



## APPENDIX 1: St Mary's Guildhall & Boston Museum Action Plan Annual Review 2024/25

| RAG COLOUR   | RATING   |    |
|--------------|--|----|
| <b>RED</b>   | Off target / concerns                                  | 0  |
| <b>AMBER</b> | Mitigations required to stay on plan / emerging issues | 5  |
| <b>GREEN</b> | On target / no concerns                                | 14 |
| <b>GREY</b>  | Completed / no longer required                         | 2  |

## Sustainability and Improving Financial Resilience

| <u>Reference Number</u> | <u>Lead Officer for delivery</u>          | <u>Action</u>  | <u>Position / Review Status</u>   | <u>Timescale for Delivery</u> |
|-------------------------|---|--|---|-------------------------------|
| <b>SMG 1</b>            | AD Leisure & Culture                      | Seek to improve resilience in the service through a remodelling of staffing arrangements, including the use of volunteers. | <b>GREEN</b><br>The successful recruitment to the vacancy of the Museum, Events & Venue Officer has created capacity to deliver a wide range of activities bringing increased footfall into the museum. The team have also benefited from volunteering supporting the education programme. The vacancy of Visitor Assistant has also been filled and starts in 2025   | April 2024                    |
| <b>SMG 2</b>            | Head Of Special Projects                  | Explore commissioning models with external providers   | <b>GREY</b><br>It is proposed that this is not progressed.  | 24/25                         |
| <b>SMG 3</b>            | Principal Museum, Arts & Heritage Officer | Maximise appropriate levels of wedding and meeting hire by developing a new wedding promotion package for the Guildhall    | <b>AMBER</b><br>The team have succeeded in securing hire events such as all day hire of the Guildhall for the Society of Lincolnshire History and Archaeology Conference. The limitations of the Guildhall of a site in amenity in toilet facilities and preparation areas for catering have been problematic in the all-day events and further exploration of how to mitigate these issues is planned to take place. Our wedding offer has been in place since 2010 and varied programmes of advertising and corporately led | 2024/25                       |

| <u>Reference Number</u> | <u>Lead Officer for delivery</u>          | <u>Action</u>  | <u>Position / Review Status</u>   | <u>Timescale for Delivery</u> |
|-------------------------|---|--|---|-------------------------------|
|                         |   |  | commercialisation programmes have been instigated alongside significant investment in advertising during that time. As a fabulous, historic, niche site for wedding ceremonies we deliver an excellent service which is thoroughly appreciated by our couples but during our exploration of ceremony offers and promotion our baseline take up has remained at approximately 6 ceremonies a year. Working with the Communications team a new promotional exercise through social media and an exploration of other opportunities is being developed. The extent of local venues offering ceremonies and those that offer comprehensive wedding packages that are not possible to offer from the Guildhall, along with the changing in licensing to enable external locations to be licensed make it a progressively more challenging field to compete within. Part of the NLHF bid will look at our future sustainability and identify how to best gain specialist advice on maximising all our hire opportunities. |                               |
| <b>SMG 4</b>            | Museum, Events & Venue Officer / NPO Team | <p>Improve retail area with installation of Book sales retail furniture</p> <p>Increase local history resale stock and commission production of Boston Memorabilia</p> | <p>AMBER</p> <p>We are maximising our retail opportunities within available budgets to specialise in local memorabilia and specialist book sales. The introduction of a card payment device in July of 2024 has taken the Guildhall from having only a cash offer of resale and is able to provide an opportunity for reactive purchases from the increasing number of visitors we have. With the further development of our exhibitions and events programme driving increased footfall into the site the presentation of our retail offer will become more evident and we look to develop that area with new display and retail furniture. We have also, with the introduction of new stock, embarked upon promotion</p>  | April 2024                    |

| <u>Reference Number</u> | <u>Lead Officer for delivery</u>              | <u>Action</u>   | <u>Position / Review Status</u>   | <u>Timescale for Delivery</u> |
|-------------------------|---|---|---|-------------------------------|
|                         |   |   | of this retail offer on site with our Communications team which hopefully have the additional benefit of driving consumers to engage with our historic offer and the wider offer of Boston available in our Tourist Information area.   |                               |
| <b>SMG 5</b>            |   | Provide a refreshed programme of revenue generating events appropriate to the venue including specialist talks and other events | GREEN<br>The development of revenue raising events to complement our evolving exhibition and events programme is developing and is being explored. This will be instigated when the 2025 exhibition programme is developed, and engagement sessions will either directly be cost recovered by facilitators instead of our procurement of such facilitators or as an addition to our revenue when delivered in house or in partnership with NPO deliverers. 2025 will form a baseline from which we can plan into the future with paid participatory events.                 | April 2025                    |
| <b>SMG 6</b>            | PSPS  | Installation of a card payment machine.   | GREY<br>The card payment machine was installed in 2025 and is forming a more easily accessible way of payment for our users which with the increase and development of our stock will see in improvement in retail during 2025.   | ASAP                          |
| <b>SMG 7</b>            | Interim Cultural Services Manager<br><br>PSPS | Develop a proposal for an online sales portal and progress subject to funding and access to the required technical support.     | AMBER<br>Prioritisation of establishing an effective method of reconciliation of sales through card payments with PSPS has led to the exploration of the ability to have an online resales portal to be pushed back. We are however exploring novel methods of working with partners in the US in the use on print on demand capacity of Amazon with the registered American Author and their publishing company offering a discounted purchase through the portal which enables us to retail at profit. Whilst not directly hosting platforms we continue to explore novel | 2024/25                       |

| <u>Reference Number</u> | <u>Lead Officer for delivery</u>  | <u>Action</u>                                    | <u>Position / Review Status</u>  | <u>Timescale for Delivery</u> |
|-------------------------|-----------------------------------|--|--|-------------------------------|
|                         |                                   |  | methods of using online platforms to benefit our retail offer.   |                               |
| <b>SMG 8</b>            | Interim Cultural Services Manager | Develop a donations and Guildhall Funding Policy | AMBER<br>The introduction of a card machine has made it easier for visitors to donate, this will continue to be developed. | April 2024                    |

## Historic Site & Collections

| <u>Reference Number</u> | <u>Lead Officer</u>                       | <u>Action</u>   | <u>Position / Review Status</u>  | <u>Timescale for Delivery</u> |
|-------------------------|---|---|--|-------------------------------|
| <b>SMG 9</b>            | Principal Museum, Arts & Heritage Officer | Identify and prioritise specific actions and areas of work to site and collections required to meet accreditation standard. | GREEN<br>Actions identified and appointment of Museum Venue and Event Officer in the Summer of 2024 enabled has enabled the capacity to work and forward programme the actions for the accreditation return, currently forecast to be required by 2027. Development and forward programming exhibition and events activities during the six months from June has taken priority and the accreditation actions programme will be developed during 2025. | 24/27                         |

| <u>Reference Number</u> | <u>Lead Officer</u>   | <u>Action</u>   | <u>Position / Review Status</u>   | <u>Timescale for Delivery</u>                          |
|-------------------------|---|---|---|--|
| <b>SMG 10</b>           | Principal Museum, Arts & Heritage Officer                             | Deliver actions identified in Accreditation review in collections backlog and documentation backlog and allied works. Action and review points and deadlines for activities identified  | GREEN<br>Collections based accreditation works are identified and work is initialised with an investigation of environmental conditions in the museum storage facilities as a first part of this process.   | 24/27  |
| <b>SMG 11</b>           | Assistant Director Leisure and Culture with Assistant Director Assets | Establish essential Repairs and Maintenance schedule for St Marys Guildhall (both urgent and non-urgent). Review 2023 Quinquennial survey with Property Services to prioritise works for both in house capital project consideration and for external funding bids. | GREEN<br>A submission to the capital programme of the authority for essential repairs and maintenance to Boston Guildhall was unsuccessful. The Museum, due to its accredited status, makes it eligible for external funding programmes and after an expression of interest was developed in house the site was invited to make an initial application to the Arts Council England (ACE) museum estate funding programme 'MEND' for in the region of £175,000 to prioritise and deliver the essential and outstanding works. This application was successful in being one of only 50 applications in the East Midlands to be invited to make a full application to the fund. In liaison with the assets team and the application was developed and submitted in August 2024. The outcome of this bid will be communicated by ACE in March 2025. | A position on funding to be detailed by February 2024. |
| <b>SMG 12</b>           | Principal Museum, Arts & Heritage Officer                             | Curate and deliver historical research into our site, collection and wider influence to inform audience engagement  | GREEN<br>Support for delivery of research to enable development of exhibitions, events and to inform and influence development programmes was made to the ACE National Portfolio Organisation that sits across the partnership and  | June 2024  |

| <u>Reference Number</u> | <u>Lead Officer</u> | <u>Action</u>  | <u>Position / Review Status</u>   | <u>Timescale for Delivery</u> |
|-------------------------|---------------------|--|---|-------------------------------|
|                         |                     | <p>programmes and to inform potential bids defining a compelling case for investment.</p> <p>Explore opportunities for specific research initiatives contextual with the site and collections and with the allied histories that sit with Boston and across the partnership areas.</p> | <p>was successful in gaining financial support to implement research activity. This programme will begin in 2025.</p> |                               |

### Exhibition and Event Programming

| <u>Reference Number</u> | <u>Lead Officer</u>                       | <u>Action</u>  | <u>RAG Status</u>   | <u>Timescale for Delivery</u> |
|-------------------------|---|--|---|-------------------------------|
| <b>SMG 13</b>           | Museum, Events & Venue Officer / NPO Team | Provide a refreshed programme of events appropriate to the venue including specialist talks and other events | <p>GREEN</p> <p>Working with and critically having funding support via the NPO has enabled the reintroduction of significant vitality in exhibitions, event and engagement activity at St Mary's Guildhall. We are creatively using the opportunities afforded by the NPO in developing our cultural programming and realising success in our activities as a</p> | April 2024                    |

| <u>Reference Number</u> | <u>Lead Officer</u>               | <u>Action</u>  | <u>RAG Status</u>   | <u>Timescale for Delivery</u> |
|-------------------------|-----------------------------------|--|---|-------------------------------|
|                         |                                   | Work to seek to include NPO resource to help boost capacity in order to deliver a fulsome programme of events.               | consequence. Additionally, the exhibitions and events programming made possible is enabling us to look to lever more external funding and extend the impact and legacy of Boston focussed heritage initiatives and support our aspirations to develop a wider audience for the town's history, heritage and offer as destination.   |                               |
| <b>SMG 14</b>           | Interim Cultural Services Manager | Identify funding streams and bid for appropriate funding to deliver quality events and improve exhibitions in the Guildhall. | GREEN<br>The liaison with external funding body the National Lottery Heritage Fund (NLHF) took place and through discussion submission for a developmental grant which will fund the research, consultation and external specialist support was the route agreed on. This will help inform a more substantive submission with definitive evidence which will enable a more compelling and comprehensive bid to be developed for submission. The expression of interest for the development bid is in process and expected to be submitted by February 2025. | Ongoing                       |



| <u>Reference Number</u> | <u>Lead Officer</u>                       | <u>Action</u>  | <u>RAG Status</u>  | <u>Timescale for Delivery</u> |
|-------------------------|---|--|--|-------------------------------|
| <b>SMG 15</b>           | Interim Cultural Services Manager         | Actively work with the new NPO team to initiate, develop and deliver appropriate and relevant programmes.                          | GREEN<br>The Cultural Services Manager and Principal Museum, Arts & Heritage Officer meet regularly with the NPO team to develop the programme in the museum. In addition, one day a week of the Museum, Venue & Events Officer is dedicated to delivering the NPO work as well as the addition of a NPO Project Coordinator |                               |
|                         | Principal Museum, Arts & Heritage Officer | Engage with the NPO and curatorially inform its programme delivery to maximise relevance and legacy of its actions and activities. |  |                               |
|                         |   |  |  |                               |

| <u>Reference Number</u> | <u>Lead Officer</u>                       | <u>Action</u>   | <u>RAG Status</u>  | <u>Timescale for Delivery</u> |
|-------------------------|---|---|--|-------------------------------|
| SMG 16                  | Principal Museum, Arts & Heritage Officer | <p>Develop and implement an annual exhibition programming cycle</p> <p>Develop a planning cycle with forecast budgets for delivery linking in with the Events and NPO Team.</p> | <p><b>GREEN</b></p> <p>Our exhibitions programme which prior to the NPO and with significant staff vacancies had become increasingly difficult to support is now invigorated and has an exciting forward programme which continues to develop. With significant exhibitions and allied activities already being planned and delivered, and with further planned we are now developing a more forward focussed and co-ordinated programme of advertising and promotion. We are having success with both our in-house communications team with social media and press releases and additionally are fostering relationships with other outlets (our Ron Diggins exhibition featured on Calendar, and we have been asked to highlight upcoming events and exhibitions to the producers for consideration of coverage). Additionally, we are working through an NPO backed programme which uses the Lincolnshire Young Journalists group to explore novel and traditional ways of reporting our activity with events programmed, for instance where interviews and recording of memories with Bostonians and those who are directly linked to the Ron Diggins exhibition take place. We will also benefit significantly in promotion of the activities and events central to the NPO programme with the launch of the new NPO Website and some of the NPO initiatives, particularly the development of a virtual museum will increase the reach and ability to engage with our existing and new audiences.</p> |                               |

| <u>Reference Number</u> | <u>Lead Officer</u>                       | <u>Action</u>   | <u>RAG Status</u>  | <u>Timescale for Delivery</u> |
|-------------------------|---|---|--|-------------------------------|
| <b>SMG 17</b>           | Principal Museum, Arts & Heritage Officer | <p>Establish a refreshed display area/s and implement the installation of items</p> <p>Review items within the collection that can easily be brought out of storage that also critically fit with the ambitions to increase audience engagement. Progress subject to the availability of funding.</p> | <p>GREEN</p> <p>The opportunity for our museum collections to be put firmly at the centre of our storytelling and cultural initiatives is to be realised comprehensively in the new year. The installation of externally funded museum quality exhibition display cases will enable the Guildhall to display and plan contextual exhibitions of our museum collection. This has not been possible for many years and is a programme that will afford increased usage and engagement through these exhibitions and also enable our exhibits to be the inspiration and focus of our engagement programmes. The specifications of the showcases, in keeping with our accredited status is such that it also enables us to host loans of significance to Boston and our exhibitions from other accredited institutions to extend our influence, reach and attractiveness to make a more compelling offer to visit.</p> | July 2024                     |
| <b>SMG 18</b>           | Interim Cultural Services Manager         | Increase joint and partnership event and exhibition programming with Cultural Quarter sites and Heritage Partners including Ayscoughfee and Spalding Gentleman's Society.   | <p>GREEN</p> <p>Increasing joint programming and understanding of co ordinating our activity with heritage partners is developing well. This is seen by the close communication achieved between local sites through the Cultural Quarter group and critically through the NPO programming and opportunities that its activities support. The site and locally based cultural programmes led through our directorate are benefiting from the role of the Place team in the Economic Growth directorate and this cross</p>  | Ongoing                       |

| <u>Reference Number</u> | <u>Lead Officer</u> | <u>Action</u> | <u>RAG Status</u>  | <u>Timescale for Delivery</u> |
|-------------------------|---------------------|---------------|--|-------------------------------|
|                         |                     |               | <p>director work is essential in co-ordination of the promotion of the offer our town has in realising its ambitions in the placemaking of the town to benefit both the visitor economy opportunities and the opportunities in improving the town for residents and our attractive ness as a place to live, work and invest.</p> |                               |

## Promotion and Marketing

| <u>Reference Number</u> | <u>Lead Officer</u>                       | <u>Action</u>  | <u>RAG Rating</u>   | <u>Timescale for Delivery</u>  |
|-------------------------|---|--|---|--|
| <b>SMG 19</b>           | Principal Museum, Arts & Heritage Officer | Develop and propose a rebrand of the site. Looking to clarify the full offer of the Guildhall as a significant Historic Building and Museum as well as a potential hire venue. Within this consider developing the venues own website and opportunities for improving signage. | GREEN<br>The improvement in brand, promotion and presentation is progressing with separate but co-ordinated initiatives. The rebranding of Boston Guildhall will form part of the proposal included in the submission to the NLHF in which we are progressing the initiation bid for a development grant. We are equally taking steps to better use social media platforms with close cross directorate working with our Communications team who are ably and creatively reinstating a renewed presence for us online for our exhibitions, events and progressing into our retail and hire opportunities. | Initial proposal and discussions with designers, to inform next steps complete by April 2024 |
| <b>SMG 20</b>           | Interim Cultural Services Manager         | Develop and implement a marketing strategy in line with brand considerations. Implement a considered programme of marketing for the site including advertising, social media and printed literature to promote the newly established programmes                                | GREEN<br>Since April we have liaised closely with Communications, including the resource of an apprentice to relaunch a social media presence for the Guildhall. We have rationalised our external advertising whilst using the opportunities afforded by our developing exhibitions and events programme to be the focus of our advertising for the museum. Our hire and wedding offer is being co-ordinated in liaison with communications and a plan of social media engagement has been developed to roll out from the new year 2025. The exhibitions programme will be at                            | June 2024  |

| <u>Reference Number</u> | <u>Lead Officer</u>                       | <u>Action</u>  | <u>RAG Rating</u>  | <u>Timescale for Delivery</u> |
|-------------------------|---|--|--|-------------------------------|
|                         |   | of exhibitions, events and NPO activity.   | the fore of our advertising to drive and increase non event specific footfall to the site.   |                               |
| <b>SMG 21</b>           | Principal Museum, Arts & Heritage Officer | Develop a portfolio offer for Schools in order to increase the engagement of schools/young people. | AMBER<br>Increased engagement with schools is a developing programme and currently we have a volunteer supported programme re-evaluating and looking to re-present our loans boxes for school usage. Allied to this the NPO programme coordinator for Boston will be developing links into schools and with young people as part of their remit in the new year and is currently involved in planning activity post the delivery of Boston Brilliance. We additionally have successfully engaged with the Lincolnshire Young Journalists programme, with those involved in the programme through Boston College at the heart of our activity currently and we look forward to continuing to work with them throughout the NPO programme. | June 2024                     |