

SOUTH WEST HERITAGE TRUST

# **BUSINESS DELIVERY PLAN**

Revised January 2024



## 1. Introduction

Our services are for everyone and we want to reach as many people as we can. We also want to make sure that our heritage – represented by collections, buildings, landscapes, archaeology and foundational stories – is excellently cared for and made powerful in many different ways.

This rolling three-year business plan sets out our major priorities as we seek to achieve our strategic outcomes and those of our funders and partners. It is revised annually. All our work will be evaluated to inform future development and to evidence public benefit and the difference the Trust is making. This plan should be read in conjunction with our five-year strategy 'Moving Forward, 2022-25' and our Audience Development and Equalities strategies and action plans and Environmental Statement. It is also supported by more detailed service plans.

## 2. Who We Are

The South West Heritage Trust was created in 2014 as an independent charity and limited company dedicated to promoting and caring for the heritage of Somerset and Devon. We work with many partners to realise wide-ranging heritage opportunities and reach thousands of people each year. Our governing document focuses on the interests of local communities and service to those in need.

We are the major custodians of written evidence about Devon and Somerset. Our Accredited **Archive and Local Studies Services** have centres in Taunton, Exeter and Barnstaple where we care for over 10 million archives dating from the 8th century to the present day. 200,000 printed reference works about the South West are held in the Local Studies collections, some of the finest such collections in existence. We also run the archive services on behalf of North Somerset and Torbay Councils. Online access is provided through catalogues and indexes, and thousands of people use our digitised resources. We are taking a lead nationally in preserving digital archives and making them available.

Through our **Museums Service** we run three Accredited Museums – the Museum of Somerset and Somerset Military Museum in Taunton and Somerset Rural Life Museum in Glastonbury. We manage the Brick and Tile Museum in Bridgwater and provide curatorial support to Weston-Super-Mare's museum. Three million museum objects, ranging from outstanding geological, Iron Age and Roman collections to textiles and fine art, tell the remarkable story of Somerset and the South West.

Our **Historic Environment and Estates Service** supports local authorities, partners and the public by offering planning-related advice and information about Somerset's archaeology and built heritage. We also provide services to Bath & North East Somerset Council. We are a Registered Archaeological Organisation and are responsible for over 400 acres of historic landscapes, including Cothelstone Hill in the Quantock Hills, Deer Leap in the Mendips and Norton Fitzwarren Hillfort near Taunton.

Our **Learning Service** provides opportunities for people of all ages and backgrounds. We reached over 16,000 children last year in workshops for Key Stages 1 and 2, and we also make authentic heritage objects available to schools for use in the classroom. Partnership projects to enhance learning take place with secondary schools and further and higher education institutions.

Our organisational culture is one of working together and in partnership to provide a rich diversity of heritage services. To achieve this aim we rely on our staff and depend fundamentally on our volunteers, our Friends organisations, our supporters and partners, and all those who champion our work. Our main funding comes from Somerset Council and Devon County Council via renewable five-year funding agreements. We provide statutory services on their behalf and manage sites in their ownership. We also have contractual commitments to external funders, including the National Lottery Heritage Fund (NLHF) and Arts Council England (ACE), and generate income from trading, grants, sponsorship and donations.

### 3. Trust Strategies

This Business Plan supports and reflects the Trust's major strategic documents. They include the five-year strategy 'Moving Forward: A Strategy for the Future, 2020–2025', the Trust's statement of its Vision and Mission, and its Audience Development, Equalities Strategies and Action Plans and Environmental Statement.

'Moving Forward' identifies three major outcomes as the organising principles of Trust activity:

- **Supporting People and Communities:** We will support, empower and enrich people and communities.
- **Protecting Our Heritage:** We will preserve, protect and enhance our heritage, keeping it safe and accessible now and in the future
- **Making an Impact:** We will be enterprising, innovative and influential, and stand up for the heritage of Devon and Somerset.

These outcomes build on the Trust's vision statement:

*'We will celebrate and protect our rich heritage, helping everyone to enjoy it now and in the future.'*

Our Audience Development Strategy sets out our ambitions for reaching people at our sites, in communities and online:

- We will **reach more people** throughout Devon and Somerset to enable a wider range of individuals to enjoy positive heritage experiences.
- We will **prioritise our work with young people** to ensure that heritage becomes a powerful and inspiring part of their lives both now and in the future.

- We will **work with diverse audiences** from many backgrounds and respond to contemporary issues and themes to create a challenging and innovative public programme, founded on the diversity, character and heritage of the South West.
- We will use the heritage we care for and the services we offer to **support physical and mental wellbeing** and to foster a strong sense of place and belonging.

Our Equalities Strategy emphasises our commitment to integrate issues of equality and inclusion into all that we do. Our strategic ambitions are:

- Trustees, managers, staff and volunteers recognise the importance of equalities, diversity and inclusion.
- Good practice is understood, shared and embedded, including in relation to language and terminology.
- Activity relating to socio-economic issues in Devon and Somerset, including rural isolation and areas of multiple deprivation, will be prioritised.
- Activity to support the protected characteristics will be prioritised, with an understanding that for maximum impact all cannot be tackled at once. [Initial priorities emerging from consultation are disability, ethnicity, age and gender].
- Everyone engaging with the Trust will feel welcome.
- The collection and use of diversity data will be improved to gain better insights and to inform action.

Our strategic aims in relation to equalities inform work detailed in this Business Delivery Plan.

Our Environmental Statement identifies four strategic principles that will guide our developing environmental policy and action plan. We aim to:

- Enhance understanding of the natural world,
- Reduce the environmental impact of our premises and activities,
- Increase our ability to adapt to Climate Change,
- Develop effective stewardship of landscape assets.

#### **4. Governance**

The Trust follows the governance arrangements set out in its Articles of Association. There is also an annual reporting schedule. The Board of Trustees meets quarterly, usually in January, April, July and October. The annual retirement meeting takes place in April.

Three trustee committees meet quarterly:

- Finance Committee
- Personnel Committee

- Audience Engagement Committee

The Directors of South West Heritage Trust Trading Limited meet bi-annually in March and September.

Internal leadership and management structures ensure business planning and good communication are embedded in the organisation. Other time-limited work takes place to progress projects or specific workstreams. The Trust has a process for assessing risks and challenges, and a risk register is regularly monitored by the Board. The objectives outlined in this plan are resourced through core and project funding, as outlined below, and further detail is given in individual team plans and project plans.

## **5. Financial Management**

The Trust financial year runs from November to October. The annual budget is prepared in late summer/early autumn. It is agreed by the Senior Leadership Team and the Finance Committee before ratification by the Board of Trustees in October.

The summary annual budget includes all forecast income from grants and contracts and best estimates of traded income based on the previous year. Income from new grants and contracts is included along with new income from targeted fundraising. Expenditure is based on forecast costs agreed with budget holders and on recurrent charges.

Budgets are monitored by budget holders and the Senior Leadership Team. Performance is reported through management accounts to the Finance Committee, South West Heritage Trust Trading Ltd Directors' meetings and Trust Board meetings.

The Trust delivers heritage services on behalf of Somerset Council and Devon County Council. The Trust was created in the expectation of a strong long-term relationship with our local authority partners and that their financial support would continue to underpin the effective delivery of services. Further services are provided on behalf of Bath & North-East Somerset Council, North Somerset Council, Torbay Council and Weston Town Council.

Other chief sources of income are from charged services, admission fees, trading activity, commissioned work and other agreements and contracts.

## **6. Summary of Achievements, 2022-23**

Important progress has been made over the past year to fulfil priorities identified in this rolling three-year plan. Some highlights from the year 2022-23 are as follows:

### **Supporting People and Communities**

- The Avalon Archaeology project was successfully completed, including site work, landscaping, and piloting how the site runs as a visitor attraction, leading to the creation of a business plan.

- Programming and marketing work supported a strong return of audiences to sites, following the impact of the pandemic. The Museum of Somerset welcomed almost 30,000 visitors during the school summer holidays.
- The Archive Services explored alternative ways to use archives to reach audiences, reflecting changing patterns of use.
- Significant work was taken in the implementation of the new IT infrastructure.
- Consultant specialists supported a review of the retail offer at the Museum of Somerset.
- Relationships were built with a wide range of local organisations, including mental health and community support providers, enabling more people to enjoy heritage to support their wellbeing.
- An active public programme gave a high profile to the North Devon Archive Service, including a 3-day pop-up event, and
- The archive project to improve access to Quantock collections was completed, providing better access to resources relating to the Quantock area.
- Significant new partnerships were developed in Torbay as part of the Cary of Torquay estate archive project.

### **Protecting Our Heritage**

- A contemporary collecting project was undertaken with Debenhams staff from the Taunton area to collect memories, photos and content relating to the role Debenhams played locally.
- Shared working practices in conservation have been developed following the appointment of a new Senior Conservator post with responsibility across both counties.
- We have supported a collaborative funding application for the Sounds of the South West project, which will improve access and engagement for sound archives in the region.
- A programme of improvements has been undertaken at the Somerset Rural Life Museum, including external signage, a programme of tree management, improved access to the orchard via new stone steps, improvements to the allotment interpretation and the completion of the estate fencing adjacent to the Abbey Barn.
- Significant progress has been made on ingesting digital archives as part of the Digital Preservation Project which is prioritising legacy digital content.
- A landscape project relating to Norton Fitzwarren Hillfort has improved interpretation and provide learning and health and wellbeing opportunities for local people. Activity included community events, walks, countryside conservation and school activities.
- The Local Heritage List project was completed, enabling local people and organisations to engage with their historic environment.

- A bid to The National Archives' Resilience Fund has enabled a new digitisation station to be established at the Somerset Heritage Centre.

### **Making an Impact**

- Negotiations were commenced with principal funders to secure the future financial resilience of the Trust.
- The Trust worked with Somerset Council to support heritage matters during the creation of the new council.
- An ambitious programme began due to the Trust becoming a National Portfolio Organisation. This has included wide-ranging work with communities across Somerset and North Somerset.
- The Trust's Environmental Statement has been created, providing a stepping stone towards a full policy and action plan.
- A project is underway to improve ability of strongrooms at the Somerset Heritage Centre to maintain good environmental conditions passively, working with expert consultants.
- Historic environment advice has been given to planning authorities in Somerset and core service arrangements developed for the new Somerset Council.
- A thorough revision of the Safeguarding Policy was undertaken, and procedures were assessed and updated.
- A successful claim was made for Museums and Galleries Tax Relief.
- A full programme of workshops and loan provision was provided for Somerset schools. Plans were implemented to maximise capacity within resources to meet high levels of demand, reaching over 16,000 students.
- A new scheme was developed to enable work experience opportunities across the Trust.
- Improvements continued to be made to HR systems to support greater efficiency, including the on-going review of policies.

# Appendix 1: Forward Plan

## 1. Supporting People and Communities

Priorities	Objectives	Outcomes	When
<b>Reach people through digital content and continue development of digital infrastructure</b>	We will continue to improve our collection and use of data through improved systems and training for staff. Improvements will make us a more dynamic organisation, including refinements to 'Enquire', and further revisions to data collection systems.	Performance dashboard data available for key activity across the Trust, including online metrics, and support for major programmes, e.g. NPO. Service improvements and a greater understanding and management of the impacts of automation.	2023-25
	IT infrastructure will be rolled out through the implementation of the new contract	A robust IT infrastructure to underpin our work.	2023-24
	Electoral registers will be made available online via a commercial provider.	Improved access to archive information.	2023-25
<b>Promote equalities, inclusion and wellbeing</b>	We will implement priority areas of the Equalities Action Plan.	Trustees, managers, staff and volunteers will have a greater recognition of the importance of equalities, diversity and inclusion. There is an ethos of welcome for all, and new and more diverse audiences can enjoy heritage. Activity to reach a wider range of audiences is prioritised.	2023-24
	We will learn from best practice elsewhere and ensure a constant process of review and development.	Good practice is understood, shared and embedded.	2023-25
	We will continue to build relationships with organisations including foodbanks and organisations providing wellbeing and mental health support, as a means of opening up opportunities for people to access heritage.	Partnership working enables new audiences to be reached. NPO investment supports greater engagement.	2023-25
	We will develop an Inclusive Catalogues Project, to ensure the use of inclusive language in our archive and library catalogues.	Access is provided to content about our collections in an inclusive way.	2022-23
<b>Ensure the North Devon Record Office is</b>	We will continue to develop the archive service in North Devon through fulfilling the annual forward plan.	High-quality archive service for North Devon. Improve access to heritage for people and communities.	2023-25



<b>secure and can thrive</b>	Funding will be sought from local organisations, especially local grant funders and town and parish councils.	Achieve a more secure future for the North Devon Record Office.  Develop a strong relationship with funders and organisations in North Devon.	2023-25
	We will continue to undertake engagement work including exhibitions with local partners, especially with Barnstaple Town Council, the North Devon Athenaeum, Libraries Unlimited SW and the Museum of Barnstaple and North Devon.	Partnerships are developed and more people can discover North Devon's heritage.  Work is a catalyst for community heritage projects in North Devon.	2023-25
<b>Further improve the public offer in our museums</b>	Complete work on Cheddar Brooch display and review interpretation of Discovering Gallery and other selected displays.  Work with SANHS to celebrate 150 years of the Museum of Somerset.	Enhanced visitor experience, with special focus on ensuring inclusion for all.  Work paves the way for further development of the museum in the coming years.	2023-24
	We will explore opportunities with funders including Taunton Town Council to continue successful Sunday opening at the Museum of Somerset.	A partnership is developed with the new Town Council.  Options for increasing access to the museum are assessed.	2023-24
<b>Implement an innovative and varied public programme</b>	A varied exhibition programme will be developed and installed at our museum sites, including relating to art, sculpture, local crafts and photography.	Focused and coordinated public programme delivered on-site and online as well as with communities.  Enhancement of the Trust's role as the teller and facilitator of many stories arising from our collections, our sites and our audiences.  Diverse storytelling, linking local stories to the heritage assets managed by the Trust.	2023-24
	The actions in the Audience Development Plan will be carried out, particularly relating to community engagement and programming.	Trust-wide approach to programme delivery.  High-quality learning opportunities.	2023-24
	Programmes to increase engagement with archives will continue. This will include new ways of engagement on Saturdays at the two heritage centres.	New and wider audiences will have engaged with archives.	2023-24
<b>Develop Avalon Archaeology as a functioning site and business unit</b>	A business plan for the operation of the site will be tested, refined and implemented.  The evolving learning offer at the site is developed.	Reaching more people through high-quality experiences and the opportunity to use the assets for a range of audiences.	2023-24

		Supporting wellbeing and skills development through hands-on activities and volunteering.	
<b>Community engagement work will be developed and promoted</b>	Community project work will be undertaken relating to the historic environment, including at Norton Fitzwarren Hillfort, ROF 37 Puriton.	Increased community and volunteer engagement. Improved access to sites and public information.	2023-24
	We will participate in the next stage of the Devon in the 1920s Project, including the development of a bid for a festival planned for 2025.	Increased community engagement. Innovative use of archives to support a wide range of audiences.	2023-25

## 2. Protecting Our Heritage

Priorities	Objectives	Outcomes	When
<b>Improve care for digital archives and support digitisation programmes</b>	The Digital Preservation Project will continue to be implemented, which will prioritise ingest of all legacy digital archives.	More digital archives are preserved. There is improved access to digital collections. More opportunities with partners and depositors are realised.	2023-25
	We will participate in the next steps to digitise sound data by supporting the Sounds of the South West project.	Contribution to local and regional developments in digital preservation. Enabling people to enjoy digital archives.	2023-25
<b>Work with national and regional partners to support collections care and development</b>	We will work with major funders to seek to acquire the Chew Valley Hoard.	A major cultural asset is secured for the nation.	2023-24
	We will complete work with partners, including The National Archives, to seek a long-term future of the Debenhams Archive. The Trust has been providing emergency storage for the collection since August 2021.	A unique asset for the study of British business, and social and cultural history is safeguarded.	2023-24
	A partnership project will continue to be undertaken with the Museum of Policing in Devon and Cornwall to implement cataloguing, engagement and promotional activities relating to the Devon and Cornwall Constabulary records.	Access to the collection will be greatly improved. People will learn about the history of policing and the role that heritage has played in shaping the modern police force. Our partnership with the Museum of Policing in Devon and Cornwall will be enhanced.	2023-25
	We will participate in a national project with The National Archives on records relating to the poor in the nineteenth century.	Increased understanding of the records of the poor and how records held in county record offices complement those held centrally at The National Archives. Improved knowledge and access to collections.	2023-24
	We will develop and implement a project to open up access to the Isca photographic archive following the purchase/donation of the archive. This will include funding applications.	The rescue of a vulnerable photographic collection. Widespread opportunities for engagement with Exeter audiences.	2023-25
	We will complete the Somerset Pottery Fabric Type Series project.	The county's pottery collections are better documented and understood.	2023-24

<b>Prioritise collections development work</b>	The Cary of Torquay Archive Project will be completed, creating a full online catalogue of the collection and facilitating a wide range of engagement for local communities, including a major exhibition at Torre Abbey, Torquay, and partnership work with the Friends of Devon's Archives and the Devon in the 1920s Project.	Increased access to collections, and new collections catalogued.  High standards of collections care and access are achieved.  Investment through project funding enabling greater engagement with collections and opportunities for partnership working.	2023-24
	The project to create an electronic location index and improve management of collections at the Devon Heritage Centre and North Devon Record Office will be prioritised.	Improved access to collections.	2023-25
	Work will continue to catalogue important collections including the Exeter City Archive, Somerset County Council collection and Luttrell Estate collection.	Increased access to collections, and new collections catalogued.	2023-25
	Continue a focused review of the Natural Sciences collections, focusing on collections care and audience engagement.	Increased access to the collection and enhanced knowledge about the contents.	2023-24
	Implement recommendations of the museum collections review carried out on items in an out store.	Improved management and consolidation of collections.	2023-24
	A programme of repackaging, engagement and cataloguing project work will increase access to the West Country Studies Library collection and raise its profile. A collections review will be initiated to ensure good collections management.	The move will be a catalyst for raising the profile of the library.  Increased engagement and public access to this rich resource.  Opportunities for volunteer projects relating to the collection.	2023-25
<b>Enhance landscape sites</b>	We will ensure that a Management Plan and an Access Plan is prepared for each of the heritage sites managed by the Trust.  Promote heritage sites around the county and arrange for greater public access and participation.	The heritage and wellbeing benefits of our landscape sites will be better understood and utilised.	2023-24
	Work with partners to promote and interpret the Beckery Chapel site, working on site with the Friends of Bride's Mound and the Somerset Wildlife Trust.	The site will be safe, secure, more accessible and better interpreted, supporting public access and wellbeing.	2023-26
	Work with partners will ensure the heritage of important sites are recorded, interpreted and conserved, including Tone Works and Tonedale Mill, and the	The heritage of our industrial and urban sites will be better understood.	2023-24

	No 9 Project in Chard and Lyde Road, Yeovil.		
<b>Extend the promotion and use of the Historic Environment Record and support Local Heritage Listing</b>	There is a continuous programme of editing and updating the Historic Environment Record with new information.  Historic environment advice is given to planning authorities in Somerset and Bath & North East Somerset.	The Historic Environment Record is the gateway for access to information about the historic environment.  Somerset Council and Bath & North East Somerset have access to historic environment and planning advice in a seamless way to support their work.	2023-24
	The use of the Historic Environment Record for Somerset and Bath & North-East Somerset as a learning and engagement tool will be extended, adding more data and layers of information, and ensuring consistent branding.	Increased range of sites on the Historic Environment Record.  Information enriched, e.g. by photos, videos, etc.	2023-24
	The Local Heritage List for Somerset and Exmoor will be promoted and publicised, encouraging public nominations and working with key local cultural heritage organisations.	Promotion and development opportunity for engaging with public and specialist interest groups.  Partnerships with local organisations and local authorities are strengthened.	2023-24
<b>Support conservation projects in the public realm</b>	The annual Public Realm Project Plan will be implemented, working in partnership with communities to protect the public realm.	The heritage of local communities is enhanced.  Supports resources arising from SCC projects linked to highway heritage and public realm improvement schemes.	2023-25

### 3. Making an Impact

Priorities	Objectives	Outcomes	When
<b>Fulfil core service commitments to funders as set out in agreed activities</b>	We will fulfil our commitments to Devon and Somerset County Councils (the 'agreed activities') as set out in the grant agreements.	Core services relating to archives, museums and the historic environment are provided.	2023-24
	Commitments under key contracts and partnerships will be fulfilled, including with Bath & North-East Somerset Council, North Somerset Council, Torbay Council, Weston Town Council and the Somerset District Councils.	Core heritage services are provided to residents.	2023-24
	Renegotiation of key contracts will be completed.	The Trust is in a resilient financial position for the future.	2023-24
<b>Continue to make an impact as a National Portfolio Organisation (NPO)</b>	<p>Create play-based sessions for pre-school children and carers using museum collections and stories (South Somerset and Sedgemoor).</p> <p>Enable apprentices to learn skills and support heritage activity.</p> <p>Develop social prescribing events, workshops and activities in the Taunton and Glastonbury areas to enable socially-disadvantaged people to enjoy museums.</p> <p>Work with community groups and arts organisations using place-based collections/stories in communities (North Somerset).</p> <p>Work with community-based creatives to deliver an online programme telling stories linked to the LGBTQ+ community and with groups to tell stories about children of Second World War African-American US servicemen and British women.</p> <p>Support the NPO Investment Principles Plan Activity relating to Equalities and Diversity, Environmental Sustainability, Ambition and Quality and Dynamism.</p>	<p>The quality and impact of the Trust's work is greatly developed, especially with identified communities.</p> <p>We reach new, diverse audiences, opening up access to collections and telling diverse stories.</p> <p>ACE's 'Lets Create' strategic plan priorities are embedded and taken forward in Somerset.</p> <p>New partnerships and relationships are developed.</p>	2023-26

<b>Develop our environmental work</b>	We will develop our Environmental Statement into a full Environmental Policy and Action Plan.	A strategic picture of the position of the Trust is understood, and priorities are identified and implemented.	2023-25
	Further audit work will be completed of what we are already doing, providing a baseline for future work.	We have a greater understanding of where we are and where we want to be in terms of environmental work and our carbon footprint.	2023-24
	A project will continue to improve ability of strongrooms at the Somerset Heritage Centre to maintain good environmental conditions passively, working with expert consultants. Works will be undertaken in the strongrooms to improve air tightness.	The environmental impact of the strongrooms is reduced, while maintaining high levels of collections care.  Financial savings are made.	2023-24
	Work will be undertaken towards the possible de-commissioning of the cold store. There will be a full assessment of collections, and we will undertake research and seek expert advice.	Possible alternative options will be understood, enabling decisions made about the future of the store.	2023-24
	We will seek to do both action and advocacy, using collections and the history of the South West to tell environmental stories.	For the first time our collections and public programme are used to promote the green agenda in a co-ordinated way.	2023-25
<b>Renew infrastructure at the Museum of Somerset</b>	Agree and implement a programme of maintenance at the Museum of Somerset, focusing on flooring, painting and environmental system. Explore funding options.  Implement action plan linked to the review of the retail offer.	Improved visitor facilities and experience, with evaluation of the audience experience.  Improved interpretation and increased access to collections and stories.  Reduced maintenance costs and reduced carbon emissions and energy costs.  Increased commercial and traded income.	2023-24
<b>Maximise the potential of the learning offer to schools</b>	A full programme of workshops and loan provision will be provided for Somerset schools.  A full assessment of fees and charges is undertaken for all schools' activity.	There is a vibrant learning offer for schools which is regularly developed in terms of range and quality.  The offer provides valuable traded income.	2023-24
	The Museums & Schools annual activity plan will be implemented, including the Arts Award and Takeover schemes.	More schools and pupils are reached, especially those with high pupil premium and from areas of low cultural engagement.  New partnerships and relationships are developed through specific project work.	2023-24
	A revised scheme is implemented to support work experience opportunities.	Opportunities are provided for KS4 students to learn about careers in the heritage sector.	2023-24

	Careers sessions and attendance at careers fairs promotes opportunities in heritage to local students.		
<b>Develop the Somerset Brick and Tile Museum and its links to the wider heritage of the area</b>	We will complete an application to ACE for Accreditation status.  New activity will be piloted and detailed feedback sought to inform future funding applications.	Greater understanding of future use of site, including learning and wellbeing.  Increase in audiences and profile of the site.	2023-24
	Relationships and partnerships will continue to be built in the town.  Work will take place in partnership with the Environment Agency, Somerset Council and others.	Integration of the Brick & Tile Museum with the wider heritage of the area.  New links to partner organisations in Bridgwater and Sedgemoor.  Enhancement of the historic environment.	2023-25
<b>Undertake targeted business transformation</b>	Implement income generation and savings options to support the long-term resilience of the Trust.	Income generation is improved and the Trust is able to adapt to the challenging economic climate.	2023-24
	The financial management system will continue to be improved, including the introduction of new processes and systems providing greater information for managers.	Financial accountability for budget holders is improved and access to 'live' information for decision making.  There are time savings for the Finance Team and budget holders.	2023-24
	The enquiry management system is developed further across the Trust.	Management of enquiries from the public is streamlined and improved.	2023-24
	Create an organisation-wide Communications Strategy and Plan	A more joined up approach to internal and external communications.	2023-24
<b>Staff and volunteers are supported</b>	Wellbeing support is provided for staff and volunteers, including through Mental Health First Aid provision.	Staff are able to access appropriate support, as needed, to help with wellbeing.	2023-26
	Trainees, interns and work placements are supported.	Young people have experience of the heritage sector and gain skills.	2023-26