



Stromness Museum Viability Study

Prepared by:

Richard Ritch
Rural Business Consultant
Lochside
Twatt
Orkney
KW17 2JF
Tel: 01856 841300
Email: richard.ritch@btinternet.com

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Section 1 – Executive Summary

Orkney Natural History Society Museum (ONHSM) is a non-profit Scottish incorporated charitable trust, run by volunteer trustees who have responsibility for managing Stromness Museum. The museum is held in high regard by both the local community and visitors. It contains an extensive range and diversity of exhibits of local and national importance. The museum offers value for money and a highly positive experience for visitors.

However, increasing administrative requirements, loss of the 1day per week OIC funded curators position and a declining annual OIC grant have all added pressure onto ONHSM. Combined with no central figure to manage and coordinate museums activities, ONHSM trustees and honorary staff have reached their capacity limits. Furthermore, stakeholders believe the museum is not realising its potential as a community resource or visitor destination with poor marketing and promotion being a primary cause. Other areas of improvement such as increasing awareness of the museum and its collections, better learning and interpretation experiences and people engagement opportunities would all enhance Stromness Museum.

Therefore, for ONHSM to address the issues that they currently face, the first priority is to increase trustee capacity. This should be done through an open and transparent process seeking to recruit people who can bring additional skills and capacity.

The second priority for the museum is to employ a manager to provide effective management and coordination of museum activities. For this to be realistic, the position must be financially viable which is only achievable if the museum can increase its income. Therefore, ONHSM should put together a comprehensive Stromness Museum Development Project that seeks funding to cover the cost of a 50% FTE Development managers post and a series of improvements. Delivered over a 2yr period the grant funding will provide the capacity to implement changes and a time cushion to realise the benefits. The main outcome of such a project is a sustained increase in visitor numbers, providing a sufficient increase in income to sustain the part time development manager's post.

During 2013 the museum hosted a high profile exhibition which boosted visitor numbers by 31% and spend by 53%. This demonstrates there is potential to increase income but key to achieving this on a sustained basis is having a dedicated individual in post to manage the museum and a series of improvements.

Longer term, the trustees should focus on aiming to gain recognised collection status for Stromness Museum which provides access to generous grant support and validates the status of the museum's collections. In addition, improvements to the buildings structure and a conservatory extension need to be assessed. To initiate the development of these longer term aims, start-up costs should be incorporated into the Museum Development Project.

Overall, the vision of a vibrant, well managed and resourced museum that is financially secure and sustainable is most certainly realistic to achieve. To do this, trustees must focus on the key priorities and steps identified, while avoiding devoting their limited capacity to time consuming activities which only offer minimal benefits.

Section 2 Review and Assessment of Stromness Museum

1 Background

The Orkney Natural History Society Museum Trust (ONHSMT) is a volunteer run Scottish registered charity formed in 1837, with responsibility for managing Stromness Museum. ONHSMT have 8 trustees and 3 honorary staff and employ 3 part time custodians who staff the museums during opening times. All income generated from visitors to the museum along with donations, grants and memberships provide ONHSMT with the financial resources to manage the museum.

However, the existing block grant from Orkney Islands Council (OIC) which was worth £6750 during 2013 is reducing at a rate of 10% per annum. This coupled with the loss of the 1 day per week curatorial services provided by the OIC is expected to significantly impact on the financial and professional viability of the museum over time. Furthermore, with an ever increasing administrative requirement being placed on small groups and the demands of quality assurance schemes there is an ever increasing pressure being placed on the volunteer led management.

To face up to these increasing demands and financial requirements the ONHSMT have been proactive in developing a business plan and securing 50% grant funding to employ the services of a development officer. The original aim was to employ a development officer on a full time 3 month basis to implement their existing business plan with the objective of increasing income to such an extent that it would demonstrate the long term sustainability of such a position

However, ONHSMT were able to employ a consultant on a self-employed basis over a much longer timescale enabling an objective appraisal of ONHSMT approach and overall recommendations of how to improve Stromness Museum

2 Proposed Development Strategy

The original aim of demonstrating a development officers position based on a 3 month period of implementing the museums business plan was deemed to be extremely optimistic. This was largely based on the very short timescale available to implement changes and no consideration of the lag time for improvements to filter through which can take years to materialise.

Therefore the OHNSMT were advised that a more realistic approach would be to take a critical look at the museum, engage with the public and to develop the core parts of a range of potential future developments. The aim being to put together a project to attract grant funding to employ a development officer on a full/part time position over a 1-2yr period, combined with funding to implement a series of improvements. All of which will contribute to the overall development and enhancement of the museum.

Ultimately, a key outcome from a development officer led project would be to increase income sufficiently to make the position financially sustainable post project, thereby enabling the post to carry on permanently. In addition, employing a development officer would help the trustees with the administrative and management requirements, initiate longer term developments and increase capacity for working in partnership with other organisations.

3 Stromness Museum Review

3.1 Business Plan

ONHSMT last reviewed their business plan during 2012. Having such a plan in place helps to guide the trustees and provides them with future direction. The business plan clearly states how Stromness Museum is different and unique from other collections in Orkney and puts into significance the importance of the museum and its heritage.

Also the business plan is clear that ONHSMT need to “upgrade its facilities to meet modern expectations” and that it has a need to “create a lively image reflecting the treasures to be found inside the building”. Furthermore the Business plan is clear about the need for a development officer and it is therefore encouraging that the business plan shows that the trustees are aware of their need for change.

However, the business plan does lack clarity particularly through identifying specific marketing and promotion activities to increase visitor numbers for the museum. It fails to identify the museums poor external image, lack of identity and lack of local signposting. Also, the business plan does not take into consideration any requirements for internal improvements to enhance the museum overall as a visitor destination.

Therefore, whilst the business plan is a good starting position and identifies the need for change and development it is clear that Stromness Museum needs assistance to identify, develop and implement opportunities. Not only will this improve visitor numbers but the overall visitor experience as well.

3.2 Marketing Review

Visitor numbers to Stromness Museum for the 2008-12 period averaged 8161 per year. This figure represents all visits to the museum whether it was from local people, tourists, members, school trips or repeat visitors on a weekly ticket.

Based on a local population of 19,860 and visitor numbers to Orkney of 142,000 (2009 HIE and Visit Orkney survey which excludes cruise passengers) there is considerable potential to increase visitor numbers to the museum. Furthermore, the Piers Arts Centre in Stromness attracts in the region of 45,000 visitors per year. Although the Pier Arts Centre is more centrally located within Stromness and has free entry it clearly demonstrate that there are a significant number of people visiting Stromness with an interest in culture. Whilst the museum is unlikely to be able to match this, it does demonstrate that there is a potential audience available which could be attracted to the museum. Having the potential to increase visitor numbers and consequently visitor spend is crucial if ONHSMT hope to employ a development officer on a long term financially sustainable basis. Therefore ONHSMT need to focus efforts on how to attract people to the museum.

3.2.1 External Museum Appearance

Externally the museum looks like a disused building. It has a dull and uninviting appearance and very little distinguishing the building as a museum let alone a visitor attraction. In particular the UV filters on the windows, whilst technically essential, really do not help the attractiveness of the building. Combined with a small, bland, and outdated decorated vestibule with red warning letters on the entry door, the whole approach into the museum is off putting for visitors. Unfortunately the whole external image and approach to the museum does nothing to help sell the excellent array of exhibits and displays within the museum.

3.2.2 Local Signage

Whilst Stromness museum is one of the key tourist attractions for Stromness it is astonishing that it has such little presence in the centre of the town, at the visitor centre or along the main street.

The main blue tourist pointer sign in the very heart of Stromness does not even list the museum. Nor is there a promotional board or sign for the museum in the centre of town. For those that do wish to visit the museum and walk through the main street there is no signage to help guide visitors (the exception being at the bottom of hellihole, by which time, anecdotal evidence suggests visitors have given up). At the tourist office there is some presence but no real “stand out” effect from all the other attractions in Orkney.

On the whole, within Stromness the museum is invisible and unless people are already aware of its existence there is very little on public display to encourage people to visit the museum whilst they are in Stromness.

Outwith Stromness there is a lack of promotion for the museum particularly at key tourist attractions, accommodation providers or at the main transport terminals (the exception being the airport) to encourage people to visit.

3.2.3 Online Presence

The existing Stromness museum website is very poor and does nothing to help sell the museum as a visitor destination. The website is unattractive with an outdated style and layout thereby conveying a negative impression of the museum. Equally important there is nothing promoting the significance of the collections or the diverse range of exhibits on display. Additionally, the museum does not have more in-depth information available online for those with a keen interest in heritage. A significant reason for the current failings of the website is the lack of technical knowhow within the trustees to manage and edit the content of website, due to its technical complexity and no on-going web support package.

Fortunately there have been some minor amendments during 2014 which have helped to reduce the negative impact of the website, through removal of an uninviting museum external photo and providing key information such as opening times, admission charges and explaining why the museum has an entrance charge.

However, the website still lacks the ability to sell the museum as a destination to potential visitors doing pre-visit research on the museum. This is a critically important selling stage for the museum if they are to increase tourist visitors to the museum.

3.2.4 Branding and Promotion

There is no obvious corporate style used throughout the museums adverts, leaflets and promotional material. In addition the museum does not emphasis the significance of its collections or the great feedback that it receives from visitors. Additionally, there is no branding or advertising strap lines used to promote the museum On the whole the museum lacks professional, coordinated and dedicated promotion.

3.2.4 Local Community Support

Stromness Museum is held in high regard within the local Stromness community in particular and is well promoted through the local accommodation providers and businesses. In addition, the museum has a proven track record in being able to gain local support and sponsorship for events and exhibitions. Combined with all trustees and honorary staff residing in Stromness the museum has a strong local community bond.

Whilst such local support is undeniably hugely beneficial, Stromness museum needs to be careful to appeal to the wider general public and ensure all visitors are aware of the Museum, not just those residing in Stromness

3.3 Museum Governance

3.3.1 Trustees and Honorary Staff

Stromness museum is managed by ONHSMT which is a voluntary run Scottish registered charity. ONHSMT currently has 12 trustees out of which a chair and vice chair are elected. Currently the vice chair position is vacant due to unforeseen family circumstances resulting in the vice chair resigning as a trustee. Other roles for the trustees include a treasurer, secretary and technical manager. Unfortunately, there are 3 non active trustees, leaving the management of the museum for the remaining 9 active trustees.

To assist the trustees in managing the museum there is an honorary curator position which is currently held by a non-trustee. Generally, the trustees and honorary staff hold quarterly meetings and an annual general meeting.

Currently once a Trustee is elected to join ONHSMT they remain a trustee until they choose to leave the organisation as there is no predetermined time period for trustees to serve. Similarly, there is no time limit on how long elected members can serve or any structured approach for vice chair progressing to the role of chair person.

There is no formal recruitment process for trustees and to date this has largely been through asking individuals well known to the existing trustees to join. Additionally there has been no emphasis on recruiting trustees with specific skills which would benefit or enhance the museum. Furthermore there is no formal induction or training for new trustees.

Traditionally, becoming a museum trustee was more about status and privilege than actually being actively involved in the operation of the museum. However, times have changed and without an OIC funded curator combined with an increasing administrative burden and ever increasing regulatory requirements the active trustees find it increasingly difficult to appropriately manage all that is required to operate the museum.

3.3.2 Custodians

There are 3 part time custodian who each work 2days per week. The custodians are the face of the museum through providing direct contact with the visiting public. In addition to dealing with museum visitors each custodian has other duties that they undertake as part of their job particularly during quieter times.

However, there is no official job description for the custodians or any well-defined list of responsibilities that each custodian is required to deliver. Additionally there is no checks in place to ensure that the custodians are suitably well utilised during the quieter periods. Similarly, there is no defined line management or reporting system for the custodian. Essentially the custodians are an important part of the museums functioning but are not utilised to their full potential.

3.4 Museum Content

The quantity, quality and diverse range of exhibits on display is extraordinary for a small volunteer run museum and regularly surprises visitors to the museum. Combined with the

Victorian image, the museum has a very distinct character and this is reflected in the hugely positive visitor feedback that it receives.

Whilst the exhibits on display are not in question, the accompanying interpretation in some cases is rather deficient. The downstairs of the museum in particular has been modernised and has a good quantity of accompanying interpretation. However, the upstairs natural history section lags considerably behind with little or no meaningful interpretation for much of the displays.

3.5 Financial

3.5.1 Financial Introduction

The museum has been successfully financially managed for over 175yrs and is in no ways in any sort of financial difficulty. The museum aims to generate a surplus each year which allows for reinvestment into the museum to improve and upgrade the facilities. However, the OIC annual grant is declining which may put pressure on the museum in the future. In addition any attempt to recruit a development officer need to be carefully considered and revenue ultimately increased to cover any such new operating costs. Add in the potential requirements for longer term building improvement and the ONHSMT need to ensure that they maintain a healthy financial position and continue to make a surplus each year.

3.5.2 Income

Reviewing the 2009-2013 accounts (appendix 1) show that income excluding grants for years 2009-2011 was relatively steady at £35,500 before increasing modestly in 2012 to £38,374 before jumping considerably during 2013 to £55,799. The increases in income for 2013 were due to increased visitor numbers leading through to increased admission, sales and donations. Visitor numbers had increased by 31% from 8124 during 2012 to 10,660 during 2013 largely attributed to the high profile John Rae exhibition.

Admission income is the single most important income source, representing 54% of income over the last 5yrs followed by 26.7 for sales, 8% for donations, and 4.5% for membership. Other various income sources make up the remainder.

Looking more closely at visitor spend, the average admission income per visitor was relatively unchanged between 2012 to 2013, (£2.77 – £2.72), however average sales (£1.06 - £1.30) and donation levels (£0.13 - £0.59) both increased during 2013, leading to a total average spend per visitor rising to £4.61 during 2013. The total average visitor spend for 2013 represented a welcome improvement from the low of £3.31 recorded during 2011 and even better than the previous high of £4.30 during 2009. The additional 2534 visitors for 2013 increased visitor spend by £17,044 an increase of over 53% on the previous year.

Overall the income figures show the importance for the museum to get visitors through the door. Not only does this lead to overall improvements in admission income but also leads to higher total sales and donation levels.

3.5.3 Costs

The input costs for the museum remained relatively steady during 2009-2012 at approximately £37,000 per annum (after stripping out one-off grant related costs) but jumped considerably during 2013 to £45,506 due to equipment purchases and more sales products being purchased. Staffing cost are the single biggest cost for the museum and at

£15-16,000 per annum represent approximately 30% of the total annual costs of operating the museum. Heating and lighting is another major cost which at £7411 represents approximately 13.6% of total costs during 2013. Most of the other costs figures are relatively steady or relate to specific one-off purchases.

The cost of sales are greater in 2013 which would be expected as the total sales income is increased and essentially shows the museum had to buy in more stock. However, a closer look at the sales figures show increasing sales profits during 2013 relative to 2011-12, but the percentage return on sales has been dropping each year and now stands at just under 40%.

3.5.4 Surplus / Deficit

Taking all financial figures into consideration the 2009-12 final positions appear fairly erratic but this is largely down to the OIC annual grant (circa £7000) not being paid annually but on a bi annual basis, thereby exaggerating the losses of 2009 & 2011 but also increasing the profits of 2010 and 2012. On average, the 2009-2012 period recorded a deficit of £1738.50 per annum. In contrast the 2013 accounts show a dramatic rise in the surplus generated by the museum, which can be attributed to increasing visitor numbers by 31% over the 2009-12 average. This shows the dramatic effect of increasing visitor numbers and the significant financial benefits it has for the museum.

Year	Annual Visitor Number	Surplus / Deficit	Unrestricted Funds
2009	7,626	-£14,767	28446
2010	8,027	£10967	39413
2011	8,868	-£12,345	25589 (Inc. £1479 reduction adjustment in the accounts)
2012	8,124	£9,191	34780
2013	10,660	£23,719	58498

Table 1 Stromness Museum Accounts and visitor figures for the last 5 years.

At the end of the 2013 financial year end, ONHSMT had a healthy £58,498 available to manage and improve the museum. The 2013 figures again highlighted the financial benefits of increasing visitor footfall compared to the relatively stable 2009-12 period.

4 Museum Review Summary

It is clear that there is potential for ONHSMT to increase visitor numbers to Stromness museum if more can be done to positively market and promote the museum to visitors. There are already a considerable number of tourists visiting Orkney and Stromness but a lack of online and local promotion, accompanied by poor signage, pre-visit information and external appearances all detract from what is actually an extremely rich and diverse collection of exhibits of local, national and in some cases international importance.

Currently the active trustees of ONHSMT do not have the capacity to implement any significant developments or changes to improve the museum as they are fully committed with existing commitments. Therefore, to enhance the marketing and promotion of the museum combined with improving the entrance vestibule, display interpretation and capitalising on positive joint working with other organisations, ONHMST need to employ a suitably capable individual to drive the museum forward.

Fortunately, Stromness Museum has demonstrated the significant financial benefits that can be achieved if visitor numbers can be increased. This also shows that potentially ONHSMT can financially sustain a development officer on a part time permanent basis. Therefore, the priority for ONHSMT is to put in place a number of improvements to further develop the museum as a visitor destination and match this with significant improvements in marketing and promotion. Attracting grant funding is vital to achieve this as it will provide financial assistance for ONHSMT to fund these improvements and a time cushion for these developments to lead through to increased visitor numbers and subsequent improvement in annual income.

In order to fully achieve the museums potential and capitalise on available funding ONHSTMT need to increase trustee capacity. Therefore the museum needs to take a professional approach to recruiting additional trustees with specific skills that can enhance the capacity of ONHSMT. This will give ONHSMT the ability to appropriately guide and govern a range of development officer led improvements.

Section 3 Local, Visitor and Stakeholder Consultation

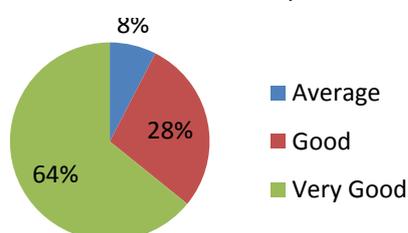
1.1 Local Consultation

As part of the viability study a survey was undertaken to gather people’s opinions about the museum. The survey was available for visitors and non-visitors to the museum for self-completion or by being directly approached at locations throughout Orkney. The findings of the survey were collated into a detailed report by Liz Gilmour (appendix 10) and the data can be assessed by gender, age and place of residence. There were a total of 384 completed surveys of which 243 were from people who had visited the museum and 141 from non-visitors. The results provide valuable feedback for ONHSM and include a mixture of qualitative and quantitative information.

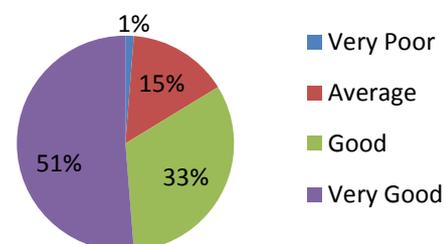
1.2 Overall Satisfaction

Importantly, 92% of visitors to Orkney (159 respondents) who had been to the museum gave it an overall positive rating with 64% rating it as very good. This demonstrates that the museum is held in high regard by those who choose to visit. From the locals that had been to the museum the satisfaction levels were slightly lower but still with 84% (out of 80 respondents) rating the museum as good or very good.

Overall how would you rate Stromness Museum – Visitors to Orkney



Overall how would you rate Stromness Museum – Orkney Residents



Most people coming to the museum did so because they were interested in heritage and history (80% of 239 respondents) and when asked about the admission charge, 91% of 225 respondents believed that it provided good or very good value for money (only 2% rated the museum as poor value). Therefore the trustees can be very satisfied that they are providing a museum which delivers value for money and is held in high regard by their target audience.

1.3 Locating Stromness Museum

Through the survey, issues relating to actually getting to the museum did show there were opportunities for improvements. For example, 17% of all visitors considered the signposting and directions to the museum to be poor or very poor with a further 22% rating them as

only average. In addition, car accessibility and nearby parking opportunities were considered below average by 28% of respondents and only average by a further 31%. Similarly actually being able to identify the museum from the outside saw 30% of respondents only rate this as average or worse. Therefore whilst the majority of people do view accessing the museum in favourable terms there are a sizeable percentage of people unimpressed by current provisions thereby indicating areas that ONHSM should consider improving.

1.4 Inside the Museum

Within the museum itself 55% of visitors thought that the main downstairs section was very good with a further 32% rating it as good which clearly demonstrates that visitors enjoyed this section. Similar results were given for the pilot's house and upstairs natural history sections.

When it came to the interpretation and information about exhibits again there was an overwhelming majority of people satisfied by the current provision but with a notable 18% rating this as only average. Similarly there were a notable number of respondents who felt that the museums décor and general appearance was below par with 16% rating this as average and 7% as below average. Therefore the survey shows that the vast majority of people are happy with the content of displays and exhibits in the main 3 sections of the museum but there is room to enhance accompanying information and for an appearance refreshment.

1.5 Museum Improvements

When it came to suggestions on how to improve the museum, the answers could be influenced by where the visitor comes from and/or their age. Regarding better online presence and pre-visit information 57% of 242 respondents replied not applicable to the question suggesting that they may not use the internet for researching visitor destinations. From those that did respond 53% were positively in favour with 34% undecided. For other suggested areas of improvements such as better signage and museum identification, using modern technology within the museum, improved interpretation, more themed events and upgrading the décor there was a majority in support of all these suggestion (43-54%) but with a notable 24-32% of respondents against these suggestions. When it came to providing tea, coffee and self-service snacks the responses were more evenly matched with 38% against and 49% supportive of the suggestion. The majority of respondents are supportive of making improvements to enhance the museum but care needs to be taken to ensure that these improvements are appropriately undertaken to allay the fears of those against changes.

1.6 Non Visitor Feedback

From the 141 people who had not visited the museum, 44% of them were not aware of its existence and worryingly this included 10 locals. When asked what would encourage them

to visit the museum there was a sizeable majority (64% - 69%) in support of better promotion, online information and better provision of information relating to location, opening times and admission charges. Not surprisingly 92% of all non-visitors were unaware that the museum is not a government or council run facility. This also included 35 out of 40 local residents. When visitors to the museum were asked the same question, there was 58% unaware that the museum was not government or council run. Therefore it would suggest that ONHMS need to do a lot more work to increase people's awareness of the museum and importantly make people aware that it is run by a charitable trust.

1.7 Written Feedback – Visitors

Through reviewing the extensive range and diversity of written answers and comments provided there are several key themes that emerge. Firstly, the museum is very positively viewed by visitors for its extensive quantity and range of exhibits and is considered to have "amazing content for such a small museum". Also there was extensive praise for the various sections of the museum particularly the John Rae (2013 exhibition) and German Fleet parts although the upstairs was considered to be less appealing and a "bit of a time warp". More specifically within the museum there was a recurring theme that some exhibits were unlabelled and that the font size used for interpretation was too small and brighter lighting is required. Also there needs to be better signage throughout the museum with better categorisation of exhibits into sections coupled with generic section overview interpretation and expanded descriptions of exhibits.

1.8 Written Feedback – Non Visitors

Most people who had not visited the museum noted that it was largely due to a lack of time or to a lesser degree because they do not go to Stromness. However, many non-visitors did respond that the museum needs to be much better promoted and marketed to increase their awareness of its presence so they can make the conscious decision to visits. Ironically this did mirror some comments from people who had visited the museum that it lacks promotion and signage with little to mark it out as a place to visit.

1.9 Survey Summary

On the whole the survey of visitors and non-visitors to the museum highlights some very important points. It shows the museum provides a good overall experience for visitors and offers value for money. Therefore, ONHMS have a good foundation to build upon but need to improve how it is presented and the accompanying information. Importantly, the museum needs to be much more proactive in marketing and promoting the museum to make people aware of its very existence and give people a reason to visit.

2 Stakeholder Consultation

To gain a better understanding of how Stromness Museum is viewed by the people, tourism groups and local industry organisations with a direct interest in the wellbeing of the museum, trustees and stakeholders were directly consulted. In addition, two facilitated meetings were held in the Stromness Hotel. As expected there was a wide range of thoughts and opinions covering a range of subjects. However, there were clearly key themes coming through which provide valuable focus for the ONHSMT trustees to consider.

2.1 Significance and Importance

The museum is regarded as a valuable Orkney asset due to the amazing number, diversity and quality of exhibits on display, many of which have national and in some cases international importance. This makes the museum appealing to locals and visitors alike of all levels of interest. Combined with the Victorian image, Stromness Museum is seen as a charming and quaint visitor destination.

In particular, the museum is important to the Stromness community due to its coverage of local history and because it's a key visitor attraction for the town. In addition, for those particularly interested in heritage, Stromness museum punches well above its weight and is considered to have one of the best collections for a small museum in Scotland.

2.2 Future Developments

Whilst it was commented that surviving could certainly be considered a success for the museum, all stakeholders were clear that the museum was not reaching its full potential and it would be highly desirable for this to be achieved. In addition, it was felt that the museum could function more effectively and efficiently but change within terms of governance and capacity was needed in order to implement improvements.

There was clear support for the museum to hire a central figure to bridge the gaps between trustees and custodians, liaise with partners and industry groups, and to manage the implementation of improvements to the museum. This central character would help to create capacity to improve the functioning of the museum as an important community asset and visitor destination. In summary, a stakeholder commented; "for the museum to develop it has to expand capacity so that the opportunities that are available can be delivered to meet existing demands, whilst ignoring what cannot be changed".

2.3 Core Issues

2.3.1 Marketing

The really significant issue for Stromness museum is that it is considered to be poorly promoted and marketed and this is a key reason why it is not realising its full potential as a visitor destination. It was felt that this important factor should be addressed.

In particular;

- Very poor website
- Locally invisible
- No promotion of the significance of the museum or why it has an entry fee
- No advertising strap lines
- No clear corporate image and branding
- Leaflets / adverts are not appealing
- Ticket Discounts to tour group operators, tourist accommodations providers
- Joint working initiatives with industry groups and initiatives to increase promotion

2.3.2 Location within Stromness.

Many stakeholders felt that the museums locations impacted upon visitor numbers and that the opportunity to be incorporated into the redevelopments at the centre of town had been missed. With the opportunity gone, the trustees need to ignore what can't be done and concentrate effort on directing people to the museum.

2.3.3 Refurbishment.

The Victorian image is an important part of the museums character and appeal but that should not hinder the museum refurbishing and improving areas such as the outside appearance, entrance vestibule, stairway, upstairs natural heritage collection etc. These areas are seen as dated and uninviting as well as having the opportunity to significantly enhance the visitor experience. Key to any refurbishments is to do so in a manner that retains the Victorian image.

2.3.4 Interpretation

The lack of interpretation within the museum and particularly upstairs was seen as a draw back. Good interpretation could brighten up the museum, raise people's awareness and understanding, and enhance the overall visitor experience.

2.3.5 Technical.

There were a number of technical areas where it was felt the museum was not fully capitalising on. For example there is no opportunity to use card payments despite this becoming increasingly popular. Also there was no method of managing the recirculation of weekly tickets or a system of collating a breakdown in visitor data (i.e. no. friends, concessions, full fares etc.). Furthermore, it was suggested that light refreshments such as tea and coffee would significantly enhance the visitor experience.

2.3.6 Openness and transparency

The museum was viewed by some as being a bit to “stromnessfied” and therefore possibly not attracting as much local support as it could. In addition to this, the second facilitation meeting highlighted the feeling that the current trustees were rather invisible and that the museum had a slightly insular and clique image. Furthermore, there was agreement that the recruitment of future trustees needs to be open and transparent to encourage a broader trustee’s base.

2.3.7 Governance

It was noted that there was a lack of overall management capacity. For example there is a lack of clear line management for the custodians and that they could be better utilised. Ongoing issues that do not get addressed or take significantly longer to address than they should. No formal recruitment or induction process for trustees, and key skills missing within the current trustee group. Also, it was felt that the museum was unduly reliant on key individuals. However, it was also suggested that ONHSMT needs better definition of trustees roles and responsibilities as there was a feeling that trustees were not being effectively utilised with ONHSMT and better delegation is needed.

2.4 Future Threats

There are numerous potential future threats that could undermine Stromness museum but the two main threats raised by stakeholders are;

- Reduction in income
- Structural Condition of the museum building

The first threat can be minimised through proactive action to improve the museum as a visitor destination combined by improved marketing and promotion. Essentially if the trustees can take action to address the key issues raised above then this should secure future income.

The current museum building does suffer from water ingress and dampness which in the longer term needs to be addressed. Unfortunately, any building works are likely to be very expensive and therefore only feasible if significant grant funding can be acquired. In addition, the trustees would need to commit money for building surveys and architectural plans plus develop capacity to apply for the grants and manage the building works. Therefore, this is likely to be a longer term aim for the trustees, which should not distract from the shorter term requirements to implement a series of improvements and increase trustee capacity. This will increase visitor flow and income, which will help to sustain a development officer’s position.

Section 4 Developing Stromness Museum

1 Introduction

Through the consultation and review processes a number of areas within the museum and ONHSMT itself have been identified which need to be improved. In addition there have been considerable suggestions of specific improvements to the museum.

On the whole, the aim is to increase the human resources capacity within the museum to increase management efficiency and ability so that a number of improvements can be implemented which can lead to greater visitor numbers and subsequently a securer financial future.

From the many improvement suggestions made it is important for ONHSMT to focus efforts on those that are most likely to give the greatest return on input time and finances. Some suggestions involve a lot of developmental work and /or risk for only marginal benefits. Many suggestions are interlinked and will give multiple benefits which address a number of current issues

From the suggestions made they can be broadly broken down into three main subject areas.

- Changes with little or no cost which mainly relate to the current capacity of ONHSMT and improvements to the service provision at the museum.
- Improvements to enhance Stromness Museum as a Visitor Destination which require funding and/or time to develop.
- External improvements and extensions to the property.

2 Development Strategy

All improvements to the museum need to be carefully considered and structured to ensure they fit within a well thought out development strategy which has short, medium and long term aims. Equally important is ensuring that the trustees of ONHSMT are fully aware of the benefits they are looking for, why it is important to focus on these areas and how the development aims will be delivered.

Ultimately all strands of the development strategy are aimed at improving and securing Stromness museum as a community resource and visitor destination.

Overall Aim	Objective	Why	How	Target	Outcome	Timeline
Increase capabilities and governance of ONHSMT.	Recruit new trustees with specific skills through a formal and open process. Change to Scottish Incorporated Charity.	Enhances the capacity and capabilities of ONHSMT. Improves management and administration of the museum. Allows improvements to be overseen and implemented.	<ul style="list-style-type: none"> Advert in Orcadian. Ask specific individuals to apply. Encourage applicants to visit informal SCIO launch event which is open to the public. Formal induction event at museum for potentially interested people. Chance to meet current trustees; learn about museum and role of trustees. Interested people to submit formal Letter of application Trustee discussion and selection of successful candidates. 	<p>People with commitment and an interest in heritage with the following key skills /experience;</p> <ul style="list-style-type: none"> Tourism Industry Grants and project delivery Architectural / building experience. Human Resources expertise IT (web, file backup etc.) 	3 new trustees ONHSMT skills capacity enhanced.	<p>Immediately</p> <p>Aim to have new trustees recruited by autumn 2014</p>
Improve Income to secure financial future.	<p>Grant funded development project with 2 parts;</p> <ul style="list-style-type: none"> Employ a development officer. Budget to fund improvements. <p>Implement some immediate service changes</p>	<p>Provides ONHMST with coordination, capacity and funding to implement a series of improvements. Provides time to increase visitor numbers and income to make the Dev. Officers position financially sustainable post project. Improving service provision will enhance the museum as a visitor facility.</p>	<p>Apply to funding bodies (LEADER, CDF, Robertson trust, HLF, Awards for all etc.) for funding to employ a development officer and fund a series of improvement packages.</p> <p>Immediate service improvements include card payment services, coffee machine and central Stromness information board.</p>	<p>Tourists and locals through delivering improvements which meet the following key outcomes;</p> <ul style="list-style-type: none"> Awareness and understanding Inclusion and Participation Accessing Heritage 	<p>Visitor numbers maintained at over 10,500 per year. By the end of funded project, income increased sufficiently to sustain development officer on a 50% FTE basis.</p>	<p>Develop project details Jun-Dec 2014</p> <p>Apply for funding Jan-Jun 2015</p> <p>Deliver project July 2015-17.</p>
Achieve "Recognised Collection" status for Stromness Museum.	Expert assessment of specific parts of the collections to verify their national significance.	Achieving Recognised Collection status provides access to annual grant support of £40k (100% funded – no match funding needed). This will help secure and sustain the museum financially.	<p>Include assessment cost into a grant funded development project.</p> <p>Have more items catalogued and increase awareness of the museums collections</p> <p>Utilise Dev. officer capacity to establish key foundations for a future application.</p>	<ul style="list-style-type: none"> Ethnography collection Skara Brae Historic Scottish Outreach and trade John Rae, Hudson Bay etc. 	Achieve Recognition Status	<p>Expert Assessment 2016.</p> <p>Continue to build case for application and apply 2017/18.</p>

Physically secure the building structure and increase floor space provision	Renovate the exterior of the building and build conservatory extension.	<p>Issues with water ingress and energy efficiency need to be addressed, plus a general makeover is required.</p> <p>Conservatory extension would significantly enhance the museum through;</p> <ul style="list-style-type: none"> • Free up office space • Events room • Informal entry/display area. • Refreshment and seating area. • Additional sales display 	<p>Future capital building grants to fund renovation and extension. Utilise existing Leslie Burgher museum building report to establish renovation requirements.</p> <p>Include architect cost for conservatory drawings in development project to initiate discussions and establish building costs</p>	<p>Exterior of Museum building.</p> <p>Enhancing Museum as a Visitor Destination for tourists.</p>	<p>Exterior of Museum building renovated</p> <p>New conservatory extension on Pier.</p> <p>Captain's parlour reorganised into office space.</p>	<p>2016 – initial sketch drawings for conservatory.</p> <p>2017 – Consultation on conservatory drawings.</p> <p>2018 – finalise all extension and renovation plans. Cost extension.</p> <p>2019-2024 Apply for capital grants Build conservatory and renovate exterior.</p>
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Table 2: Development Strategy for Stromness Museum.

2.1 Increase the Capabilities of ONHSMT

ONHSMT is currently undergoing the transition to a Scottish Charitable Incorporated Organisation (SCIO) and the changes that it will bring gives the existing trustees an ideal opportunity to change the trustee recruitment process and take on additional trustees.

Secondly, increasing the capabilities of ONHSMT is essential if there is going to be enough capacity to govern the implementation of changes to enhance the museum, ONHSMT must ensure that they retain control of the process and ensure all improvements are appropriate to the museum. In addition, undertaking a large project introduces potential risks that the trustees need to consider and manage. Whilst a development manager will be responsible for developing projects and managing their implementation, it is ultimately the responsibility of trustees to provide the overall governance, through ensuring appropriate measures and checks are in place. With ONHSMT already stretched, it is important that additional capacity is established before embarking on a programme of improvements. Therefore, increasing Trustee capacity is an essential foundation step that is required before a development project can be appropriately delivered.

To establish additional capacity, ONHSMT should consider;

- Organised and structured approach to recruiting trustees
- Identify key skills that new trustees should bring to ONHSMT
- Open and formal recruitment process (can still invite specific people to apply)
- Opportunity for potential trustees to meet existing trustees and learn about ONHSMT, what is expected of them and future development plans.
- Screening of applicants
- Time limitations on trustee appointments

This could be delivered through;

- Trustee recruitment advert in the Orcadian. Also ask specific individuals to apply.
- Look for people with following skills
 - Tourism Industry
 - Grants and project delivery
 - Architectural / building expertise
 - IT technical skills
- Encourage applicants to visit an informal SCIO launch / annual museum event which are open to the public.
- Have a specific Introduction to Stromness Museum evening at the museum for potentially interested people. Chance to meet current trustees; learn about museum, role of trustees and future plans
- Request people that are interested in becoming a trustee submit in writing an expression of interest.
- Allow existing trustees to discuss and select successful candidates.
- Select new Trustees (consider adding an extra 3 - 5).

- For any applicants not successful in becoming a Trustee consider having them as associate members, which could be extended to include people who cannot fully commit to being a trustee and non-Orkney based supporters of the museum.
- Introduce time limits for trustee appointments and consider having 2 vice president positions and a progression process from vice president to president.

Once additional trustees have been recruited, ONHSMT need to ensure that trustees are effectively and efficiently utilised. Sub groups should be utilised and clear delegation of tasks between trustees should be undertaken. A recruitment advert which could be used by ONHSMT is included in Appendix 2.

2.2 Improve Income to secure financial future

There are two key parts detailed in the development strategy with regards to improving the financial future of the museum that were identified through the review and consultation process. The first part was to establish an overall development project which would secure grant funding. This would fund a series of improvements leading through to an increase in future income, allowing ONHSMT to sustain the employment of a part time development manager on a permanent basis.

2.2.1 Development Project

There are a vast array of potential grant funding sources available, all with their own specific requirements and focuses. Therefore at this stage it is important for ONHSMT to clarify the specifics of their development project and how they contribute to the overall enhancement of the museum. This will help demonstrate to potential funders what they are being asked to fund and how this fits in with the Museums overall development. Depending on the specific grants applied for, individual projects may need to be tweaked to ensure they are eligible or funders only funding specific individual projects.

To simplify the development project and give greater clarity on how the specific projects fit within the overall development and aspirations of the museum, 3 key themes have been identified.

- Awareness and Learning
- Accessing Heritage
- Inclusion and Participation

These themes illustrate the key focus areas for the museum to engage with people to encourage them to visit and enjoy the museum all of which contribute to the overall aim of improving and securing the museums financial future. It is envisaged that a 2yr grant funded project with a part time development manager is the optimum approach for delivering a development project. Ideally the project would be in place for July 2015, with a development manager starting in post September 2015.

Awareness and Learning							
Project	Project Aim	Details	Cost	Targets	Outcomes	Monitoring and Evaluation	Timeline
Enhancement of the Orkney Natural history gallery.	Combine existing Victorian style with detailed interpretation to allow visitors to learn about natural history in Orkneys only natural history display.	Overhaul of the natural history floor by using the existing resources and combining this with significant interpretation, learning aids and information regarding the significance of the collection.	Recruitment of graphic design company to fully manage entire project including design, interpretation writing, production of all displays and fitting out gallery. £45,000	<ul style="list-style-type: none"> • Extensive Natural History Interpretation. • Utilisation of large window spaces and side panels • Replace window UV filters with externally and internally facing interpretation / promotional signs. • Enhanced displays with exhibits put into habitat/scenic context • Grouping exhibits together based on themes. 	<ul style="list-style-type: none"> • Increased enjoyment of the natural history section. • Increased awareness and understanding of Orkney's wildlife • Enhanced appreciation for natural history, its methods and Victorian heritage aims 	Facilitated evaluation event with friend's members, regular users of the museum and stakeholders.	<p>Tender process for design company Jan – Mar 16.</p> <p>Design and interpretation development April – Oct 16.</p> <p>Install onsite Nov 2016-Mar 2017.</p>
Stairwell enhancement	Enlighten the stairwell area and to create an entry to the natural history section	Framed pictures that link local heritage and natural history. Accompanied with small scale interpretation. To provide a transition between the different floors of the museum	£1000.	8-10 pictures	Better understanding of the links between Orkneys environment and history.		Oct - Dec 2015
Heritage Leaflet	New leaflet to promote the collections within the museum	Folded A3 tourist focused leaflet to encourage visiting Stromness museum. Leaflet to be available as PDF download online	£2000	5000 - 10,000 Leaflets. Online links on key tourism organisation, transport, accommodation websites, More visitors to Stromness Museum	More Tourists aware of Stromness museum		Oct - Dec 2015. Inclusion into Visit Orkney & OTG 2016 promotional literature/web.
Museum Guidebook	Encourage visitors (tourists and locals)	New guidebook providing a	£5000	2500 guidebooks. Links available online	More people with greater knowledge		October 2015 – March 2016

	to learn about the museum's collections in greater detail.	background into the origins and importance of the main collections.		More visitors to Stromness Museum	about the key collections held at the museum		
New Website	An attractive, easily functioning website that sells the museum as a must see visitor destination.	A brand new website containing all the relevant information regarding the museum. Incorporating available information on exhibits	£3500	New Website. Web links on key tourist, travel and accommodation provider websites	Increased traffic to museums website. More people engaged and learning about heritage.	Record annual web usage. Visitor survey.	July – Dec 2015.
Film Clips	Focused promotion of key exhibits/collections.	A series of short film clips with commentary available online covering key topics.	£3000	5 short films (2-3minutes each)	More people with greater awareness and understanding about the key collections held at the museum. More people inspired to visit the museum	Record number of views online. Visitor Survey	Jan - July 2017
360° web viewing of inside of museum	To actively promote the museum as a must visit destination	Available online, an opportunity for potential visitors to take a virtual tour around the downstairs part of the museum. Influence people to visit by giving an indication of the museums content (Similar to google map concept)	£1200	Main sections of the museum available online for visitors to take a virtual tour. Encourage potential visitors doing pre-visit research to decide to visit the museum	More people aware of the extensive range of exhibits held at Stromness Museum Inspiring people to learn about heritage	Record number of online viewers.	Oct 2015 – Mar 2016 downstairs parts. Oct 2016 – Mar 2017 upstairs after Natural History revamp.
Natural History training demonstrations	Demonstration of the processes involved in preserving animals for displays.	Recruit a taxidermist to demonstrate to the public, key steps involved in	£2500	To run 2 demonstrations	People learning and understanding the processes involved in taxidermy.	Attendees to complete a post demonstration survey	April – June 2016 April – June 2017

		preservation					
External Museum Displays and signposting	Enhance appearance and appeal of the museum building to entice visitors in.	Erect promotional boards on the blocked street side windows. Large vertical banner on north side of building. Small professional entry time and fee signs at entry doors	£2500	Enhanced external appearance that helps to "sell" the museum as a visitor destination to locals and tourists. (Link to Natural History project with externally facing promotion on upstairs windows)	More people aware of the museums presence and encouraged to visit	Visitor survey	July 2015-March 2016
Accessing Heritage							
Project	Project Aim	Details	Cost	Targets	Outcomes	Monitoring and Evaluation	Timeline
Cataloguer	To offer a structured and organised inventory of the museum's collections	Hire a suitably qualified individual to catalogue parts of the museum's collection	£8000	Catalogue 1000-2000 items. Make catalogued information available online.	People better able to access specific and detailed information of key exhibits. Museum used as an educational resource	Record number of database uses Encourage referencing of Stromness museum in publications using catalogue information.	2016
Significance of key collections	Demonstrate that Stromness museum has collections of national significance which can provide the foundations for a future application for recognition status	Hire expert surveyors to assess key collections with regards to their national significance to Scottish heritage	£4000	2 assessments; <ul style="list-style-type: none">EthnographyHistoric Scottish trade and influence	Wider appreciation for the significance and value of key collections. Key collection data available for research and education purposes	Visitor survey Record published material referencing key collections	2016
Vestibule Enhancement	Make the entrance to the museum attractive and inviting	Clean, repaint, new seating, new signs, display case and information boards about the museum (to entice people in).	£5000	Modern, bright and attractive vestibule. Allowing people to access information about the range of heritage held within the museum without having to enter the museum	Engaging with people and inspiring them to learn about heritage. Positive attitudes towards heritage and the role of the museum within the community.	Visitor survey Facilitated evaluation event with stakeholders.	2016
Architectural drawings for	To start proceedings for	Hire an architect to give initial	£2750	Have completed architect plans for a conservatory	Positive community support for the	Visitor and local survey Facilitated evaluation	2016-2017

extension	developing conservatory extension	sketch drawings for consultation and discussion. Amend where needed and produce final drawings.		extension. Resolve any major building / design issues. ONHSMT in position to move forward post project to get quotes and permissions	museum and its development aims	event with stakeholders	
Inclusion and Participation							
Project	Project Aim	Details	Cost	Targets	Outcomes	Monitoring and Evaluation	Timeline
Town Heritage Treasure Hunt	To encourage people to investigate and discover heritage throughout Stromness.	A discovery challenge that encourages people to travel through Stromness to learn about key heritage sites in the town through answering questions.	£1000	1000 challenges to be produced. Inspires people to discover more and visit museum.	People learning about Stromness heritage.	Record number of challenges handed into museum.	Oct 2015 – Mar 2016 to develop challenge. In place for summer 2016.
Role Play Costumes	To actively engage children and spark their interest in local heritage.	Commissioning of costumes for children based on period dress of key historical characters related to the museum's collections. For use by schools and young person groups. Potential to link project work and visits to museum.	£1200	8 period costumes to fit children 9-12yrs.	Inspiring young people to learn about local heritage.	Record number of schools and youth groups using the costumes and subsequent follow up visits.	July – Dec 2015 to make costumes
Museum Tours	Offer volunteering opportunities to museum members to take part and contribute to enhancing the museums services	Recruiting and training 3 volunteers to give guided tours within the museum during peak summer.	£4500	3 Volunteers trained. Providing 3 guided tours per week over an 8-10 wk. period. Increase in visitors out with peak times/busiest days.	Motivated and enthused volunteers that feel they are contributing to the enhancement of museum services	Consultation with volunteers	July 2015 – July 2016 – recruit and train volunteers

		Timed to avoid busiest days and times of day.					
Adlib Training	Enable the museum to fully use and benefit from the Adlib cataloguing database	Send Development Manager, Honorary Curator and Cataloguer on Adlib training course	£3000	Museum with trained staff able to use Adlib for cataloguing exhibits.	Better skilled staff able to enhance museums services	Record attendance at training events. Record number of items detailed on Adlib	July 2015 – July 2016
Trainee Curators	Enhance museum capacity and lessen dependence on Honorary curator	Recruit two volunteers for a bespoke training programme at Stromness Museum. Combine with AMA accreditation, training courses and MSGS conference.	£9500	2 trainee curators and enhanced curatorial capacity.	Personal development of committed heritage sector volunteers. Participation of trainee curators enhancing museum.	Record training and accreditation progress. Consult with trainees	July 2015 – July 2017
New Till	Accurately record the breakdown of different visitor classes	Purchase a new till	£1000	Recording the breakdown of different visitor classes. Analysis of visitor numbers.	Clearer understanding of museum audience. Direct marketing and promotion to target audience.	View analysis review	Oct – Dec 2015

Table 3 Development Project Plan

2.2.2 Development Manager

In addition to the range of projects that would be delivered by a grant funded project, a key requirement is the recruitment of a development manager.

It is crucially important that the trustees of ONHSMT recruit a development manager with the skills necessary to implement and manage a multitude of projects whilst remaining focused on increasing income to secure the sustainability of the post. An interest in heritage is a requirement but ONHSMT should not recruit a candidate solely based on their heritage experience or knowledge but rather on their suitability to manage projects.

Similarly it should be emphasised that the development managers job role is not to undertake specialise activities such as graphic design but to concentrate efforts on securing the services of suitable companies / individuals through competitive tendering and liaising with contractors to deliver the required outcomes. A draft job description for the Development Managers post is included in Appendix 3.

	Yr. 1	Yr. 2	Total Project Cost
Salary Cost (50% FTE position, salary £24,00 per annum)	£9000 (9 months employed yr1)	£12000	£21000
National Insurance (12%)	£1080	£1440	£2520
Travel and expenses (15%) Mileage, mobile phone and Inc. travel to Mainland based conference and training events.	£1350	£1800	£3150
Office Administration (5%) Only for office costs specific to new post	£450	£600	£1050
Training (10%)	£900	£1200	£2100
Office setup costs Laptop, backup system, camera, chair, desk, software, miscellaneous equipment specifically for new post	£1800	£0	£1800
Recruitment costs 2 x Orcadian adverts, reimburse interviewees travel costs etc.	£600	£0	£600
Total Costs	£15180	£17040	£32,220

Table 4 Development Manager costs.

An important future consideration is ensuring the Project Managers position is financially sustainable. Based on a 50% FTE post with an annual cost of £17040, this should be achievable for ONHSMT as they were able to achieve a surplus of over £23,000 for 2013 largely due to increasing visitor numbers by 2500. Whilst this can be attributed to the high profile John Rae exhibition it demonstrates there is huge potential to sustain a project managers post through having someone dedicated to actively developing and marketing the museum and thereby sustaining higher visitor figures.

2.2.3 Total Cost – Grant Funded Development Project

The total cost of a grant funded development project to implement the series of projects detailed in section 3.4.2 and employment of the project manager is £134,870.

2.2.4 Non project related development costs

Through the review and consultation process there were 2 key services noted as lacking at the museum. These were the lack of option to pay by card transaction and the lack of light refreshments such as tea or coffee. The respondents commented it would be expected at a visitor destination such as a museum to offer these services and introducing them to Stromness Museum would further enhance the museum as a visitor destination.

Both options involve costs but would also help to generate additional income for the museum. Furthermore, with the museum aiming to increase income through attracting more visitors to the museum, the trustees of ONHSMT need to become more focused on visitor requirements and expectations if they are to fully exploit the potential of the museum as a visitor destination.

In addition to the 2 services, the lack of any publicity or promotion of the museum in the centre of Stromness was considered to be a major oversight. This combined with the lack of any directional signage in the busiest parts of town shows that the museum is not taking advantage of the promotional opportunities available.

ONHSMT should seriously consider immediately implementing these changes using their own cash reserves to fund the improvements.

Coffee Machine

There are numerous products on the market offering a mixture of coffee, tea and hot chocolate drinks. However to maximise the benefits for the museum the following requirements are needed;

- Small sized unit, suitable for vestibule location
- Non direct mains water connection
- Offer high quality drinks
- Drinks payment dependent
- Money collection system built in

The Flavia Creation 400 meets these specifications and the Tomb of the Eagles already have a machine in operation which they are extremely happy with. Details of the Flavia unit are contained in Appendix 4.

Unit with Pay pod module	:	£1450, includes 5yr warranty.
Typical coffee / drink cost	:	Dependent on drink, sugar, cup, stirrer, lid selection. typically £0.38 per drink.
Pack purchase size	:	Typically 100 or less per pack of each drink choice.

Based on a sale price of £1.50 per drink and production cost of £0.38 per drink

Profit = £1.12 per drink average

Breakeven = 1294 drinks / 431 drinks over a 3yr period.

Card Payment Option

The lack of facilities for visitors to pay by card transaction was highlighted. With no nearby bank or cash machine, and the museum being located approximately 10minutes walk from the nearest cash points there are numerous instances of visitors arriving and expecting to pay by card and being caught out by the cash only service. In addition, most museum sales are for books which are relatively expensive items and with people generally not carrying as much cash as previously, there may well be opportunity for increased shop sales if card payment options were introduced. Furthermore, the museum could have some limited high ticket items available in the shop for sale, with greater chance of selling if more payment options are available.

There are various companies offering card payment services with a multitude of options and costs. Typically, there are one of set up fees, minimum monthly account fees and terminal rental fees (if not purchased outright). As a guide, card payment services including the rental of the terminal cost in the region of £600 per year with set up fees of approximately £150. Appendix 5 has an example of cost.

Local Promotion and Signage

Erecting an information board for the museum in the heart of the Stromness town centre is essential to increase awareness and sell the museum as a must see destination for visitors to the town. This should be accompanied with directional signs at prominent locations in the town to guide visitors to the museum.

Information board, 2 x prominent directional signs and stainless steel mountings = £1800

Appendix 6 for further information

2.3 Recognition Status

An important development aim for Stromness museum is building a case to apply for Recognised Status for collections within the museum that are of national significance. If the museum can achieve this status there are two major advantages for the museum

- Recognition and verification that Stromness Museum has collections of national significance
- Eligible to apply for 100% grant funding of up to £40,000 per year

Achieving such a status will therefore be hugely positive for the museum and help to sustain its long term future through providing access to a generous grant fund and by giving the museum a marketing boost. The additional funding and positive publicity will help attract more visitors.

However, to gain recognition status ONHSMT need to build a strong evidence case before they can apply for funding. This will take time, cost money and involve significant effort to achieve. Therefore, this development is a medium term aim with the foundations of such an application starting to be formed through the grant funded development project as this will provide funding to hire in expert assessors and time capacity to build the evidence case. It is imperative that all requirements of a future application are considered early to allow appropriate actions to be implemented to gather all the information concurrently.

Applications need to demonstrate a collections significance in terms of both its importance and quality.

(Extracted from application form)

Importance

Demonstrate that the collection is of sufficient importance to the appreciation, study and understanding of its subject.

Quality

A recognised collection will demonstrate most or all of the following attributes:

- comprehensiveness: of sufficient size and richness of relevant material to enable it to be regarded as representative
- depth: artefacts and/or specimens are supported by strong associated or contextual information
- uniqueness and authenticity: demonstrating rarity, intactness or integrity of individual items or groups of items
- reputation: an acknowledged key source for study of a given subject; an acknowledged source of public enjoyment

In addition to the above applications need to provide evidence and supporting information to meet the following criteria

- 1 Description of the collection including reference, as appropriate, to:
 - the subject covered, and assessment of the importance of the collection for the study of this subject;
 - assessment of importance in an international, UK or Scottish context;
 - its size, and key categories of material held;
 - strengths and weaknesses;
 - associated or contextual information, e.g. archives, field records, photographs;
 - provenance, where this is a key factor in importance;
 - reference to rare or unique items, or groups of items;
 - reference, in the case of natural science collections, to the presence of type, figured or cited specimens;
 - Comparison with related collections elsewhere, whether international, UK or Scottish.
- 2 Copy of published Collections Development policy (acquisition policy), and where relevant, information about acquisitions made during, for example, the past 5 years.
- 3 A list of catalogues or other publications that describe or cite the collection.
- 4 Written confirmation or testimony of the quality of the collection from independent experts who are acknowledged authorities in their field.

5	Information about	:	research use of the collection;
		:	use of the collection in the context of the museum's life-long learning programmes and activities;
		:	loans made from the collection.

2.4 Securing Museum Building

The museum currently suffers from water ingress and dampness issues in specific parts of the museum. Trustees have already commissioned a conservation architect to investigate this issue and to provide recommendations. Unfortunately, rectifying these structural issues is likely to be expensive and it will take time for ONHSMT to decide on the specifics of what actions are to be taken, gather quotes and necessary permissions and find capital grant funding support. Therefore whilst this is one of the key development aims for ONHSMT it is a longer term aim.

In addition to improving the existing buildings structure, the consultation process identified the merits and benefits of having an extension built on the available pier.

These benefits are;

- Providing a seating and relaxing area for visitors
- Additional exhibit and sales display areas
- Allowing for reorganisation of the museums existing layout to create improved office and storage space
- Function room for meetings and talks

On the whole the extension creates additional floor space for the museum, which can be used to enhance the museum as a visitor destination and provide much needed additional office and storage space. The museum building is a listed property and therefore this would need to be taken into consideration when planning an extension but in no way should prevent an extension outright. Due to the likely costs of an extension combined with more pressing needs to improve capacity and income, such a development is a longer term aim that would be appropriate to include within an overall building renovation project.

Considering the timelines involved to design, consult and cost such a project it would be sensible to include design costs into the development project. This will give the trustees initial sketch drawings to visualise an extension and a basis for consultation and discussion. Based on feedback the sketch can then be drawn into a full architectural drawing. Post project this will provide ONHSMT with a strong basis to move forward from to gain permission and quotations.

Section 5 Non-Core Subjects

Out with the primary development aims for the Trustees of ONHSMT to focus on there are a number of other issues that also need to be considered. These issues are not necessarily essential for the future development of the museum but nevertheless are issue which need to be considered and dealt with.

1 Friends Membership

The friend's membership currently provides a fairly steady and reliable source of income for Stromness Museum. However, there is a considerable time element involved to administer and deliver the scheme. This combined with the museum needing to increase earnings and consultation feedback suggest there should be an increase in friend's membership charges.

A two tier system with a lower level priced at roughly the existing rate and offering the main key benefits of membership aims to offer an option that will retain as many current members as possible. This aims to avoid any significant drop in membership levels due to changes to the system. A premium tier should be introduced which is aimed at the active members of the museum who are interested in attending events and regularly take guests along to the museum. To justify a higher rate for premium members there needs to be clear distinction between the benefits offered through the two levels.

For administering the scheme, direct debits and email communication offers considerable time and cost advantages. Therefore, offering a good discount is worthwhile to encourage members to choose this option.

Ultimately the existing membership scheme is too generous and does not raise enough income for what it entails. A two tier membership scheme will allow people to choose which level of support they wish to give the museum. It will also increase income and cut down on the overly generous benefits that are currently offered under the present system.

Appendix 7 for more information.

2 Corporate Membership

The review and consultation process identified corporate sponsorship as an opportunity that could be developed to increase income for the museum.

There are two main routes of sponsorship which are one off event sponsorship and an annual corporate sponsorship. One off event sponsorship is already widely used by the museum to fund specific events and activities, attracting support not just from businesses but from a range of private individuals. Such sponsorship is already working well and could be further exploited for larger specific one of events.

Annual corporate sponsorship could be developed by the museum and is likely to provide some degree of income, but with further consideration, such a scheme is unlikely to be significantly worthwhile due to various considerations. Please see appendix 8 for greater assessment of corporate sponsorship.

The time and cost to develop corporate sponsorship relative to;

- The small annual income it would generate
- Business fatigue – danger of not securing business support in a few years' time
- Better use of time and money elsewhere within the organisation.

It may be that annual corporate sponsorship is a subject revisited in future years when other bigger return improvements have been established.

3 Other Funding Sources

There are a plethora of other income avenues available for the museum to investigate that have been identified. Income from legacies, philanthropy, life membership, adopting exhibits and display cases, donation walls (for larger donations) all have merit for further consideration.

However, all these possibilities take time to develop and implement. With ONHSMT being short on time capacity, trustees really need to focus on key deliverables that meet their primary aims and give the greatest return on their investment in terms of time and money. As such, building a case for a development project that secures the services of a development manager is paramount. Once in place and improvements delivered, time can then be committed to exploring additional income sources to further top up income.

4 Museum Opening Times

Stromness museum unlike a number of visitor destinations remains open over the winter months albeit on a shorter winter opening schedule. The museum is very quiet during the winter period and as identified previously the single biggest cost for the museum is the cost of the custodians. Therefore the suitability of the current opening times in general is worthy of assessment

See appendix 9 for details

Essentially, reducing the winter opening period is not going to deliver massive cost savings. Due to the potential for causing difficulties regarding negative custodian feelings, OIC grant complications and time commitments to carry out the changes, altering the winter opening times need to cause minimal disruption and offer additional benefits to be worthwhile. Such benefits could be more opportunity for repairs and exhibition preparation or custodians focused on other non-visitor duties for example.

Alternatively, it would be worth changing the winter opening times and the upheaval that this would cause as part of a general update to the entire opening schedule to offer greater overall cost savings and opportunities to increase visitor numbers. For example, the museum could consider a 4 tier opening schedule,

1, November – March : Winter Opening – 3 days per week
Thur – Sat, 11am – 3.30pm

- 2, Closed period : As per current arrangements or could be extended to be all Jan – Mar.
- 3, April – May + September –October : Shoulder Months Opening
Mon – Sat 10 – 5pm
- 4, June – August : Peak Season
Mon – Sun 9.30am – 5.30pm

For the winter and shoulder month periods it may be more appropriate that the museum is open for the whole weekend and shut on Mondays/additional week day. This will provide greater opportunity for locals to visit the museum out with normal working hours and tourists with a Sunday visitor destination when many other local amenities are closed.

To smooth the changes to the opening hours, ONHMST could consider offering the custodians an increase in their hourly pay which would be fully funded by the overall cost savings (but still giving an overall net saving). Any hourly pay increase should be linked to updating their job roles and expectations to enhance their overall contribution to the museum.

6 Custodian Roles

There are currently 3 part time custodians employed by ONHSMT who staff the museum. The custodians are the face of the museum and provide an important interface with the visiting public. In addition to their duties dealing with visitors they also undertake some additional duties that contribute to the continued functioning of the museum.

However, the custodians are poorly utilised during quieter periods, particularly over the winter and shoulder months. This is largely because the custodians do not have job descriptions and there is no structured line management of the custodians. Consequently, there is a communications gap between the trustees and the custodians.

Having clear line management structures in place, combined with properly thought out roles and responsibilities for each of the custodians would significantly improve their utilisation during quieter periods and enhance the overall functioning of the museum.

In summary the following are required;

- Custodian line management structures established with specific trustees responsible for managing the custodians.
- Work plans for each custodian to focus on during quieter periods.
- Custodian job descriptions.

Section 7 – Summary

It is clear that Stromness Museum is held in high regard by both the local community and visitors to the museum. It contains an extensive range and diversity of exhibits of local and national importance. The museum offers value for money and a highly positive experience for visitors.

However, a key failing for the museum is the lack of a key central figure managing and coordinating the museums activities combined with poor marketing and promotion. Furthermore, the museum is managed by volunteer trustees who are already at full capacity. With ever increasing administrative demands, trustees lack capacity to undertake new initiatives and implement change. In addition the OIC grant is also declining annually and the OIC funded 1 day per week curatorial position has already been lost. Therefore, ONHSM need to take charge of the situation and utilise what spare capacity they do have to agree on a forward strategy and implement measures that secure Stromness museum for the future.

To achieve this, ONHSM need to initiate a grant funded Museum Development Project which includes funding to cover the cost of a 50% FTE Development Manager's post and a series of improvements to the museum. Delivered over a 2yr period the grant funding will provide the capacity to implement changes and crucially a time cushion to realise the benefits of these improvements. The project should focus on increasing awareness of the museum and its collections, better learning and interpretation experiences and providing greater opportunities for people to participate in museum activities and its overall development. The ultimate outcome of the grant funded project is an increase in visitor numbers which leads through to an increase in income making the development managers post long term financially sustainable.

There is the potential to greatly increase visitor numbers and the museum has demonstrated what can be achieved through hosting the high profile John Rae exhibition during 2013 which boosted visitor numbers by 31% and visitor spend by 53%. Therefore having a dedicated individual in post to manage and coordinate the operation of the museum and oversee the implementation of a series of improvements provides an excellent opportunity for sustaining increased visitor numbers and income.

Whilst the aim is to get a grant funded development manager in place, ONHSM need to firstly increase trustee capacity to enable ONHSM to fully develop such a project. Also procedures and systems need to be put in place to effectively manage the delivery of a large project. Longer term, the trustees should focus on aiming to gain recognised collection status for Stromness Museum which will not only provide access to generous grant support but also validate the status of the museum's collection. Furthermore, improvements to the buildings structure, heating system and a conservatory expansion should be considered. Importantly, for both longer term aims the trustees should include the initial costs associated with these priorities into the Museum Development project to initiate the development of these longer term aims.

Overall, the future vision of a vibrant, well managed and resourced museum that is financially secure and sustainable is most certainly realistic to achieve. The key to achieving this is for the existing trustees to focus on the key priorities, initiate the first steps for recruiting new trustees and ensure ONHSM stays on course, continuing to develop a comprehensive grant funded project that will deliver significant improvements and initiate longer term priorities.

Priority 1	Increase trustee Capacity through an open and transparent recruitment process.	2014 - With Immediate effect.
Priority 2	Apply for funding to implement a 2yr Museum Development Project which includes funding to cover a 50% FTE Development Manager post and a series of museum improvements.	Apply spring 2015. Manager in post summer /autumn 2015.
Priority 3	Gain Recognised Collection Status.	2015 - Include assessment costs into grant project. 2016 – Undertake assessment 2017-2018 – Develop case and apply.
Priority 4	Secure and enhance museum building.	2015 – Include conservatory initial drawings into grant project. 2016 – Generate 1 st draft drawings. Investigate other improvements, e.g. heating system. 2017-2018 Consultation period, cost development, seek funding. Post 2018 – Undertake extension and other physical improvements.

Table 5 Summary of Key Priorities for ONHSM.