	242	1286	2018
Average occupancy							30%	30%
Total visits in person (museum door) from door clicker (arch gallery)	55506	50547	56955	16410	22852	2841	29844	54676
Adults	45206	40447	42955	15000	19392	2281	22383	44835
Children (under 16)	10300	10100	14000	1410	3460	560	7461	9841
Number of unique visitors to your website	15060	13720	10536	26133	8099	20123	22598	20892
Total subscribers to your social media platforms (inc Twitter, Youtube, Vimeo, Tiktok, Facebook, Instagram, Flickr, Historypin etc)	2826	3224	4137	6511	7272	7885	8155	9242
Number of education sessions delivered at museum (with formal providers)	21	17	10	2	5	0	24	25
Number of participants in the above sessions (on site, formal)	1014	459	354	63	171	0	823	674
Number of education sessions delivered off site (Include even those delivered without museum staff e.g. loan boxes)	43	16	10	17	13	6	10	9
Number of participants in the above sessions	1073	2719	1433	1008	339	163	441	252
No of digital sessions							0	0
Number of participants in the above sessions	1073	2719	1433	1008	339	163	0	0
Number of schools and formal learning organisations engaged	30	20	15	13	12	4	23	16
Number of activity sessions and events on-site (informal)	21	21	32	39	16	1	9	47
Number of participants the above sessions	1014	1499	1265	552	620	7	168	1282
Number of outreach and activity sessions off-site	28	19	11	17	1	0	1	1
Number of attendees at the above sessions	5015	1463	6630	3801	20	0	18	110
Number of outreach and activity sessions digital							0	0
Number of attendees at the above sessions							0	0
Gross retail income	19270	16616	15022	3505	9840	4926	21809	32551.37
Gross income from café/ refreshments	26658	20552	21140	2063	4809	2217	17673	34150.36
Total other earned income (This includes events, hospitality, education, and any other income from trading activity)	24000	6722	8700	7691	4655	1730	6631	5080.18

9. SWOT Analysis

A swot analysis was carried with staff, volunteers and the Advisory Board to inform this forward plan. Results are summarised below:

Exhibitions and Collections	
STRENGTHS	OPPORTUNITIES
High profile exhibitions e.g. Turner Depth of collections – centre for curiosity 100 objects Quality of curation Flexibility of exhibitions programme	More high profile exhibitions Digital More info delivered digitally and off-site
WEAKNESSES	THREATS
Born digital collection management Tired permanent galleries, including S&P Divide between perm & temp displays Perception of boringness	Funding cuts to staffing & exhibitions

Community and Learning	
STRENGTHS	OPPORTUNITIES
Learning room (place for learning) New galleries Stories from local people (house of stories)	More memory/story collecting Increasing schools visits More talks to groups Dementia work Adult learning events, including art and paid for
WEAKNESSES	THREATS
Education outreach – tied to building Following through story collecting to display	Funding cuts Volunteer shortage

Strategic	
STRENGTHS	OPPORTUNITIES
History of partnership working Development Trust FHSF/CDF/7 brethren projects Good local support NPO	CDF project & partnerships Partnerships and networks Cultural plan for Barnstaple Increased cultural investment in town The Square
WEAKNESSES	THREATS
	Council finances Don't fulfil NPO requirements COVID

Commercial / Front of House	
STRENGTHS	OPPORTUNITIES
Attractive shop, well laid-out Great tea-room, scones Tea-room Expanded tea-room menu	More space for cards in shop Make tea-room special (refocus, rebrand, Ivy feel) Bespoke shop stock Shop stock and sales Online shop Lates / quiet openings Evening / Sunday / Xmas opening
WEAKNESSES	THREATS
Visibility of café Not enough use of outside space Online payments	Funding cuts Volunteer shortage

Digital and Marketing	
STRENGTHS	OPPORTUNITIES
Improving digital presence since 2023	Higher profile Increasing social media Joint N Devon museum leaflet Parish magazines Publicity to be improved in as many ways as possible
WEAKNESSES	THREATS
Publicity IT Data collection and evaluation Advertising everything USP / knowing our customers Signage, inside and out (upstairs) Posters/advertising Getting stuff out into public domain	

People	
STRENGTHS	OPPORTUNITIES
Volunteers Volunteer-led quizzes Inclusive, welcoming atmosphere Friends group Lots of people applied for Board	Flexible & remote volunteers Open over Xmas Friends – fund-raising & events Remote volunteering Friends as volunteers / ambassadors More collections work for vols
WEAKNESSES	THREATS
More volunteers needed esp on Saturdays Quality of visitor / passer by experience Lack of communication FoH / BoH Lack of engagement of vols / staff with curatorial work	Lone working Volunteer and staff recruitment Bored volunteers FoH / BoH divide Volunteers

Building	
STRENGTHS	OPPORTUNITIES
Location on the Square Quality of exhibition space Landmark building on gateway site	CCTV Rethinking space allocations Planters Garden
WEAKNESSES	THREATS
Increasing energy use Environmental controls in old building Poor use of radios Wifi	Temp and Humidity in galleries Climate change Cost of fuel Security – FoH thefts / walkouts / ASB Accessibility Lack of vol workspace BoH

10. Consultation and analysis of views

In addition to our normal monitoring of questionnaires and visitor books we carried out detailed consultation relating to the extension project, including an exhibition, non-user surveys, face to face interviews, online questionnaire and focus groups with friends and volunteers.

The activity programme for our Extension Project was based on this and aimed at developing our audiences and was targeted particularly at local people in lower socio-economic categories. We have yet to establish high quality data collection but are working to embed Arts Council's Illuminate feedback tool to improve this. This focuses on demographic data and we have a compulsory target from 2024-5 for 1000 submissions per year. We also plan to start using the Impact and Insights tool to guide our planning decisions.

Our NPO funding has enabled us to employ a Digital Engagement and Data Officer who will enable our team to embed a stronger data culture. The second funded post, our Community Engagement and Learning Officer, will work with our Advisory Board Audience Development working group to create a new Audience Development Plan.

Recommendations from the last Forward Plan which are still relevant are:

- Barriers to engagement. Significant numbers of respondents felt that they did not know about events and activities at the Museum of Barnstaple and North Devon. It is suggested that visitors to the museum are offered the opportunity to sign up for email or other social media updates as part of their visit, possibly by completing a card and dropping it in a box.
- Fundraising through donations. Museum visitors expressed a likelihood of giving money if it was clearly evident how much was needed to keep the museum open and free. Donation boxes could be clearly placed around the museum with clear and simple signage explaining the cost of keeping the museum open.
- Working with Schools. Funding should be allocated within the educational programme aspect of the museum redevelopment to increase awareness of the museum and the facilities it offers to local schools. This could be achieved through:

- Teacher training sessions. These could take place as evening sessions for local schools and as whole day training, open to all North Devon schools. Funding should be allowed for incentives for teachers to attend (e.g. lunch, educational resources to take away). It may be preferable to work with other local museums to provide a training day about all of the local museum options for schools. It is suggested that a teacher training session about the museum could be run at least once a year to ensure local teachers have the opportunity to keep informed about what the museum offers.
- Provision of museum led sessions. The museum currently offers this as an option, however a funded events and activities programme could allow greater promotion to schools of this option with a possible extension in the range and scope of activities offered (e.g. Hands on sessions, object handling, dressing up resources).
- Teacher resources. These could target areas of the Primary curriculum which teachers don't currently use the museum to explore. Secondary resources aimed at specific topics could encourage older age groups to use the museum.
- Dedicated educational space. The need for a space which schools can use flexibly is highlighted in this consultation.
- Improve website provision. Provide a clear and easy to find area of the museum website for schools to access information about visits e.g. resources, floor plans, risk assessments

11.Environmental sustainability

As an NPO the museum is using the Julie's Bicycle tool to monitor our carbon footprint. We have recently replace the majority of lighting with low energy LED alternatives and are investigation how we can change working practices to reduce our environmental impact. We also highlight environmental issues within our exhibitions programme.

12.Forward Plan Review and Monitoring

Progress toward the actions identified in this plan will be monitored on an ongoing basis with an update report being prepared for the Museum Advisory Board at their quarterly meetings. A full review of the plan will be undertaken at the end of 2025 and action taken accordingly. Implementation of this plan will be the responsibility of the Culture Manager overseen and approved by the Museum Advisory Board.

13.THE ACTION PLAN

13.1. Vision

Our vision is to be the focus for all our community to learn about and celebrate their natural and human heritage and a centre of North Devon's cultural tourism offer. A centre for curiosity, a place for learning, a house of stories.

13.2. Key Aims

KA1. We will be contributing to an increase in cultural engagement in Barnstaple and northern Devon

KA2. The museum building will be fit for purpose and more economically and environmentally sustainable

KA3. Our exhibitions and displays will celebrate our past and present and inspire ambition and creativity

KA4. Our collections will be well cared for, visible and used for learning

KA5. We will increase cultural engagement by working in partnership with our community, and be relevant and responsive to their needs

13.3. Objectives

KA1. We will be contributing to an increase in cultural engagement in Barnstaple and northern Devon

Ob1.1. Participating in the delivery of Flourishing Culture, the northern Devon Culture Strategy

Ob1.2. Leading the delivery of the Barnstaple Culture Plan and CDF project, including Culture Trails

Ob1.3. Maximising the effectiveness of our NPO status and the input of the new Advisory Board

Ob1.4. Create and deliver an Audience Development Plan to increase visitor numbers to 80,000 per year and reach target audiences

KA2. The museum building will be fit for purpose and more economically and environmentally sustainable

Ob2.1. Improve the shop and tea-room offer to maximise income in line with annual targets

Ob2.2. Review front-of-house layout to reduce perception of threat

Ob2.3. Improve heating and ventilation in old parts of the building

Ob2.4. Green Museum plan - reduce the environmental impact of our building and operations

KA3. Our exhibitions and displays will celebrate our past and present and inspire ambition and creativity

- Ob3.1. Improve 4 x permanent galleries, with the support of Advisory Board
- Ob3.2. Decolonise permanent displays, in line with EDI action plan
- Ob3.3. Create new silver gallery on first floor (subject to external funding)
- Ob3.4. Deliver NPO Flagship exhibitions programme, with loans from national and regional museums
- Ob3.5. Deliver NPO Accessible Collections exhibitions strand, based on stored collections

KA4. Our collections will be well cared for, visible and easily available for learning opportunities

- Ob4.1. Maintain collections care standards, including documentation and storage
- Ob4.2. Deliver archaeology post-excavation and publication project to free up stores
- Ob4.3. Digital collections programme, including access to physical and curation of born-digital
- Ob4.4. Review and deliver formal education offer, target 10 schools and 500 pupils per year

KA5. We will work in partnership with our community, and be relevant and responsive to their needs

- Ob5.1. Deliver co-curated community exhibitions programme in line with targets
- Ob5.2. Revive volunteer-led story collecting and integration into displays and digital offer
- Ob5.3. Creative engagement – deliver informal adult learning , in line with annual targets
- Ob5.4. Curious Creators – create Saturday club targeted at hard to reach young people
- Ob5.5. Develop meaningful / flexible volunteering opportunities and increase the numbers and diversity of volunteers

Delivery of the Action Plan is according to the Action Table held as a separate working document