



# **BEXHILL**MUSEUM

— *Encouraging Discovery* —

# **FORWARD PLAN**

# **2010-2014**

Society of Bexhill Museums

Bexhill Museum • Egerton Road • Bexhill on Sea • TN39 3HL

Tel: 01424 787950 • Email: [museum@rother.gov.uk](mailto:museum@rother.gov.uk) • Website: [www.bexhill-museum.co.uk](http://www.bexhill-museum.co.uk)

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# THE SOCIETY OF BEXHILL MUSEUMS LTD.

## FORWARD PLAN 2010-2014

This Forward Plan sets out the aims and aspirations proposed by the Board of Trustees and the Executive Committee of the Society for the period 2010-2014.

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### FOREWORD

The Forward Plan will act as a framework and the basis for continuing the Society's strategic planning and decision making up to Bexhill Museum's centennial anniversary year 2014.

Primarily, the Society sees this Plan as a document which will enable it to:

- a) identify those areas of the museum's operation which require improved management and/or increased resources.
- b) assess the strengths and weaknesses of the museum in an objective way.
- c) provide a mechanism which allows staff and others to see in which direction the museum is moving.
- d) induce management to develop a future strategy for the museum.
- e) improve the quality of decision-making through performance indicators and the management information system.
- f) pinpoint areas of development and innovation which require new resources or expertise.
- g) demonstrate to funding bodies and patrons the professionalism of the museum and its management.

Since 1914 Bexhill Museum has played a key role in making the town and indeed the neighbouring area, a better place to live, work and visit. This Forward Plan will ensure that the museum's activities continue to evolve and address the needs of our community and at the same time play a vital role in the regeneration of the town.

John Betts  
Trustee, Society of Bexhill Museums Ltd.

**CHAIRMAN'S INTRODUCTION**

I have been involved with Bexhill Museum for nearly 30 years now – not a long time in the context of its first Curator, Henry Sargent! But it was long enough to see some dramatic and timely changes. The most recent of these is the addition of a new wing and two new collections, Costume and Cars, to complete the snapshot of Bexhill's history. Opened in 2009 by our patron Eddie Izzard this was the culmination of our first Forward Plan and puts the Society in an excellent position to forge new paths into the future for the benefit of residents and visitors alike.

Much hard work and dedication has gone into the new Bexhill Museum and thanks however profuse will never be enough to reward those whose efforts have resulted in such an excellent Museum. They will hopefully be rewarded by the appreciation of involvement in the product itself.

With the first phase complete, the Museum has new frontiers and challenges ahead of it. This new Forward Plan will steer the progress of the next four years and I thank the author, John Betts, for putting the Plan together.

Stella Bellem  
Chairman, Society of Bexhill Museums Ltd.

**1. PREAMBLE**

Bexhill Museum was founded in 1914, when it opened to the public on its present site in premises made available by Bexhill Corporation. Its fortunes were very much related to those of its second curator Henry Sargent, who took up office in 1924 and who remained in his post until his death in 1983. The Museum's governing body, the Bexhill Museum Association, was founded in 1923, becoming a registered charity in 1983.

Bexhill Museum of Costume and Social History developed from a temporary exhibition in the Manor Gardens, Bexhill Old Town, to mark the 1200th anniversary of the town in 1972. The exhibition proved so popular that it continued to be displayed each summer. Ownership of the collection was transferred in 1990 to the Bexhill Museum of Costume and Social History Association, a registered charity.

From 1999 the focus of activity of the two associations was the "Museums Renaissance in Bexhill" project; to develop a single integrated museum at the Bexhill Museum site. In 2004 to further this process the two governing bodies amalgamated to form the Society of Bexhill Museums Ltd, a charitable limited company.

During April 2005 the Society and the local authority, Rother District Council, submitted an application to the Heritage Lottery Fund for funding towards the cost of the development project. The application was successful and construction started during November 2007 and on 31 July 2009 the new Bexhill Museum opened its doors to the public for the first time.

This new facility now meets all the needs of a modern museum. Two new galleries celebrate Bexhill's motoring/technology heritage and the history of costume, fashion and social history. Whilst the old gallery(now renamed the Henry Sargent Gallery, fully restored to its original glory includes many favourites beloved by past generations. The museum reception and shop area has been greatly increased in size and for the first time the museum can provide a cafe and visitor toilets.

**2. MISSION STATEMENT**

Our aim is to challenge and inspire Bexhill residents and visitors of all ages by promoting learning and encouraging discovery.

**3. CORE VALUES**

- 3.1 To ensure that Bexhill Museum continues as a valued and lively cultural and educational resource for the benefit of all.
- 3.2 To promote the understanding of our heritage and to encourage learning, creativity and research.
- 3.3 To make accessible the collections and associated information by means of exhibitions, publications, events, education and outreach work.
- 3.4 To manage the collections to the recognised national standards so as to ensure their

use for future generations.

- 3.5 To provide a facility to which visitors will wish to return and from which the public will want to explore the local environment.

#### 4. **AUDIENCE DEVELOPMENT**

Museums worldwide have entered a time of change. They are not only being asked to justify their funding but also to redefine their role in the community. It is now expected that visitor engagement be encouraged in order for museums to be rightfully acknowledged as custodians of our heritage. For their survival and economic success an active dialogue with potential and existing audiences and special interest groups is essential.

Museums also serve as centres of knowledge and the mission to offer an educational experience is the key objective in serving its visitors. Surveys indicate that it is not necessarily the quality of the collections which encourage potential visitors but how 'user friendly' is the museum's environment. In effect, this means that museums are now part of the service industry working in partnership with other stakeholders to achieve user satisfaction. Establishing museums for the many goes hand in hand with their transformation.

Audience development is about breaking down barriers in all of its forms and engaging visitors in activities which they consider worthwhile. Basically it is to develop niche markets and convincing more of the public to become regular museum visitors.

The Society certainly acknowledges this changing situation and embraces it whole heartedly by taking a visitor oriented approach to the museum's core functions of collecting, documenting, preserving and research. Bexhill Museum now has a welcoming modern environment with the new galleries and upgraded facilities together with a significant number of recently acquired high quality exhibits. It is therefore important that over the next five years the Society makes a great effort to engage with those groups who do not normally visit museums. However, it should be borne in mind that this commitment will require additional resources of time and staffing, initially perhaps with only a small increase in visitor numbers from these groups. At the same time it is important that we know more about our existing or

lapsed users and develop activities to increase the frequency or extend their usage of the museum's services. The Board is adamant that these changes will not be achieved by 'dumbing down' its services in any way, but commits itself to providing innovative and high quality programmes for a wide range of audiences with the following goals to achieve a sustainable audience development strategy:

- Refine and enhance communication with visitors
- achieve an attainable and sustainable audience
- turn non-visitors into visitors, visitors into repeat visitors and regular museum goers into volunteers
- to enhance access
- offer multiple experiences
- establish an active network with target groups

#### 5. **THE COLLECTIONS**

The diversity, quantity and quality of the collections are outstanding. Most subject areas being represented; textiles, costumes, motoring, technology, entomology, geology, botany, ethnography, ornithology, conchology, photography, archaeology, art and social history. The educational and display potential is almost limitless, offering something for everyone. There are many eye-catching items including, in the Henry Sargent Gallery, the giant crab, dinosaur footprints, the original architect's model of the De La Ware Pavilion and the L S Lowry painting of Hoad's Mill, a former Bexhill landmark. In the Costume Gallery, one may find fine examples of male and female costumes from the Regency through to the 'Swinging 60s'. Whilst in the Motoring/Technology Gallery will be found three vehicles, a fully restored 1958 Bexhill built Elva Mk111 sports racing car, the only example of this model on permanent public display, the truly unique Volta, built by pupils from a local school, which in 1993 broke the world speed record for battery powered cars under 500kg. A record still held by the car. And last but by no means least, a full sized working model of the 1902 Serpollet steam car, the original of which took part

## The Society of Bexhill Museums – Forward Plan 2010-2014

in Britain's first motor races held along the Bexhill sea front.

The collections also form an archive for Bexhill, including maps, photographs, documents, local newspapers as well as objects of local significance. This material is essential for those pursuing local studies. Thus, Bexhill Museum preserves the cultural identity of the town, recording its successes and failures, triumphs and tragedies and so reinforces a sense of community and civic pride. Due to Bexhill's cosmopolitan past, its history often has an international flavour, with links to France, Germany, Australia, Canada, Africa, the Middle East and especially to India.

### 6. **REVIEW OF CURRENT SITUATION**

#### 6.1 Performance measurement

The Society's previous Forward Plan 2005-2009 contained six strategic aims, the primary one being the "Museums Renaissance in Bexhill" development project. All of the six aims were achieved with various degrees of success:

6.1.1 Display and interpret collections - Standards have been set with many additional exhibits in the two new galleries and the upgrading of the displays in the newly renamed Henry Sargent Gallery. The Access Centre is now well established and gives visitors access to the museum's data base, currently containing some 12,000 entries. Visitor's comments are now correlated and used to determine future displays. A totally new website has been in operation since the museum's re-opening. Visitor numbers started to fall in the months prior to the start of the construction works. However, since 31st July admissions indicate that a target figure of towards 13,500 for 2010 will be easily realised.

6.1.2 Promote learning opportunities - The appointment of an education officer in 2007 and the inclusion of a dedicated learning area in the new museum were the highlighted aims. The closedown of the museum gave all concerned the opportunity to develop and promote a programme of events and at the same time to create new partnerships with local schools and special interest groups. Now that the museum has reopened its doors, the education area is an integral part of the Society's education programme.

6.1.3 Collection care - Additional high quality storage space has been created in the new museum, largely taken up by items from the former Costume Museum. Now for the first time, this often fragile material can be stored under controlled conditions. Conservation and restoration work has continued, most notably being the restoration of the Society's recently purchased Bexhill built 1958 Elva sports racing car, a rare example of this marque. This work being 50% funded by the MLA's PRISM Fund.

6.1.4 Create a new museum - 100% successful.

6.1.5 Develop the Society of Bexhill Museums Ltd - The development of the Society has been and is of paramount importance. For it is only with a thriving membership will Bexhill Museum continue to play an important role in the economy of the town as its second most popular visitor attraction. To this end a revised training programme for custodians and all volunteers has been developed under a new head of personnel. However, much more has to be done to recruit new members and even more importantly persuade them to become actively involved in the operation of the museum. A press officer has been appointed, who is also a director; as publicity of what the museum has to offer the local community must be improved. The Society is also concentrating on a marketing strategy, but at present financial restraints is restricting this activity.

6.1.6 Fund Raising - The main aim of the 2005-2008 Forward Plan was to raise £121,331 being the Society's prescribed outstanding amount into the redeveloped project. Our total commitment being £250,850 towards the total project cost of £1,578,000. We achieved this figure and in fact our actual contribution was £288,231. Fund raising continues nationally, regionally and locally through financially difficult times.

#### 6.2 SWOT analysis

Strengths:

## The Society of Bexhill Museums – Forward Plan 2010-2014

- A quality venue.
- A unique collection.
- The only museum dedicated to the history of Bexhill and the surrounding area.
- A popular museum shop.
- A successful and profitable outside programme of events and activities.
- A good relationship with the local authority, the De La Ware Pavilion and in general with the local business community.
- Good morale and ability of the professional and volunteer staff.

### Weaknesses:

- Shortage of general office space
- Limited access to stored collections.
- Storage space limited.
- Schools programme requires major overhaul.
- The need for a replacement education officer, now that funding has expired.
- Shortage of volunteer front of house and gallery staff.
- Weak marketing programme due to lack of necessary financial resources and volunteers.

### Opportunities:

- The new museum will have a much higher national and local profile.
- Visitor increase of at least 50% expected.
- Expansion of the education programme based on the new learning area.
- Utilise the collections through outreach and improvement of off-site access.
- Totally new website will raise the museum profile and sale of shop merchandise.
- Increased commercial benefits from attendances, shop, outreach and other outside events.

### Threats:

- Declining strength of the economy.
- Statutory funding and grant aid in decline.
- Larger than planned 'fall-off' of visitor numbers after the first year of museum re-opening.
- Under staffing of essential volunteer posts could become critical leading to reduced opening hours.

### 6.3 Stakeholder analysis

To a lesser or greater extent many individuals and organisations have a stake in Bexhill Museum. These include the trustees, management team, the general Society members, staff (paid and volunteers), funders, Rother District Council, museum visitors (local and from outside the town), shoppers, schools, adult education providers, local business, researchers, specialist groups and consultants.

Whilst the nature of their stake differs one from the other, each has an input into the museum and each an expectation in return. It is therefore the responsibility of the management to ensure that these expectations are realised.

### 6.4 Market research

Due to financial constraints it is not possible for the Society to commission specialist firms to undertake such surveys. However, the management has always been mindful that the museum plays an important role in the life of the local community and beyond. Therefore all visitors, whether for general viewing, to carry out research or to study are encouraged to write their thoughts either in the comment book or on line at our web site. In addition, the front of house staff are trained to observe visitor reaction and also to be prepared to answer general questions on the exhibits. The museum curator is usually available during the week to answer more specific or detailed enquiries. The public are also encouraged to become members of the Society and to join in its many and varied activities. It is also important that the museum plays a significant role in the affairs of the town. To this end the Society is represented on several local groups, namely, the Chamber of Commerce and Tourism, the Bexhill Marketing Group, the Town Forum and the Egerton Park Improvement Steering Group. It also has close links with the Bexhill Motoring Heritage Group, the Bexhill 100 Motoring Club and the Bexhill Classic Cycling Group.

6.5 Current statistical analysis

The 31st of July 2009 saw the dawn of a new era for Bexhill Museum. Two new galleries plus improved and additional facilities with a significant increase in visitor numbers and general trading, makes statistical comparisons with the past an academic exercise.

The period from November 2007 until the reopening day was one of the most financially difficult that the Society had ever faced, partly due to having to operate from and maintain three locales. From Bexhill Museum on Egerton Road, the Costume Museum at Manor Gardens and temporary offices at Cemetery Lodge. Although the former was closed to the public for the entire period, the Costume Museum remained open until September 2008 when it finally closed the collections to be packed and moved to Egerton Road. Whilst the visitor numbers at the Costume Museum exceeded expectations, the earlier than expected closure together with the delayed opening of the new museum severely affected our budgeted income, forcing the Society to rely even more on outside activities to bring in revenue. Fortunately, the Society was able to provide an extended programme of guided walks, lectures, outings, lunches and coffee mornings plus attendance at several local events. All of which attracted record numbers of members and guests.

6.6 Conclusions

This Forward Plan covers the five years which will certainly be the most important period in the history of Bexhill Museum since its opening in 1914. Thanks to the hard work and dedication of so many groups and individuals the main aim of the Society's previous plan came to fruition, namely, the opening of a facility which is a credit to Bexhill and a valuable asset to the whole area. However, success, both financial and in the quality of service which the new museum will offer will not be easily achieved. It is obvious that for much of the period covered by the Forward Plan the effects of the recession will be felt by all sections of the community. Funding will be in short supply, whether from central government, the local authority, grant making trusts, business and even the national lottery. All of whom have contributed in a greater or lesser extent towards the museum which we have today. It is therefore essential that the Society builds on the current success of its outside activities and that it taps into the forecast growth of visitors to the town and indeed to the area as a whole. According to recent surveys Bexhill Museum was the second most popular visitor attraction in the town, after the De La Warr Pavilion. Good news. Well, not really as overall it actually figured fifth in the list! The reason being that the other three positions were taken by attractions outside of the town. In other words, many day visitors once they leave the beach depart from the town, after maybe a quick trip around the Pavilion. Long stay visitors use Bexhill mainly as a centre for exploring the neighbouring countryside. In fact both groups contribute little to the town's economy. This is confirmed by figures showing that the average visitor spend in the town, excluding accommodation is considerably less than for comparable resorts.

The Society is determined to change this situation and ensure that Bexhill Museum becomes the town's actual second most popular attraction for visitors. Thereby encouraging them to remain in the town, hopefully to the benefit of the local economy as a whole. Obviously, a successful museum can only go some way to achieving this end. Rother District Council's Next Wave Scheme for the regeneration of the sea front, a central platform for the regeneration of Bexhill will of course be the major driving force. The museum will however benefit directly from the scheme due to its location adjacent to the sea front.

7. **VISION FOR 2014**

The Society's vision for 2014 is of an expanded, successful, inclusive and accessible amenity run by the community for the benefit of all. With the strength and breadth of the collections, the museum should continue, as it has since 1914, to provide displays and exhibitions celebrating the town's heritage and much else. The Society also sees by at least 2013 the museum as an education centre for all age groups with a thriving family history facility. At the same time the Society's membership should have at least doubled in size, thereby providing a steady flow of volunteers to maintain the efficient operation of the museum's services. It is also the intention that by 2014 a feasibility study for the construction of two new galleries will have been completed.

**8. STRATEGIC AIMS, PERFORMANCE MEASUREMENT and ACTIONS**

It is the intention that the following strategic aims will bring about the necessary changes and developments which the Society intends to have in place by 2014. And which are logical extensions to those proposed in the previous Forward Plan. Many of these aims are by design of a general nature, but will enable the Society to focus on specific areas of concern. Basically, they will provide opportunities to improve Bexhill Museum through the service it provides and the way in which it is managed. The attached tables give the details.

**9. REVIEW AND MONITORING**

Progress towards the actions identified in this Forward Plan will be monitored on a regular basis. With an update report being prepared for the trustees to scrutinise at each board meeting. A Museum Service Review will be drawn up from the Plan, allowing members, senior management and others to evaluate progress.

To assist this process, the monitoring of detailed milestones will be undertaken at the end of each financial year and action taken if necessary.

Implementation of the Forward Plan will be the responsibility of the Society's Board of Trustees/Directors.



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Appendix 1 Visitor Attendance figure, Income and Expenditure tables 2009 to 2014

Visitor Attendance Figures (those paying entrance fees only)

Visitor Type	2009 actual	2010 estimate	2011 estimate	2012 estimate	2013 estimate	2014 estimate
Adults	1,725	4,050	3,920	4,060	4,050	4,320
Concessions	2,396	4,590	4,620	4,495	4,650	4,800
Children	1,003	2,700	2,800	2,900	3,000	3,200
Special interest groups	0	675	840	1,015	1,200	1,280
School groups	159	810	1,120	1,305	1,350	1,600
Language students	127	675	700	725	750	800
	<b>5,411*</b>	<b>13,500</b>	<b>14,000</b>	<b>14,500</b>	<b>15,000</b>	<b>16,000</b>

\* From date of museum re-opening 31 July 2009

Income (£)

	2009 Actual	2010 budget	2011 projected	2012 projected	2013 projected	2014 projected
Bexhill Museum Trading	6,669	12,690	13,300	13,775	14,400	15,360
Admissions	11,173	26,495	26,810	27,550	28,315	35,840
Miscellaneous	159	1,996	2,000	2,200	2,000	2,000
Donations	2,120	1,150	2,000	2,000	2,000	2,500
Education	425	300	500	600	660	700
General Fundraising	1,304	1,100	1,500	2,000	2,200	2,400
Grants	8,600	8,000	8,000	8,000	8,000	8,000
Programme	12,739	11,304	11,500	12,000	12,200	12,300
Subscriptions	3,840	3,550	4,000	4,100	4,700	5,000
Conservation Fund	2050	2,050	2,050	2,100	2,100	2,100
<b>Total income</b>	<b>49,079*</b>	<b>68,945</b>	<b>72,500</b>	<b>75,410</b>	<b>76,415</b>	<b>86,200</b>

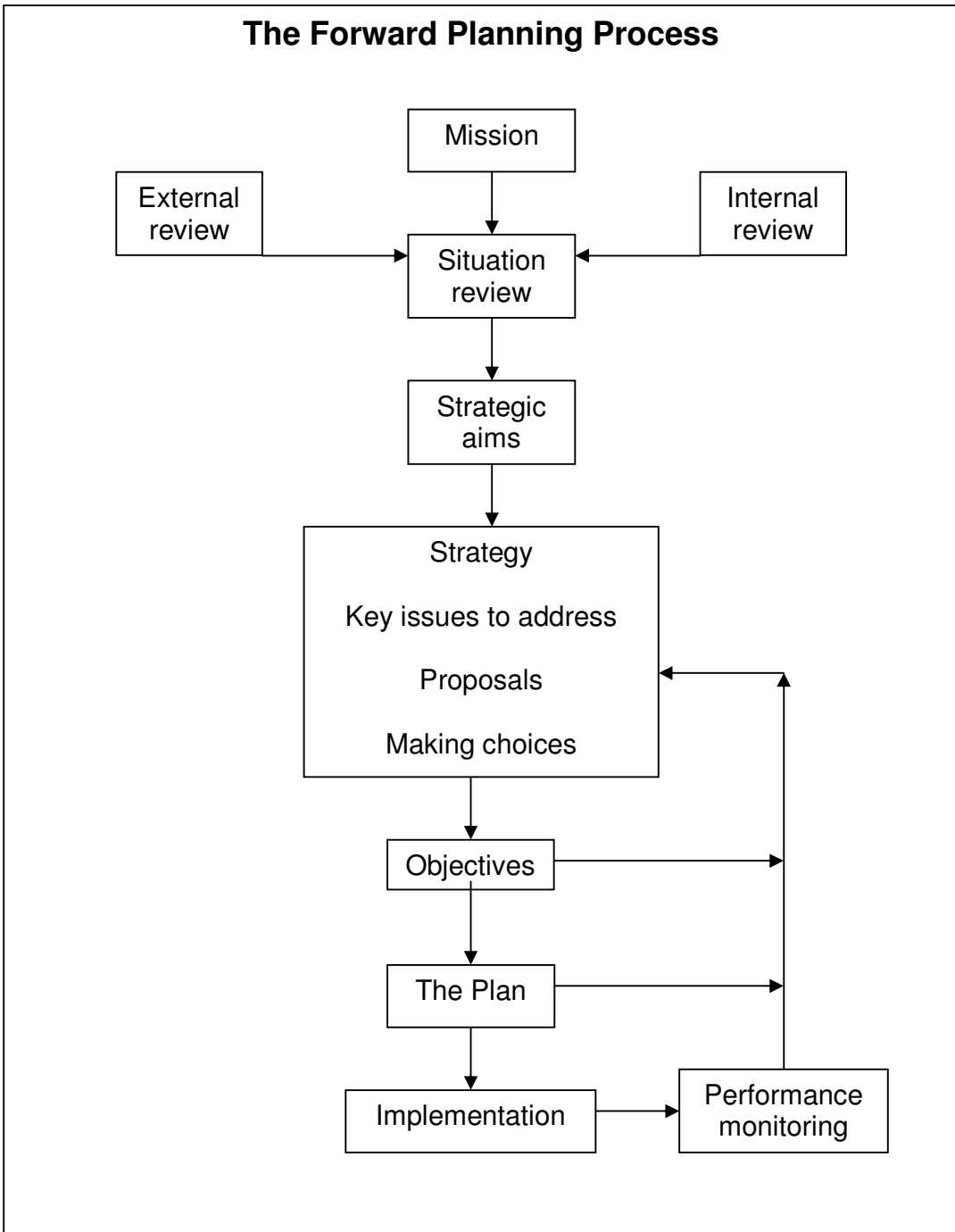
Expenditure (£)

	2009 actual	2010 budget	2011 projected	2012 projected	2013 projected	2014 projected
Administration	24,590	28,552	29,100	30,000	31,200	32,750
Building Maintenance	13,405	14,022	14,300	14,700	15,300	16,060
Collections	10,306	2,395	2,450	2,520	2,620	2,750
Education	7,376	5,820	5,950	6,130	6,370	6,700
Promotion	4,893	2,932	3,000	3,090	3,200	3,330
Other	725	760	800	830	870	900
<b>Total expenses</b>	<b>61,439</b>	<b>54,481</b>	<b>55,600</b>	<b>57,270</b>	<b>59,560</b>	<b>62,490</b>
<b>Surplus/deficit</b>	<b>(12,360)*^</b>	<b>14,464</b>	<b>16,900</b>	<b>18,140</b>	<b>16,855</b>	<b>23,710</b>

\* 2009 figures do not include the re-development project.

^ includes expenditure on projects for which grants were received in the previous year.

Appendix 2



**Appendix 3 – Summary**

<b><u>Strategic aim 1</u></b> Development of the collections, access and interpretation	<b><u>Strategic aim 2</u></b> Promote learning opportunities to a wider audience	<b><u>Strategic aim 3</u></b> Collect and care for exhibits, archives and information
<ol style="list-style-type: none"> <li>1. creation of new displays</li> <li>2. maintain and where necessary improve existing displays</li> <li>3. develop visitor research</li> <li>4. encourage short term loan of items</li> <li>5. continuous upgrading of the website</li> <li>6. achieve accreditation</li> </ol>	<ol style="list-style-type: none"> <li>1. define public needs and desires</li> <li>2. develop and promote programme of public events</li> <li>3. create new partnerships</li> <li>4. rebuild and expand outreach and education services</li> <li>5. operate shop to reflect the museum's mission</li> <li>6. encourage the use of the museum by a widening circle of groups</li> </ol>	<ol style="list-style-type: none"> <li>1. further develop the collections policy</li> <li>2. address additional storage needs</li> <li>3. convert defunct boiler room to storage use</li> <li>4. fully equip and expand the laboratory</li> <li>5. convert the outer store to an interactive recording centre</li> </ol>
<p>Actioned by:</p> <ol style="list-style-type: none"> <li>1. Curator</li> <li>2. Curator and Executive Committee</li> <li>3. Executive Committee</li> <li>4. Curator and Executive Committee</li> <li>5. Consultant and Administrator</li> <li>6. Curator</li> </ol>	<p>Actioned by:</p> <ol style="list-style-type: none"> <li>1. Executive Committee</li> <li>2. Executive Committee</li> <li>3. Executive Committee</li> <li>4. Head of Education and Education Group</li> <li>5. Trading Arm Board</li> <li>6. Board of Trustees</li> </ol>	<p>Actioned by:</p> <ol style="list-style-type: none"> <li>1. Curator</li> <li>2. Curator and Executive Committee</li> <li>3. Executive Committee and Rother District Council</li> <li>4. Curator</li> <li>5. Curator</li> </ol>
<p>Measured by:</p> <ol style="list-style-type: none"> <li>a) visitor numbers and website hits</li> <li>b) target is an increase in visitor numbers of 50% by 2012</li> <li>c) target to interview 5% of visitors for their views on the museum</li> </ol>	<p>Measured by:</p> <ol style="list-style-type: none"> <li>a) numbers engaged in museum visits/activities</li> <li>b) target is 3,500 engaged as above</li> </ol>	<p>Measured by:</p> <ol style="list-style-type: none"> <li>a) keeping accurate records</li> <li>b) target is have to all of the above works completed by 2014</li> </ol>

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<p><b><u>Strategic aim 4</u></b> Further develop the new museum</p>	<p><b><u>Strategic aim 5</u></b> Expand all aspects of the Society of Bexhill Museums</p>	<p><b><u>Strategic aim 6</u></b> Develop the Society's business and marketing strategy</p>
<ol style="list-style-type: none"> <li>1. future planning for a new dinosaur gallery</li> <li>2. future planning for a new cafe and toilets</li> <li>3. future planning for a new local history gallery</li> <li>4. installation of TIC point</li> </ol>	<ol style="list-style-type: none"> <li>1. Urgently recruit new members</li> <li>2. develop and implement a general volunteer training programme</li> <li>3. establish overall general policies</li> <li>4. establish a coherent 'chain of command' and a common purpose</li> <li>5. establish external relationships with key stakeholder groups</li> <li>6. establish much closer links between members and the management</li> <li>7. generally encourage members to become 'active' rather than 'passive'</li> </ol>	<ol style="list-style-type: none"> <li>1. develop a coherent marketing and promotion policy</li> <li>2. expand the programme of regional and national fundraising activities</li> <li>3. step up local fund raising</li> <li>4. carry out regular reviews of fees and general charges</li> <li>5. continue finance and budgeting reviews</li> <li>6. look for partnerships with local businesses</li> <li>7. appoint head of marketing</li> </ol>
<p>Actioned by:</p> <ol style="list-style-type: none"> <li>1. Board of Trustees, Executive Committee and Rother District Council</li> <li>2. Board of Trustees and Executive Committee</li> <li>3. Board of Trustees and Executive Committee</li> <li>4. Board of Trustees and Bexhill Marketing Committee (RDC)</li> </ol>	<p>Actioned by:</p> <ol style="list-style-type: none"> <li>1. Executive Committee</li> <li>2. Executive Committee</li> <li>3. Board of Trustees</li> <li>4. Executive Committee</li> <li>5. Board of Trustees</li> <li>6. Executive Committee</li> <li>7. Executive Committee</li> </ol>	<p>Actioned by:</p> <ol style="list-style-type: none"> <li>1. Board of Trustees and Executive Committee</li> <li>2. Head of Fundraising</li> <li>3. Education Group</li> <li>4. Board of Trustees</li> <li>5. Financial Officer</li> <li>6. Board of Trustees</li> <li>7. Board of Trustees</li> </ol>
<p>Measured by:</p> <ol style="list-style-type: none"> <li>a) adoption of feasibility plan</li> <li>b) target of 2011 for installation of TIC point</li> </ol>	<p>Measured by:</p> <ol style="list-style-type: none"> <li>a) a significant membership increase</li> <li>b) measured by a significant increase in volunteers</li> <li>c) measured by better relationships between stakeholders and management</li> <li>d) target of 800 members by 2012</li> <li>e) target is of no shortage of volunteers by year end 2010</li> </ol>	<p>Measured by:</p> <ol style="list-style-type: none"> <li>a) a year on year increase in funding</li> <li>b) measured by updated reviews</li> <li>c) measured by much higher museum profile</li> <li>d) measured by a positive year by year cash flow</li> <li>e) target is that finance will be available to fund 'wish list'</li> <li>f) head of marketing to be appointed by March 2010</li> </ol>

## **STAKEHOLDERS**

The Society of Bexhill Museums Ltd. relies on a number of organisations and individuals for advice and support and recognises them as stakeholders in the continuing success of Bexhill Museum. The following list contains the names of our major stakeholders at the time of publication of this Forward Plan and therefore is not meant to be exhaustive at any future date:

**Rother District Council**  
**East Sussex County Council**  
**The residents of Bexhill and Rother**  
**All visitors and users**  
**Schools, colleges and other educational establishments**  
**Eddie Izzard**  
**Bexhill Chamber of Commerce and Tourism**  
**Bexhill 100 Motoring Club**  
**Bexhill Motor Racing Heritage Ltd**  
**Bexhill Classic Cycle Group**  
**Bexhill Hanoverian Study Group**  
**De La Ware Pavilion**  
**Heritage Lottery Fund**  
**MLA PRISM Fund**  
**HLA Awards For All Fund**  
**Biffaward Fund**  
**All individual fund donors**  
**Museums Association**  
**MLA**  
**Hastings Museum**  
**Brighton Museum**  
**Rother Museums Group**

*Cllr Deirdre Williams  
Thursley Cottage  
37, Terminus Avenue  
Bexhill-on-Sea  
East Sussex  
TN39 3LY  
01424 225386*

Mr John Betts  
The Society of Bexhill Museums Ltd

2<sup>nd</sup> February 2010

Dear John

After reading your comprehensive report and Forward Plan I thought I must make comment.

Firstly I congratulate everyone who contributed in fulfilling the aims and objectives of the previous plan, and for still keeping alive the ambition and desire to take us well into the future.

Discussion and argument are essential if we are going to keep ambition and pride alive, it also stimulates interest. The Museum is such an important part of not just the past, but the key to the future through knowledge; we as trustees and members have a duty to push the barriers as far as we can.

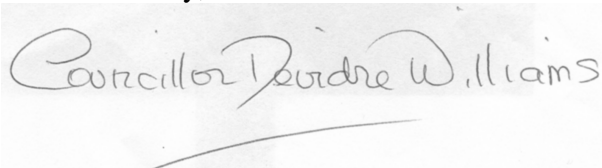
A very good start has been made, and we should all feel very proud of the asset which has been provided for both resident and visitor. However we must not be complacent and if we are to achieve the projected visitor numbers we must improve still further our marketing. The museum is a public asset, we are only the custodians and I truly believe we should explore at every opportunity ways of becoming more inclusive and must listen and be ready to adopt new ideas, which could also be linked to our funding. The Forward Plan with its detailed comment is a sound basis on which to work and I congratulate those responsible for its professional structure and content.

Future ideas could include corporate membership, Association and Club membership and junior membership for just £1 per year per person.

We must never close our mind to change, after all that is how HISTORY is made! As a local elected representative I believe you and your committee have served our residents well.

Well done.

Yours sincerely,



Councillor Deirdre Williams  
Rother District Council Cabinet Portfolio Holder for Social, Leisure and Culture