

Ullapool Museum Trust

Forward Plan 2023-2026



Agreed: October 2023

Contents

Ullapool Museum.....	1
Introduction.....	3
Our Mission.....	3
Our Aims.....	3
Financial Viability.....	3
Care and Development of our Collection.....	4
Our People.....	4
Refurbishment and Renovation plans.....	4
Sustainability.....	5
Our Action Plan.....	6
Financial Sustainability.....	6
Care and Development of our Collection.....	7
Our People.....	8
Refurbishment and Renovation.....	9
Sustainability.....	9
Accountability and Governance.....	11
Finance.....	11
Managing Risk.....	13

Introduction

This business plan covers the three years commencing October 2023. It provides direction and clarity on what the Board and staff of Ullapool Museum Trust wish to achieve over the next three years with specific actions to help us meet our ambitions and budget projections to support the aims.

In common with similar organisations, the past three years have been difficult for Ullapool Museum with lockdowns and then reduced visitor numbers as covid measures were eased. The Board is grateful for the financial support received over these years which helped sustain the future of the museum.

Despite these difficult times, the museum was able to stage a very successful community archaeology project, Lost Inverlael: A' Lorg Baile Bhlair, funded by Historic Environment Scotland, and has received a significant amount of publicity due to it and vastly increased the community engagement.

The museum's chief resources continue to be the people – volunteers, staff and Board – who are committed to helping it prosper. Our ambitions will only be reached if our people are working with a clear and well-managed framework of actions and are properly supported. This business plan sets out how this will be achieved as well as how overall performance and risk will be managed.

Our Mission

'We collect, preserve and protect the history and heritage of the Parish of Lochbroom, and use our collections in dynamic and creative ways for the inspiration, learning and enjoyment of our audiences.'

Adopted 26th April 2007

Our Aims

- To protect and preserve the historical collection both now and in the future, through a commitment to conservation, interpretation and access.
- To connect with the people of Lochbroom by being open, welcoming and inclusive, in order to create a genuinely community centred museum.
- To collect objects of significance and associated evidence connected with the history and heritage of Lochbroom and developing a varied museum collection.
- To research the collection to constantly improve knowledge and understanding through education, interpretation and collaboration with other researchers.
- To interpret the collection in entertaining, challenging and thought-provoking ways, and encourage engagement with the local community and visitors through exhibitions, outreach, events and publications.
- To provide an effective and stimulating learning environment for all our audiences.
- To manage our resources proactively and creatively, in partnership with other organisations and agencies, to improve the services we offer and to create a sustainable future for the Museum.
- To strengthen the museums internal business structure and position as an employer.
- To ensure the integrity of the A listed building.
- To enhance the skill and knowledge base of volunteers, staff and visitors.
- To retain Accredited status.

Financial Viability

Up until the pandemic appeared in 2020 Ullapool Museum income from museum admissions, shop sales and donations had steadily increased year on year, with 2019 being our best ever year. Supported by grants from Highlife Highland, Visit Scotland, Highland Council, NHLF and Museums and Galleries Scotland the museum was profitable and cash steady.

Public funding kept our head above water over the 2 years of lockdowns and re-openings, and visitor numbers during 2022 were above our expectations. However, given current inflation percentages, our focus in the early part of the life of this business plan must be on increasing visitor numbers and shop sales beyond those we were achieving pre-covid to ensure ongoing viability. A grant from NLHF has helped us achieve this aim in 2023, and so far visitor numbers reflect a successful marketing and advertising campaign.

Care and Development of our Collection

In 2019 we appointed a museum manager, that previously held the post of administrator, to oversee the running of the museum and ensure the care of our collection. In 2020 we added a collections volunteer to our team, who was officially employed as the Collections Assistant in 2021. The refurbishment of the stores will hopefully see the promotion of our collection's assistant to collections co-ordinator on a project funded basis.

The Manager, Collections Assistant and a team of volunteers ensure that the museum's collection is properly cared for, conserved and catalogued in accordance with Spectrum procedures, and that all opportunities are taken to develop the collection in ways which enhance its overall value. The Collections Development Policy, Collections Care and Conservation Policy, Collections Care and Conservation Plan, Collections Documentation Policy, Collections Documentation Procedure Manual and Documentation Plan, outline the policies and procedures used to acquire, document, conserve and potentially dispose of collections. We have a primary responsibility for the care of the collection.

The collection must be developed if the museum is to remain a centre of excellence; it needs to become deeper in areas of continuing historical interest and also needs to reflect aspects of more recent history.

We are looking at new ways to engage audiences who may not have previously visited us with our collections. We have been working on archaeological projects since 2020 and have an overall aim to digitise our collections in online galleries, members areas of our website and create in-gallery virtual experiences.

Our People

Pre-covid we had approximately 50 volunteers who supported the work of the Museum but that number has reduced post-pandemic to around 12. We are currently developing a volunteer/work experience package that takes guidance from varying organisations such as SLCVO, HTSI etc to engage our current volunteers and ensure we provide new volunteers with a robust and beneficial package of benefits. It will also ensure that all volunteers are trained and supported for whichever role they undertake.

Our enthusiastic staff and volunteer team have settled well into the new management structure and our Board currently has the skills required to ensure we can achieve our mission. During the life of this plan, we must continue to review the training and development required to ensure the ongoing smooth running of the museum as well as the skills we need to achieve our future ambitions.

The museum Board considers that, as we currently operate, we have sufficient staff to run as planned, however the board understands that our capacity is stretched and if where possible additional capacity should be added. We currently have a very small board and hope to increase this number over the course of this plan and are currently compiling a list of skills that the organisation requires in order to appropriately advertise positions.

Refurbishment and Renovation plans

Ullapool Museum Trust have plan for two capital works projects, firstly a refurbishment of the stores which will run from late 2023 until 2024. This will see one of the stores buildings being repaired and renovated to house our collection of objects, leaving the smaller building available to be used as an archive store for documents.

This project will see a budget of approx. £80,000 and will be funded through at least 3 different funders, with Museums and Galleries Scotland being the main contributor.

The second and larger project includes several repairs to the main museum building, that received temporary repairs during the 2013 renovation, replacements and repair of five of the windows, energy efficiency measures, such as secondary glazing, air source heating and loft insulation, as well as a mini redisplay. This project is expected to run 2025 and 2026, with an idea for reopening for our 30th Anniversary Celebrations.

Sustainability

The Board of the Museum recognises the need for Ullapool Museum Trust to play its part in reducing carbon and achieving net zero. We will do this in a number of ways including:

- Energy efficiency for the Museum and Stores
- Information and Communication Technology
- Sustainable and Renewable energy for the museum and stores
- Travel reduction through online engagement

Some of these areas we are already working on and others will be achieved through our Renovation plans when energy efficiency and renewable technologies will be built into our designs.

Our Action Plan

Financial Sustainability

Action	Target	Timescale	Lead
Carry out continued review of shop stock, margins.	Increase shop sales by 30% over the next three years	By October 2026	Manager
Employ targeted Marketing techniques	Increase Visitor Admissions by 25% over the next two years	By October 2025	Manager
Install Interpretation around the village with Donation options	Increase Donations by 50% over the next three years	By October 2026	Manager
Create a continual programme of Stores tours and events	Increase Donations and income from events by 15% over the next three years	By October 2026	Manager and Collections Assistant/Co-ordinator
Continue to monitor all costs and make reductions where possible. Ensure all financial information is up to date.	Current and accurate financial information and control.	Ongoing	Manager & Treasurer
Create new fundraising opportunities that are sustainable.	Increase annual fundraising income by 50% in the next three years	By October 2026	Manager, Staff, Volunteer and Board.

Care and Development of our Collection

Action	Target	Resources	Timescale	Lead
Implement the Documentation Plan	Collection is fully and correctly catalogued on eHive, and new object locations are correctly updated.	Collections Coordinator Post Access to ehive	End of 2024	Collections Coordinator & Manager
Further collections information to be made available to the public online	To work with Volunteers to digitise our collections and archives for online audiences. Audit collections data on eHive, add images to eHive and release data into the public domain.	Volunteer Time Work Experience Time Grant funding Access to eHive	By October 2026	Manager, Collection Coordinator & Volunteers
Integrated Pest Management checks to monitor potential pest activity in the museum and stores buildings	Collections Coordinator to organise routine checks.	Staff time Funds for pest traps	By October 2024	Collections Coordinator
Check condition of all objects in the collection, taking remedial action as necessary. Set ongoing audit system	Ensure all items in the museum are in the best possible condition. Train volunteers to assist with object monitoring	Volunteer/staff time for object audits/ monitoring problematic objects. Collection Coordinator to take remedial action.	By October 2024	Collections Coordinator
Temperature and humidity monitoring	Ensure all items in the museum are kept in the best possible environmental conditions	Collection Coordinator checks the monitoring system in the museum and stores weekly & actions where necessary.	By October 2024	Collections Coordinator
Continual digitalising of the photographic and archive collection	Photographic and Archive collection is sufficiently catalogued to create the members area of our website.	Grant funding & external resources required to assist in digitising the photographic and Archive collection. and researchers	By October 2026	All Staff, Board and Volunteers

Refurbishment of the Stores Buildings	<p>UMT Collection is secure and not at risk</p> <p>Additional space is created to allow for events and research.</p> <p>Workspace is improved for staff</p> <p>Buildings are safe and passed all safety and building inspections.</p>	<p>Grant Funding</p> <p>Additional Training</p> <p>Additional Capacity</p>	By October 2024	All Staff, Board and Volunteers
---------------------------------------	---	--	-----------------	---------------------------------

Our People

Action	Target	Timescale	Lead
Publicise the work of our volunteers in the wider community, as a contribution to both securing new volunteers and increasing the sense of community ownership for the museum	At least 4 articles in the Ullapool News or Local Social Media about our volunteers work.	Ongoing	Marketing Assistant & Manager
Secure funding to maintain a small workforce, Collections Coordinator and Events and Marketing.	Maintaining our 3 staff on a permanent or longer term contracts	Ongoing	Manager & Board
Support volunteers: <ul style="list-style-type: none"> ● Regular volunteer newsletter ● Volunteer Coffee mornings ● Regular Training ● Supportive Policies 	<ul style="list-style-type: none"> ● At least every 2 weeks ● 3 a year ● At the beginning and end of season ● Continual auditing and reviewing of our policies 	Ongoing	Volunteer Coordinator & Manager
Ensure all Volunteers and Staff have access to the HTSI Moodle for mandatory training	All Volunteers can access online training from home and the office, to complete mandatory training.	Ongoing	Manager
Engage in Board Development course through Social Enterprise Academy	A healthy, engaged Board, who feel they have a voice within the organisation	By October 2024	Manager & Board

Refurbishment and Renovation

Action	Target	Timescale	Lead
Acquire sufficient funding for the Stores Refurbishment Project.	Raise £83,000 for the refurbishment and outreach programme	By December 2024	Manager, Architect and Board
Identify a Project Manager for the refurbishment	Agree that Erik Lundberg (Board Member) and Conservation Architect will take on the role of project manager	By December 2023	Manager & Board
Tender for project	Construction Team in place	By December 2023	Manager & PM
Deliver the full outreach programme	Promote the new refurbishment and our collection further to the local community	By December 2024	Manager, Board, Volunteers and Staff.
Obtain survey for Museum Renovation	Have a full scope of works for the renovation of the museum	By December 2025	Manager & Board
Obtain and Energy Efficiency audit	Have a plan for the energy efficiency additions that are required for the museum	By December 2025	Manager & Board
Audit the Current exhibitions and decide on what changes will be made during the mini-redisplay	Have a new and updated plan for our permanent exhibition	By December 2025	Manager & Collections Coordinator
Undertake initial Fundraising enquiries for Museum Renovation	Obtain a full scope a of all works and provisional costing for entire project	By October 2026	Board & Manager

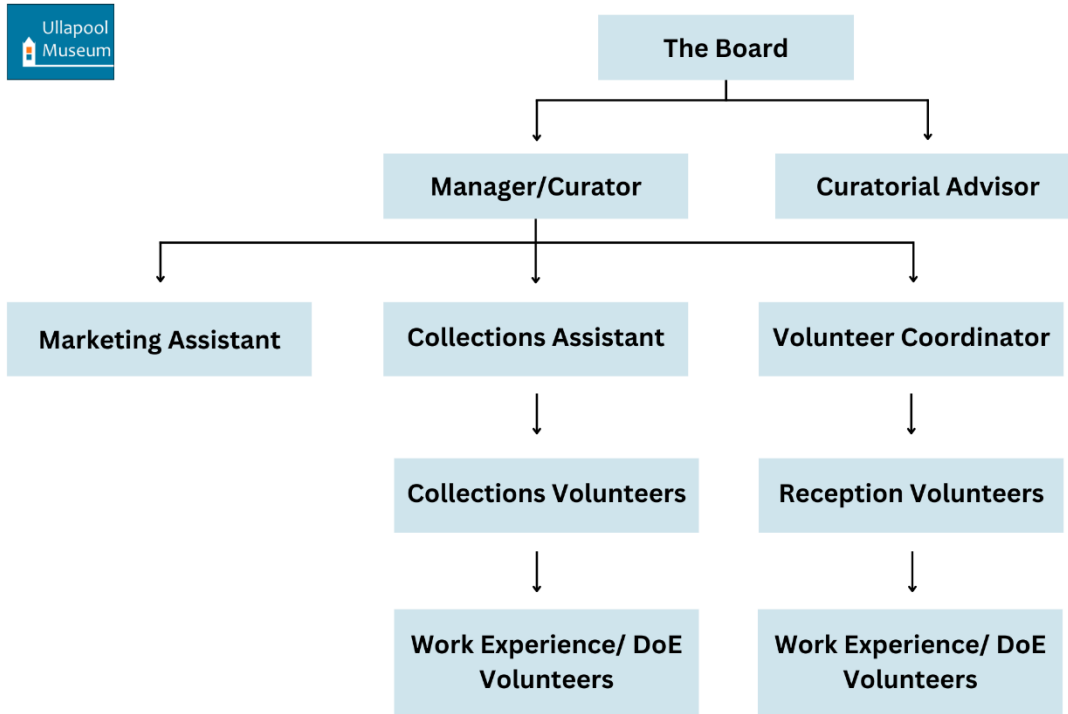
Sustainability

Action	Target	Timescale	Lead
Implement energy efficiency measures with in the museum and stores.	<p>Museum:</p> <ul style="list-style-type: none"> ● Air Source Heating ● Secondary Glazing ● Insulation <p>Stores:</p> <ul style="list-style-type: none"> ● Solar Panels ● Efficient Heating 	Ongoing	Manager & Board

	<ul style="list-style-type: none"> • Insulation 		
Continually evaluate Environmental Policies	To ensure all practices within the museum are as environmentally friendly as is possible.	Ongoing	Manager

Accountability and Governance

Ullapool Museum Trust is managed by a Board of Directors appointed by the company membership. The diagram below shows our organisational structure.



Other Governance areas:

- Ullapool Museum operates and maintains a suite of policies to assist our operations.
- Reports from the manager are reviewed by the Board
- The Risk Register is will be updated twice in a year
- An annual cash flow forecast is produced and updated monthly to show true income and expenditure.
- The Museum annual accounts are reviewed by an external auditor

Finance

The table below shows the budget income and expenditure for next 3 years. Assumptions included are:

- Shop sales continue to rise.
- Staffing levels remain the same.
- Fundraising Activities increase.
- Donation increase, from more events and installations.
- Grants are raised to fund projects delivered.
- Increase in Admissions due to increased Cruise Ships docking Ullapool.
- Income and expenditure on the major Renovations and Refurbishment project not included.

	2023	2024	2025	2026
Income				
Admissions	£20,000	£22,000	£23,000	£24,000
Membership Subscriptions	£1000	£1100	£1200	£1300
Donations and Gifts	£500	£1000	£1100	£1200
Online Shop Sales	£150	£300	£350	£400
Shop Sales	£4,500	£5,000	£5,250	£5,500
Fundraising	£500	£1000	£1500	£2000
Revenue Grants (HLH)	£6272	£6272	£6272	£6272
Bank Interest	£300	£200	£150	£150
Media and Publication Royalties	£300	£350	£400	£450
Project	£28,604	£30,000	£25,000	£35,000
Total Income	£33,222	£37,222	£39,222	£41,272
Total Income (Including project)	£61,826	£67,222	£64,222	£76,272
Expenditure				
Wages	£25,000	£25,500	£26,000	£26,500
National Insurance	£4,252	£4,500	£4,750	£5,000
Pensions	£1,089	£1,200	£1,300	£1,400
Worldpay	£473	£400	£400	£450
Rates	£1,000	£0	0	0
Online Subscriptions	£900	£600	£625	£650
Web Hosting	£700	£700	£725	£750
Office Expenses	£500	£500	£500	£550
Shop Stock	£800	£1,000	£1000	£1,250
Travel Expenses	£100	£100	£100	£100
Marketing	£600	£400	£400	£450
Phone & Internet	£1,700	£1,800	£1,900	£2,000
Electricity	£3,300	£3,500	£3,700	£3,900
Memberships	£300	£300	£300	£350
Insurances & Licences	£3,500	£3,500	£3,500	£3,500
Repair and Maintenance	£1,000	£1,000	£1,000	£1,000
Accountancy	£1,200	£1,200	£1,200	£1,200
Training	£200	£200	£200	£200
Exhibitions	£0	£300	£300	£5,000
Collections Care	£0	£150	£300	£500
Events	£400	£400	£400	£400
Total	£47,014	£47,250	£48,600	£55,150

Managing Risk

Risk	Effect	Probability	Severity	Mitigation	Risk After Considerations
Financial					
Inability to achieve income level required to sustain expenditure	Potential Cutbacks Potential Closure	Moderate	Moderate	<ul style="list-style-type: none"> Current Stats are above expected. Current admissions above 2018 level. Shop intake has done very well 2023 Around 100 cruise ships are expected next year 	Moderate
Unable to engage new fundraising options	Potential Cutbacks	Moderate	Low	<ul style="list-style-type: none"> Community consultations will be undertaken to find out which options are the best for our community Multiple options considered 	Low
Costs of building maintenance become too high	Potential Closure Potential Sale of Building	Low	High	<ul style="list-style-type: none"> Routine Inspections Maintenance Budget Conservation Architect on the Board 	Moderate
Operational					
Computer Hardware/Software failure	Loss of Information Inability to Satisfy Accreditation parameters	Moderate	Moderate	<ul style="list-style-type: none"> Back up being undertake on Google Drive Back up also available on Outlook Skills within the volunteer workforce to recover lost information (if required) New hardware being considered. 	Low

Failure to retain Accreditation	Loss of funding opportunities Potential Loss of our Collection Reputational Damage	Low	High	<ul style="list-style-type: none"> • We have Helen as Accreditation mentor. • We are working towards safeguarding our Collection • Most Policies already in place. • Good management system • Good communication with MGS. 	Low
Failure to maintain an adequate cohort of volunteers.	The inability to open for as many hours as we would like. Loss of income from reduced opening hours	Moderate	Moderate	<ul style="list-style-type: none"> • Reasonably stable volunteer force • Slowly recruiting volunteers • Remains a bigger issue • Hope to do more advertising 	Moderate
Loss of staff members	Reduction in capacity. Operational Loss	Low	Moderate	<ul style="list-style-type: none"> • Good relations with our staff members. • Open and Transparent to reduce 	Low
Loss of Board Members	Inability to conduct Strategic operations	Moderate	Low	<ul style="list-style-type: none"> • Board Members and manager actively recruiting for Board 	Low
Loss of Members	Loss of Income through membership Loss of Reputation	Low	Low	<ul style="list-style-type: none"> • New member perks • Quarterly Newsletter • Good Communication with membership 	Low
Failure to agree on future strategic direction and plan	Loss of income. Failure to address issues such as accessibility, space and income.	Low	Low	<ul style="list-style-type: none"> • Engaging in Board Strategy Days • Good and reliable communication between board members and staff 	Low
Structural issues with Building.	Risk to anyone entering the building. Potential liability	Low	High	<ul style="list-style-type: none"> • Regular maintenance • Regular Inspections • Roof maintained every year 	Moderate

	issues for Board members. Potential Closure				
Collections					
Theft of objects from the collection	Inability to display objects from the collection. Loss of reputation.	Low	Moderate	<ul style="list-style-type: none"> Volunteers are vigilant All exhibited objects are behind Perspex 	Low
Vandalism / accidental damage	Inability to display objects from the collection. Costly repairs. Loss of reputation	Low	Moderate	<ul style="list-style-type: none"> Objects are secured behind Perspex Small museum with very little blind spots. 	Low
Pest infestation	Collection damaged by moths, woodworm etc.	Moderate	Moderate	<ul style="list-style-type: none"> Condition checks undertaken to identify pests and treat accordingly. IPM policy required. Pest traps need to be set in the museum and Stores High risk objects should be checked regularly. 	Moderate
Optimum temperature and humidity levels not maintained.	Collection damaged through damp, mould, or cracking etc.	Moderate	Moderate	<ul style="list-style-type: none"> Temperature and humidity checks undertaken daily. Results monitored. De-humidifiers employed in problematic areas. Remedial action taken where mould or damp identified in the building or the collection 	Moderate
Optimum light and UV levels not maintained	Collection damaged	Low	Low	<ul style="list-style-type: none"> Light Audit to be undertaken 	Low

Water damage	Collection damaged through water leaking into the building (e.g., through roof, or burst pipes)	Moderate	Moderate	<ul style="list-style-type: none"> Collection on first floor in display cases and protected from the immediate effects of water damage. Library and Reference section would be particularly vulnerable if the roof were to leak. 	Moderate
Loss of acquisition / loans records	No comprehensive list of objects in the collection. No record of ownership.	Low	Moderate	<ul style="list-style-type: none"> The database (EHive) is the first back up. EHive will be backed up regularly onto the Google Drive. Archives also in the process of being digitalised 	Low
Inadequate insurance	Collections cannot be replaced.	Low	High	<ul style="list-style-type: none"> Collection is currently insured, along with the building. 	Moderate