

**Sheffield Museums Trust  
Business Plan 2021 – 2024<sup>1</sup>**

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<sup>1</sup> Draft, November 2020

## Part 1: Executive Summary

Sheffield Museums Trust will launch in spring 2021 after four years of collaboration between Museums Sheffield and Sheffield Industrial Museums Trust. In resolving to become one new organization, Trustees believe that the museums will be stronger, more resilient, and better placed to develop and share Sheffield's extraordinary collections into the future. This business plan lays the ground for the work of SMT over its first three years of operation and will be revised on an annual basis as we adapt and develop.

Our ambition is that Sheffield's collections fire the imaginations of the audiences we serve, and that Sheffield's museums are celebrated for being inspiring and culturally inclusive. Our ambition underpins this plan in four key areas:

- **Ambition for Place**  
*Vibrant museums at the heart of our city and at the heart our communities*
- **Ambition for People**  
*Be a great place to work with a culture of collaboration, creativity, and high performance*
- **Ambition for Creativity**  
*Be recognised for dynamic museum experiences that inspire people to think, engage, be creative and connect with the city's past, present, and future*
- **Ambition for Sustainability**  
*To be operationally, financially, and environmentally resilient and sustainable*

This business plan has been prepared against the backdrop of economic uncertainty; the first two years in the life of Sheffield Museums Trust are likely to be challenging. Initially, we will focus on stabilizing the foundations, developing our people and culture, and continuing to deliver an outstanding creative programme.

Our exhibitions, displays and events are designed to inspire our visitors and users to learn from the past, find their creativity and feel hopeful about the future – the work we do speaks volumes and will demonstrate our purpose, impact and power and a clear case for investment.

By the end of year one we will have,

1. A comprehensive Masterplan for our sites and services that will guide our development over the next decade and see Sheffield's Museums play a vital role in the city's recovery (December 2021)
2. Submitted our bid to ACE to be a Band 3 NPO (December 2021)
3. Completed a whole team induction programme (March 2022)
4. Developed a race-inclusion action plan (March 2022)
5. Established service principles of learning and inclusion (March 2022)
6. Launched a new website with a diverse online offer (Autumn 2021)
7. Installed new signage across our sites (Spring 2021)
8. Celebrated a successful summer launch programme (September 2021)
9. Completed audience and market research and developed an audience development plan (December 2021)

## **Part 2: Introduction and background**

Sheffield's museums and galleries were operated by the Council until 1994, when Sheffield Industrial Museums Trust was formed to manage first Kelham Island Museum, then Abbeydale Industrial Hamlet and Shepherd Wheel. Sheffield City Art Galleries and Sheffield City Museums united to become Sheffield Galleries & Museums Trust (Museums Sheffield) in 1998. In 2020, the two Trusts resolved to unite as a new organisation. Today, Sheffield Museums Trust is responsible for running six of the city's leading museums, galleries, and historic sites: Abbeydale Industrial Hamlet, Graves Gallery, Kelham Island Museum, Millennium Gallery, Shepherd Wheel, and Weston Park Museum.

The Trust also cares for the city's collections, the majority of which were donated by local people in perpetuity and for the purposes of education and civic enhancement. The collections number over 1 million items that span archaeology, industrial and social history through to natural science and visual art and represent the stories, achievements, and endeavours of Sheffield's people through over 8,000 years of human history. MS also works closely with our two principal collections partners; The Guild of St George, custodians of the Ruskin Collection, and the Ken Hawley Collections Trust, who are custodians of the Hawley Tool Collection.

### **Achievements**

Since their formation in the 1990s, MS and SIMT have transformed the visitor experience by redeveloping and revitalising the sites, developing the collections, and creating new displays, exhibitions, and events to keep the offer fresh and engaging.

In a period characterised by financial challenges, we have fundraised to support capital developments and creative programmes and successfully enhanced earned income through retail, cafes, corporate hospitality, and commercial events. KIM and MG have become the go-to venues for major annual events from DocFest and Festival of the Mind, to No Bounds and CAMRA's Steel City Beer & Cider Festival – the unique selling points of each site have enabled us to connect with a broad client base.

Pre-Covid, all sites enjoy good visitor numbers and are supported by loyal and engaged audiences. For the 1.8 million people in Sheffield City Region, our museums are places to experience great art and heritage, understand the complex wonders of the natural world and take time to think.

Our programmes help people find creativity and joy and learn about our collective past through learning together, sharing memories and experiences and having a great day out. Looking back, the best of our work has happened in collaboration - with schools, with volunteers, with new audiences and with community partners. We have created museums that are exciting, inclusive, and relevant. Looking ahead, we will build on this to create vibrant museums that reflect the lives of all Sheffield's people and are at the heart of the city, and the heart of our communities.

### Part 3: Vision and Mission, Charitable Objects

#### Vision and Mission

Our vision and mission will be developed and refined with staff from across SMT during 2021. To guide us through this stage of our development we will use this destination vision to focus thinking and support planning:

*An ambitious, resilient, and unified museums service that represents, celebrates, and inspires Sheffield.*

To realise our destination vision, resilience, relevance, and representation must underpin every aspect of our work. We must be:

**Resilient** – with people who have the confidence, opportunity, and capacity to learn, adapt and recover from the challenges we will face.

**Relevant** – delivering collections and creative programmes that are relevant and useful to the communities we serve. By improving the quality and relevance of our work we'll engage people from all walks of life and every area of Sheffield and inspire them to connect with arts and heritage and express their creativity throughout their lives.

**Representative** – the museums will be more engaging places if our people, programmes and audiences represent the communities we serve and reflect our connected history.

#### Charitable Objectives

As a charitable Trust we have clearly defined charitable objectives that govern our purpose, underpin our mission and vision, and are translated into considered, actionable ambitions with defined outcomes:

- 1) The preservation, protection, restoration, improvement, enhancement and maintenance of items and features of artistic, scientific, historical, and industrial interest for the public benefit.
- 2) The advancement of and support for education and learning for the benefit of the public, particularly the people and communities of Sheffield and its surrounding region, and especially in the fields of social and industrial history, science and engineering, design, technology, visual art, craft and natural science through:
  - a) the care, management, display, and development of collections that span human and natural history which will promote the objects of the Trust including:
    - i) the collections of the Sheffield City Council.
    - ii) the arts collection of the Mappin Trust.
    - iii) the collection of the Guild of St George.
    - iv) the collection of the Ken Hawley Collections Trust; and
    - v) collections of any other person or body to the extent consistent with the objects of the Trust.
  - b) the development and production of museum and gallery experiences on site, online and in community settings (including events, displays and exhibitions) to inspire curiosity, creativity, enjoyment and learning in people of all ages to understand the history of and future for Sheffield and its surrounding region in terms of its people, culture, diversity, creativity, artistic, scientific and industrial development;
  - c) the organisation of meetings exhibitions lectures publications and other forms of

education relevant to the historical and industrial development of Sheffield and its surrounding region.

- d) the organisation of meetings exhibitions lectures publications and other forms of education relevant to the public understanding of science engineering technology and design as applicable to the present day and to the future; and
  - e) the aid, establishment, funding, or sponsorship of bursaries, scholarships or grants to any person or persons, institution, association, or corporate body for the purpose of furthering the objects of the Trust.
- 3) Such other charitable objects beneficial to local communities as the Trust shall from time to time determine.

**Our charitable objects represent our purpose, impact, and power:**

- **Our purpose** is to care for and develop Sheffield's extraordinary heritage collections and to use them as a tool for inspiration, for making sense of the world around us. We will make the city's heritage accessible to the widest audience - people from all walks of life.
- **Our impact is measured in our** contribution to quality of life, learning and skills, to place-making and vibrancy and to the city region economy.
- **Our power** is in celebrating local identity and distinctiveness, bringing the best to the Sheffield, and enabling people to feel proud of their city and joy where they live.

## **Part 4: Context**

### **The City of Sheffield**

Sheffield City Council is our principal partner; the sites and collections assets we care for belong to the city and its people and the local authority's investment in and support of Sheffield's heritage is vital.

As a result of the pandemic, the economic, social, political, and environmental context that the city operates is changing. The crisis has seen businesses, cultural organisations and the voluntary and community sector come together to support some of the city's most vulnerable people and this level of collaboration is set to continue.

SMT will commit to working closely with the executive and leadership as Sheffield moves from a period of recovery to renewal. We will also continue to have a leading role in strategic groups including Sheffield Culture Consortium, Sheffield Culture Collective, Create Sheffield, and Sheffield Business Response Group. We will also work with members of Joined Up Heritage Sheffield, The Sorby Society, and the Castlegate Partnership among others.

SMT have a long history of partnering with The University of Sheffield and Sheffield Hallam University with activity spanning collections research and exhibitions, teaching and learning, and the delivery of major events and city-wide strategic planning. This will continue and is likely to extend further over the next decade with particular development opportunities at KIM, MG and the GG.

The Sheffield Business Response Group, a group of civic and city leaders, began meeting during the pandemic to support Sheffield's economic recovery. Their Business Recovery plan<sup>2</sup> highlights areas for relief, renewal and recovery including a call for investment in culture to encourage visitors back to the city centre.

SMT has a major opportunity to play a pivotal role in short-term delivery and longer-term recovery planning. We will,

- Work with businesses to advocate for the role of museums
- Develop and extend partnerships between arts, business, and the Universities.
- Build stronger connections between arts, culture, health and well-being in partnership with Sheffield Culture Consortium
- Become active members of Sheffield's voluntary and community network
- Support the learning experiences of Sheffield's young people in partnership with schools, Learn Sheffield and Create Sheffield

### **South Yorkshire**

As the core city, Sheffield is working with SCR partners to improve education and high-level skills, support community cohesion and develop strategies for inward investment and economic growth.

The Sheffield City Region Strategic Economic Plan (2020) aims to, 'grow an economy that works for everyone - to contribute more to UK prosperity and enhance quality of life for all'. The plan recognises that arts, culture, and leisure play a fundamental role in the dynamism of SCR's city and towns; in developing the skills and knowledge of residents, and improving health, wellbeing and community cohesion.

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<sup>2</sup> <http://democracy.sheffield.gov.uk/documents/s41012/Appendix%20-%20Sheffield%20Business%20Recovery%20Plan.pdf>

The plan also recognises that SCR must build on the rich cultural assets it already has to realise its full potential and it commits to establishing culture as a strategic socio-economic driver. SMT have a good relationship with the LEP team, with the Mayor and with businesses and museums throughout the region. We have an opportunity now to lead the development of a clear cultural narrative for Sheffield and South Yorkshire that is rooted in the tradition of creating and making. We will,

- Work with the new Project Director for Art, Culture and Heritage for South Yorkshire who will provide the capacity and capability at a senior level to support the Mayor's ambition to create a step change in the region's arts, culture and heritage offer.
- Position our creative programme as the backbone to South Yorkshire's cultural narrative – imagined, created, made in Sheffield
- Build advocacy for SMT via the Mayor and the LEP leadership team
- Maintain good working relationships with museums and cultural organisations in South Yorkshire

### **Arts Council England**

In 2019, ACE launched *Let's Create*, their new national strategy. Their vision, 'By 2030, we want England to be a country in which the creativity of each of us is valued and given the chance to flourish, and where every one of us has access to a remarkable range of high-quality cultural experiences.' They are clear that a dynamic museums sector will be at the heart of their strategy, this presents a clear opportunity for SMT.

The strategy has four key investment principles:

- Ambition & Quality
- Dynamism
- Environmental Responsibility
- Inclusivity & Relevance

Arts Council England are a key strategic partner, SMT will work with them to support and sustain Sheffield's cultural ecology and ensure that ACE investment in the city delivers to their national strategy and compares well with their investment in other northern cities.

As a result of the pandemic, ACE are delayed in publishing the delivery plans that accompany the strategy. SMT has benefitted from both ACE NPO and project funding over many years and this plan will be adapted to respond directly to ACE delivery plans in spring 2021 as we begin to develop a bid to the next NPO round in December 2021.

### **Equality, Inclusion and Anti-Racism**

The Black Lives Matter campaign has challenged every organisation to assess the causes and impacts of racism and race inequality. SMT's ambition is to become one of the most culturally inclusive museums in the UK. To achieve that ambition, SMT is committed to building our knowledge and understanding and embedding mechanisms for change in all areas of work from governance, recruitment and audience development to acquisitions, exhibitions and events. At the end of year one, we will have an anti-racism action plan that seeks to develop all areas of our practice. We will also have a comprehensive overview of the contested heritage collections in our care and a set of creative proposals to explore and reinterpret them over the coming years.

As this internal work progresses, we will engage academic and community partners to review and challenge the breadth and depth of our activity and guide our development and support SCC's Race Equality Commission recommendations to embed change.

## **Audiences**

Sheffield is home to 575,400 people and is at the heart of a Sheffield City Region (SCR) population of 1.8m. Our purpose is to make the city's heritage accessible to the widest audience in Sheffield, the City Region and beyond.

In 2019-20 Sheffield's museums welcomed over 1.1m visitors, over 25,000 school children and another 25,000 people took part in learning activities from Dementia Cafés and Toddler Takeovers to Halloween Trails and national programmes such as the V&A's DesignLab Nation.

Visitor numbers are good but there is room for growth. Pre-Covid, we used Audience Finder at all sites, and were beginning to establish a reasonable data set. We need to kickstart the use of Audience Finder in 2021 and build a clearer understanding of existing and potential audiences.

Existing Audience Finder data shows that our audiences represent key segments from the Audience Agency's Audience Spectrum segmentation system including Trips and Treats, Commuterland Culturebuffs and Experience Seekers.

Experience Seekers (emerging adults) offer potential for further growth at Millennium Gallery  
Dormitory Dependables (independent adult audiences) are a focus at Weston Park Museum.

The hard to reach Facebook Families, Kaleidoscope Creativity and Heydays remain the segments that we must work hardest to engage across all sites.

Our strategy for developing audiences between 2021 - 24 will have four strands:

### **1) Understanding our audiences post-Covid**

Research to build a clear understanding of existing and potential audiences across all sites.

### **2) Retaining current audiences**

Activity to keep our existing and loyal audiences interested and engaged.

### **3) Increasing penetration**

What we will do to attract more of the audiences we know have the potential for engagement

### **4) Developing new audiences**

How we will connect with communities across the city who do not engage with museums

### **Key goals across these strands include:**

- Better, up to date audience research.
- An exemplary welcome across all sites
- Ensuring audience development is a primary influence on programming
- Programme reflects the diversity of our audiences
- Growing visitor confidence to return to all sites post-Covid with realistic visitor targets should social distancing continue
- Expanding our reach and increasing engagement through digital platforms
- Continued improvement of our sites, with audiences at the heart of process
- Retaining and developing identified target segments

Our approach will be developed further in the SMT Audience development Plan 2021-2024\*

**Environmental Responsibility**

SMT is committed to reducing our impact on the environment by taking an informed decision about procurement, waste reduction and energy usage. We recycle and reuse wherever we can, and we encourage our team and our visitors to make environmentally aware choices throughout their visit and in their working practice. Our policy statement (see Part 7) makes a clear commitment to environmental sustainability. This is underpinned by a comprehensive environmental action plan that is monitored and reported against using the Julie's Bicycle portal. The plan is supported and developed by an Environmental Working Group of staff drawn from all areas of the organisation.

## Part 5: Ambition & Objectives

### Ambition

Our vision is expressed through our ethical ambition for place, people, creativity, and sustainability. Objectives are aligned with those of our strategic partners Sheffield City Council, Arts Council England, and National Lottery Heritage Fund and are supported by a comprehensive activity plan detailed in appendix 4.

<b>Ambition for Place</b>
<b>Vibrant museums at the heart of our city and at the heart our communities</b>
1. Increase our socio-economic contribution to the prosperity of Sheffield and South Yorkshire
2. Work with the city and key stakeholders to develop and deliver a cultural strategy for Sheffield and city region
3. Work with SCC and partners to realise the transformation of the Graves Gallery and Central Library
4. Understand and develop audiences through in-depth research, analysis, and evaluation
5. Work with community to create museums that are relevant, representative, and resilient

<b>Ambition for People</b>
<b>Be a great place to work with a culture of collaboration, creativity, and high performance</b>
1. Develop a team culture where everyone is working together across functions and sites
2. Review and revise policies and procedures to ensure our team is supported and their work is recognised and rewarded
3. Invest in tailored workforce development to equip our team with the skills and experience they need to do their job well, develop their talent and play to their strengths
4. Embed an ethos of learning and inclusion
5. Relaunch Volunteering at SMT – achieve the Sheffield Volunteering Standard by 2023

<b>Ambition for Creativity</b>
<b>Be recognised for dynamic museum experiences that inspire people to think, engage, be creative and connect with the city's past, present, and future</b>
1. Deliver a dynamic programme of exhibitions, displays and events that develops Sheffield's collections, celebrates the city's broad cultural heritage, and inspires visitors young and old
2. Work with local, regional, national, and international partners to deliver, innovative and outstanding programmes
3. Work with community partners to co-curate collections, exhibitions, displays and events that are representative, relevant, and accessible
4. Manage and develop the collections, make them accessible to the widest audience
5. Create inspiring and innovative learning opportunities for children, young people, and families
6. Develop and deliver strong community focused creative programmes that engage more people, support health and well-being and enrich people's lives

<b>Ambition for Sustainability</b>
<b>To be operationally, financially, and environmentally resilient and sustainable</b>
1. Masterplan a rolling programme of investment in our sites and facilities to ensure they are flexible, accessible, inspirational spaces across all sites
2. Review and adapt our commercial enterprises to ensure they are effective and profitable and meet the needs of audiences and clients
3. Increase net self-generated income as a proportion of total funding
4. Embed a culture of visitor-giving across all sites
5. Lever external investment to enhance our programme
6. Strive to reduce our environmental impact across all sites

### **Ambition for Place**

As vibrant museums at the heart of our city and our communities we make a major contribution to peoples' understanding of Sheffield as a safe, caring, creative and confident city.

Sheffield's museums support quality of life and make the city a vibrant place to live, work, study and do business. Above all, they are welcoming spaces where people meet, think, create, learn, and connect with the city's past and present.

It is vital that all sites deliver an excellent experience for visitors with exhibitions, displays and events in spaces that are well-maintained and fit for purpose. In spring and summer 2021, colleagues from all areas of SMT will work together to masterplan our sites, identifying quick wins, small-scale capital improvements and big ideas.

### **Capital redevelopment of the Graves Gallery and Central Library**

The building needs major investment to make it fit for purpose. This is a major capital redevelopment project that requires £40m+ investment and significant commitment from Sheffield City Council.

We anticipate that the redevelopment will be set back as a result of the pandemic, however we will continue to work with the Director of Culture and the Director of City Centre Development to develop a compelling vision for the gallery, and for the site as a whole.

SMT have secured £455,000 from the Ampersand Foundation to re-display and refresh the gallery annually from 2021-2025 ensuring that the collection is understood and enjoyed as the unique and dynamic resource it is.

### **Admission Charges**

Currently, Graves Gallery, Millennium Gallery, Shepherd Wheel, and Weston Park Museum offer free admission. Abbeydale Industrial Hamlet and Kelham Island Museum charge entry fees. All sites charge fees for workshops, school sessions and events.

It is proposed that free admission is extended across all sites where practicable in 2021-22. We anticipate that this will significantly increase visitor numbers at AIH and KIM and that visitors will primarily be drawn from Sheffield, South Yorkshire and North Derbyshire.

Across the UK, both charging and free-entry museums welcome a similar visitor demographic and while numbers of visitors, (and repeat visitors) are likely to increase if admission charges are removed, the diversity of our audience is unlikely to change.

It is therefore vital that SMT's work to connect and engage with people who do not visit the museums continues. The immediate opportunity is to re-engage and develop relationships with the communities on the doorstep of SMT sites, i.e. in Kelham Island, Upperthorpe and Netherthorpe, Ecclesall and Abbeydale. The removal of admission charges will make it possible for people who live locally to pop into the museums more often and in time this will bring a greater sense of connection and ownership. Our doorstep communities combine some of the highest socio-economic groups as well as some of the lowest – we have an opportunity to reengage existing visitors and to develop relationships with new audiences across the spectrum and while removing admission charges is not a panacea, it is an important step.

With growing visitor numbers, we can expect increases in secondary spend and donations. However, in the current climate visitor numbers and earned income are expected to be low in SMT's first year of trading as the impact of the pandemic and tier restrictions on visitor and consumer confidence continues to affect footfall and event bookings.

SMT has an opportunity to develop its approach to visitor engagement with the launch of a new charity message and Friends membership scheme, team training on how to engage visitors in the work of the charity and make the ask, and a refresh of the retail offer.

It also presents a wider opportunity to launch SMT as an organisation that seeks to actively remove barriers and support the people of Sheffield to explore their cultural heritage with a suite of extraordinary museums that are free, welcoming and accessible to everyone.

Free entry across all sites will make communication about planning a visit simpler and enable us to make a clear case for support. With all sites free at the point of entry we will actively encourage people to donate using consistent messaging for visitors on site, online and in print and reinforced by our welcoming team.

The cultural sector has identified the need to support and encourage visitor confidence to return to museums in a post-Covid world; removing admission charges will help to create a clear message when we can reopen – we're open, we're safe and we're free.

### **Collaboration**

Collaborative practice is at the centre of SMT and it enables us to maximise our resources, deliver an excellent creative programme and reach new audiences. As a Sheffield Culture Consortium member, we collaborate to develop programmes that build a high profile, integrated cultural offer for residents and visitors to the city.

Museums throughout the region face similar challenges and opportunities. We will work with regional partners and the English Civic Museums Network to share best practice and to identify exciting, effective, and efficient collaborative opportunities. Our good working relationships with Sheffield, Barnsley, Rotherham, and Doncaster museums will continue and we will work with them to support the SCR Mayor's aspirations to develop a compelling cultural narrative for South Yorkshire.

During 2021 - 2024 partnerships with the V&A, NPG, the David Roberts Art Foundation, The Guild of St George, Ken Hawley Collections Trust and The Horniman Museum as well as universities, individual artists and private collections will continue to inform programme development, showcasing the very best of our nationally distributed collections and internationally significant collections and works of art are displayed in Sheffield.

We will:

- Lead, with SCC, on the redevelopment of the Graves Gallery & Central Library building
- Contribute to and support a shared vision for Sheffield.
- Support city centre redevelopment schemes including Heart of the City II and the Castlegate Partnership
- Articulate the importance of creativity and making in Sheffield's past, present and future.
- Celebrate Sheffield's uniqueness, locally and globally
- Profile Sheffield on a national and international stage through outstanding exhibitions
- Collaborate across sectors nationally to advocate for investment in museums
- Work across the city with people of all backgrounds and experiences to become the most culturally inclusive museum in the UK

### **Ambition for People**

*Be a great place to work with a culture of collaboration, creativity, learning, reflecting and high performance.*

SMT benefits from having two extraordinary assets; our colleagues and the city's collections - both of which are at the heart of who we are and the work we deliver with and for the people of Sheffield. We will review and develop our employee value proposition to position the Trust as an employer of choice within the sector and city.

We employ approximately 102 staff alongside a team of casual workers who support hospitality, learning and visitor welcome. The team bring professional and specialist skills in Visitor Experience, Collections, Communications, Conservation, Exhibitions, Learning and Events, HR, Finance, Fundraising and Retail.

Our focus for the first year of SMT will be on creating an engaged, motivated, and unified workforce. We will support our people to feel like they belong to one organisation by creating opportunities for our team to work together and contribute to the development of a new organisational culture.

The pandemic has prevented colleagues from getting together in 2020 and we will create opportunities for staff to work together during 2021. We will take time to identify and explore what we have in common, understand the collective skills and expertise we share as one organisation and identify activities/projects that will create momentum and enable everyone to see the benefits of coming together.

When compared with the population of Sheffield City Region, the demographic of our current staff team reveals significant under-representation of 16-24-year olds, disabled people, and people from distinct ethnic or racialised groups.

SMT must develop a workforce (including staff, volunteers, and Trustees) that better represents the population it serves. An inclusive approach to recruitment will be implemented in 2021-22 backed up by adverts, information packs, an application portal and selection and interview process that are designed and structured to attract a diverse pool of talent and reduce bias at every stage of the process.

This will be underpinned by a planned and considered approach to investing in performance appraisals, training and leadership and organisational development. As financial resource for training is limited, we plan to lever match funding or government support wherever possible to support additional opportunities for staff and trustees. Training includes:

- Essential training; First Aid/Fire/Health and Safety
- Leadership development
- Anti-racist training
- Inclusive recruitment
- Management skills and performance management
- Community participation – developing competencies in co-creation and co-production
- Working with volunteers
- Fundraising; storytelling, visitor welcome, making the ask

Community engagement and collaboration (through creative projects, funded heritage programmes and events) has always been a fundamental element of our museums' work. We will build on our history of inclusive, participatory practice and ensure that the principles of equity, diversity and inclusion underpin everything we do. We will invest in our people and develop internal pathways, communication and confidence throughout the organisation to ensure that community participants have a great experience and are able to make a meaningful input into the work of the museums over the long-term. We will seek external funding to support this development.

## **Volunteers**

We are supported by 317 volunteers who contributed an impressive 11,066 hours in 2019-20. Volunteers support activity across the organisation and will continue to play an important role across all sites.

During the pandemic, volunteers supported our work remotely and from summer 2021 it is anticipated that Volunteers will return to site and will grow to become the biggest advocates for our work.

Sustaining a committed and flexible body of regular volunteers will allow SMT to increase capacity and improve our offer to visitors. Volunteering is an opportunity to connect with people better, not a cost saving measure or an employee replacement programme. However, high quality audience engagement has a direct impact on visitor satisfaction, and we anticipate that investing in volunteers will bring financial benefit through increased visitor giving and retail spend.

SMT will professionalise our operations by adopting the Sheffield Volunteering Standard, introducing consistent recruitment processes (DBS, references etc.), developing progression opportunities for volunteers, improving retention and valuing, celebrating, and communicating the work we do together.

## **Ambition for Creativity**

*Be recognised for dynamic museum experiences that inspire people to think, engage, be creative and connect with the city's past, present, and future*

## **Collections**

SMT manages SCC's collections of art, human, industrial, and natural history, it is also custodian of the Guild of St George's Ruskin Collection and home to the Ken Hawley Collections Trust.

All sites have full Accreditation. MS was awarded full Accreditation in July 2018 and SIMT had expected an invitation to apply this summer. We anticipate that SMT will be invited to apply as a new entity in 2021.

Sheffield's collections comprise over 1m items of local, regional, national, and international significance and helping people to connect with them is the principle source of inspiration for all our work. SMT develop and share the collections through acquisitions, research, and strategic management.

Over the next five years the team will continue to develop relationships with specialist networks, communities, and volunteers to collaboratively explore, challenge and inform the way the collections are used and understood. We will create and implement an action plan that encompasses new research on decolonizing museum collections, an active approach to collections development and display, a review of storage capacity and collections management procedures.

## **Creative programme**

The programme develops collaboratively through connections, conversations and ideas drawn from a diverse base including organisations, artists, academics, curators, business, and community partners. We will extend this process to engage directly with our visitors and volunteers in the development of our programme. Understanding audience needs and listening to enable the development of dynamic and open ways to participate in this process will be key.

We will continue to position Sheffield and its people in a national and international context and develop opportunities for more people to connect with their museums. By opening up, involving more people, listening, and learning, new ideas and projects will emerge that will shape the content and direction of the programme.

Exhibitions are a key aspect of our programme and a key driver for audiences. We will develop the programme across all sites, displaying exhibition content at multiple sites and experimenting with shared themes and ideas.

### **Learning**

SMT has learning at its core. We will be a learning organisation that has a culture of trying new things, reviewing, and adapting as part of its practice. This organisational ethos will support a programme of learning activity that is constantly developing and changing to be of the utmost relevance to participants. There will be two strands to our learning activity – a formal offer, for schools, and an informal offer including activities for families, adults, communities, and volunteers. We will work with Learn Sheffield, Create Sheffield, and other partners to develop and deliver our plans.

Formal learning will focus on primary school age participants, developing and extending current activities to create a new programme for schools that reflects their new needs and limitations alongside the exciting opportunities presented by the forming of SMT. Activities with secondary school age, college and university participants will focus on specific projects such as V&A Design Lab Nation and NPG Creative Connections. We know that creating activity that supports children and young people through creativity is key to developing their confidence, attainment, and aspirations.

Informal learning will continue to grow and develop. Public programmes are an important way to test new ideas and engage in wider debates and therefore essential to SMT's ambition to experiment and learn. Working with communities is fundamental to our learning and will improve collections development and exhibitions. Working with volunteers, as described in *Ambition for People*, supports all aspects of our work, and presents a huge opportunity for SMT.

### **Digital**

The pandemic has underlined the importance of digital and its fundamental role in creative programming. Digital is key to improving collections access, providing a full exhibition experience and to delivering engaging and considered learning activity. As we recover post Covid it will take time for people to decide to visit again, a strong digital programme provides a key means of keeping in contact with audiences.

### **Ambition for Sustainability**

*To be operationally, financially, and environmentally resilient and sustainable*

Sheffield City Council pay SMT an annual service charge that supports basic 'open-the-doors' costs. Pre Covid-19 and pre SMT the charge amounted to 45% of SMT and MS turnover. This baseline support enables SMT to lever additional funding from Arts Council England (pre Covid-19 around 25% of turnover) and a range of trusts and foundations and to generate earned income from commercial enterprises, individual giving, and fundraising campaigns.

### **Summary financial operating position**

The current socio-economic environment is incredibly challenging. All businesses are operating with uncertainty over the future. Our financial planning must be realistic about the scale of challenges ahead.

SMT is fortunate to begin 2021-22 with relatively stable financial foundations. Careful financial management in the previous Trusts alongside the Coronavirus Job Retention Scheme and Culture Recovery Fund support means that the asset position, reserves, and most importantly, the cash position that SMT acquires is sufficient. This will provide enough stability and flexibility to navigate a year that will be heavily impacted by the pandemic.

Directors anticipate that visitors, schools, and participants will be slow to return in 2021. This will affect SMT's ability to generate income. As a result, SMT's business model continues to be underpinned by public subsidy. Sheffield City Council (SCC) have committed to an annual service charge of £1,762,200 to SMT until 2022 and this provides a vital foundation. Without this SMT will fail to meet basic operational costs and to leverage ACE and other funding.

SMT currently receives £800,000 per annum as a Band 2 NPO and will bid to the next NPO round in December 2021 for investment 2023-2026. SCC support for our ambition, demonstrated through a solid financial commitment, will be vital if we are to secure this continued national investment.

SMT traditionally charged admission for entry to its sites while for MS free admission was a condition of the service charge. Financial projections have assumed that all Sheffield Museums Trust sites will be free to enter, however this will be subject to evaluation after year 1.

During 2021-22 generating significant commercial income is expected to be difficult. 2021-22 is likely to be a year of review and adaptation.

Hospitality is likely to still be operating under social gathering restrictions. However, SMT has amazing spaces, flexible venues, and excellent city links. We have options to explore and develop that will allow us to generate income from our spaces, whether that be a readiness to resume hospitality or finding alternate uses and markets for our spaces.

Like hospitality, retail is expected to have a difficult start to 2021. We will of course promote our current offer. However, we will also take the year to review our offer across all sites and ensure that the operating model and in particular the cost base is appropriate for the changed retail environment.

In 2021-22 the Trust is expected to generate a net deficit of £223k after tax relief. The trading subsidiary is budgeted to achieve a surplus of £31k. This small surplus will be required to re-balance the subsidiaries reserve position and is unlikely to be available for distribution to the Trust.

A deficit budget adversely affects the reserves and strength of the organisation. However, SMT has the resilience to absorb this with prudent planning and careful management of reserves

In 2022-23 we anticipate a gradual recovery. There is of course significant uncertainty in any financial planning at the moment. However, we have significant strengths that will allow us to adapt.

Strong financial governance allows us to recognise and react to issues with agility; our people have shown commitment and an ability to react to changing circumstances; and our funders have demonstrated their commitment to our ambitions through their continued support.

## **Environmental Impact**

Every aspect of our work has consequences for the environment; we encourage visitors to travel to our sites; we use resources in exhibitions; we maintain climate control in our buildings. Our main environmental impacts are:

- Energy use, through maintaining environmental conditions within our buildings and running gas-powered engines
- Audience and staff travel to and between our sites
- Exhibition resource use: paint and materials
- Catering waste - managed by our franchisees

By reducing, re-using and making informed environmental decisions about how we run our buildings we expect to be able to make medium to longer term financial savings.

We have made a commitment to:

- ensuring compliance with environmental legislation
- reducing waste by encouraging staff to consider environmental impacts in buying decisions
- reducing waste by encouraging the re-use of display and other materials
- reducing energy consumption in buildings management
- reducing energy consumed in everyday working practices
- encouraging walking, cycling and the use of public transport for our visitors and staff
- working with contractors who share our environmental ideals
- considering environmental impact as an issue in our project planning
- developing a sustainable collections management plan

See: SMT Environmental Policy Statement and Environmental Action Plan 2021-2024

## **Part 6: Governance and leadership**

SMT is governed by an engaged and active Board of Trustees.

Day to day running of the organisation is delegated to the Chief Executive. The CEO reports directly to the Board of Trustees, ACE and SCC and is supported by the Director of Finance & Resources and the Director of Programmes and Heads of Service who bring expertise in specific functions.

Responsibility for day-to-day decision making is devolved to individual activity leads throughout the organisation supported by Directors and Heads of Service. Directors and Heads of Service meet fortnightly to report on delivery and financial performance, review progress and undertake strategic planning

Activity reports are shared with Trustees, SCC and ACE through quarterly board meetings and regular committee and stakeholder meetings.

### **How the Board is structured**

We have 14 unpaid Trustees, 2 appointed by the Council, one by the V&A and 11 other members.

The Board appoint one person to Chair the organisation and another to act as Deputy Chair. Trustees serve three, three-year terms and are recruited with reference to a skills matrix. The Board meets quarterly, and Trustees meet regularly at committee meetings that cover

Finance; Risk, Audit & Governance; Collections Development; Participation; Fundraising; Remuneration and Employment and Nominations.

Trustees are appointed by a Nominations Committee led by the Chair. The Committee refer to a skills audit of current Trustees alongside key dates for rotation; advocating for the charity and conducting a transparent search to recruit potential trustees on an annual basis. Potential Trustees are invited to observe committees and to drop-in to events and team meetings to learn more about our work prior to appointment.

### **Skillset of the Board**

The Board bring vital skills and experience in a range of areas including finance, human resources, operations, management, strategic and operational planning, research, and governance.

Our Chair, Neil MacDonald is a chartered accountant and is currently Chair of St Luke's Hospice in Sheffield, a governor at Sheffield Hallam University and a Trustee at Sheffield Theatres.

## **Part 7: Resource and sustainability**

### **Financial Aims**

The Trust's financial objectives are:

- To ensure long term financial resilience
- To make efficient and effective use of available resources
- To increase self-generated income as a proportion of total income

### **Long Term financial Resilience**

For Sheffield Museums financial resilience is the ability of the organisation to continue to deliver our charitable objectives in the face of financial disruption.

Disruption could come from many sources – a pandemic that closes our sites for months; from reduced or lost funding; from a significant unplanned capital cost; or from a change in audience preferences.

Building resilience enhances long-term, ongoing and sustainable planning. It allows us to plan with ambition knowing that we have resource available to deliver that ambition. Resilience will be achieved by retaining a cash balance and free reserves that are sufficient to cover a financial estimate of operating costs, known risks and expected liabilities (£600k).

To achieve financial resilience, we will budget and live within our means; diversify and maximise our income streams; build unrestricted reserves with a view to using them judiciously when needed; use our reserves as leverage for additional funding.

### **Efficient and effective use of available resources**

Sheffield Museums will use financial resources effectively and efficiently to maximise beneficiary impact. We will strive to achieve value for money for our funders, donors, partners, and audiences.

Financial resources will be allocated through an annual rolling budgetary process beginning in September with budgets being agreed by the Board in January each year. A three-year income and expenditure budgetary forecast will be complimented by a 10-year asset plan (to be developed in 2021-22).

Income budgets reflect agreed funding streams and a prudent estimate of variable, self-generated income. Where possible the Trust will seek certainty on future funding for a minimum three-year time frame. However, we appreciate that particularly at present all funders will be cautious about future commitments.

Expenditure budgets will reflect detailed activity plans and prudent estimates of overheads. Income and expenditure budgets are built with, agreed, and shared with individual budget holders. The budget holder is responsible for ensuring application of financial procedures and controls, best use of resource and the appropriate application of expenditure to deliver their specific activities and objectives.

The Board of Trustees closely scrutinise financial performance through the management accounts and papers presented to the Board, Finance Committee and Risk, Assurance and Governance Committee.

The Trust's consolidated accounts are audited on an annual basis. Audit findings are scrutinised by the Risk, Assurance and Governance Committee.

### **Increase self-generated income as a proportion of total income**

Under normal conditions, the consolidated Trust can expect to generate around 34% of total income itself. Self-generated income comes from commercial activity, donations, education, sponsorship, Friends membership schemes and some property letting.

Covid-19 has impacted heavily on every museum's ability to generate income and it is noticeable that those museums that are most reliant on self-generated income are those now in the most desperate of situations.

With that said, maximising our ability to generate income - coupled with stable funding agreements - is our best way to attain resilience.

As a charity we will define and assign value to those services that we undertake that have financial value to other organisations or to the public and are beyond our direct charitable purpose.

We will maximise self-generated income through a process of opportunity scanning, staff engagement and evaluation.

### **Opportunity scanning**

Sheffield Museums will undertake review and master planning for all our sites in 2021-22. This will include an assessment of income generating opportunities at each site. We will think widely and innovatively.

We will be careful to ensure an appropriate balance between commercial and charitable activities. We appreciate that we must retain a charitable role and that our spaces and programme need to be accessible to everyone. We will ensure that there is an appropriate balance between charitable objectives and income generation.

### **Team engagement**

To maximise income generation we need the support, confidence, and engagement of the whole team. We will continue to develop team skills in engaging visitors and clients in the work of the charity, reinforcing everyone's important role in maximising income to support our work. We will also review the potential to increase charges for specialist curatorial, technical and conservation services.

### **Evaluation**

We will regularly evaluate income generating activities and will be confident in ceasing activities that are not achieving their objectives or financial targets.

### **Financial projections**

Financial projections for the consolidated group for 2021-2024 are attached in appendix 1 (redacted as commercially sensitive).

Projections are based on a costed organisational staffing structure, an outline activity plan and reflect both the on-going impact of Covid-19 and our intention to use 2021-22 as a year of consolidation, reflection and planning with a move to implementation of identified change in 2022-23, and the impact of those changes more obvious in 2023-24.

### **Background to Financial Forecasts**

#### **Impact of Covid-19**

During 2019-20 Covid-19 has undoubtedly had significant financial impact on the two legacy Museum Trusts.

The continued support of our major funders SCC and ACE, plus significant funding from the Cultural Recovery Fund and the support of Coronavirus Job Retention Scheme funding has enabled the two legacy Trusts to retain financial viability and to transfer an acceptable financial position into Sheffield Museums Trust.

Periods of closure followed by local lockdowns and visitor reticence to return have significantly reduced self-generated income. The greatest financial impact has been in commercial trading – retail and hospitality.

Covid-19 is expected to continue to have negative impact in 2021-22. However, there are hopes that some normalisation will begin to be seen. By 2022-23 we expect further normalisation of activity although we can expect some areas such as hospitality to still be in a recovery phase.

#### **Forecast Assumptions**

Throughout this document we have referred to the uncertainty of the times that we are currently living in. Financial forecasts have made assumptions about the medium-term impact of Covid-19 and the time frame of recovery. Forecasts will be revisited regularly to reflect current thinking.

As times are uncertain, the forecasts have been prepared on a prudent basis. However, the forecasts are not without ambition. Over the three years of detailed budgets we propose:

- A period of re-evaluation and assessment to masterplan our future provision and provide a sure and evidence-based path to greater representation, relevance, and resilience
- An expansion of audience-focused activity through a well-resourced exhibition and informal learning programme
- A supported team with expanded resource as programmes develop
- A return to a balanced operating position and a profitable commercial operation.

#### **Capital Development and Investment**

Sheffield Museums has 7 sites that would all benefit from further and on-going capital investment. 2021-22 will be used to create masterplans for our sites. Longer term capital investment plans will be developed to support those masterplans.

Additional, external project-based capital funding will be required to deliver any capital investment plans.

### **Charitable Trust and Trading Company Relationship**

Sheffield Museums is a group of companies consisting of a charitable Trust and a subsidiary trading company. The Trading subsidiary makes an annual gift aided profit distribution from its available reserves to the Trust.

Advice received has suggested that the two companies should be operating at arms-length. This has several advantages – clarity of tax position, clarity of the commercial operating position of the commercial company, an ability to make commercial decisions for the trading company with less impact on the Trust.

To achieve this separation the following principles have been applied:

- The commercial company operates its own bank account
- The commercial company employs its own staff
- The commercial company pays a service charge for use of space and utilities to the Trust

Taxation advice has been sought to ensure activities and income streams are appropriately included in either the Trust or the Commercial company. This pays attention to the nature of the activity and recognises that the Trust must operate within Charitable Trading Limits.

### **Taxation**

#### **Corporation tax**

Sheffield Museums Trust is exempt from corporation tax for its primary purpose activities and peripheral trade up to the charitable turnover limit of £80k. Activities and income streams undertaken have been reviewed, and advice sought, to ensure that conditions for corporation tax exemption are met. The trading subsidiary is subject to corporation tax, however, the annual distribution to the Trust ensures that any tax liability is minimised.

#### **VAT**

Sheffield Museums Trust has a group VAT registration that incorporate the trading subsidiary. Advice has been taken regarding the appropriate VAT treatment of income streams and associated expenditure. Areas that require consideration, such as admission charges, education, fundraising events and membership packages, in-kind transactions are kept under regular review.

#### **Taxation Reliefs**

Sheffield Museums will assess its activities for the application of any taxation reliefs. At present, the Trust benefits from the Museums & Galleries Exhibition Tax Relief scheme. An annual claim is submitted on completion of the audit and corporation tax return. We will also regularly review any necessity or benefit in applying for s33a museum status.

At present the structure and scale of the SCC service charge means that the majority of operational expenditure (door opening, building maintenance and visitor welcome) are associated with that Vatable Service charge income and are therefore VAT recoverable. However, should this change we would need to investigate more fully a s33a registration for some or all our sites.

#### **Risk and Assurance**

Risk and assurance are managed through a Board Assurance Framework overseen by a Risk, Assurance and Governance Committee. The BAF is reviewed by the Board of Trustees at all Board meetings.

The BAF categorises risks according to likelihood and impact. The following risks have been identified as having the highest risk rating:

- Funding is reduced resulting in unsustainable deficit budgets and a going concern risk
- Commercial trading does not recover resulting in a going concern issue for the trading subsidiary
- Visitors do not return to our physical sites following covid-19. This would result in lower impact, relevance and would have significant financial implications
- SMT culture fails to develop resulting in lower morale and operational resistance to change
- Dilapidation and repair liabilities are unaffordable
- Inability to maintain appropriate environmental conditions for the collection, loans, or exhibitions, either due to plant failings or cost

Each risk is reviewed for mitigating factors and actions to address the risk are identified, actioned, and monitored.

The financial plan is supported by *Sheffield Museums Trust Commercial Business Plan 2021-2024*

## Appendix 5

### About Sheffield Museums Trust sites

#### Sites

##### **Abbeydale Industrial Hamlet**

Abbeydale Works was once a producer of agricultural tools and was the largest water-powered industrial site on the River Sheaf. The existing buildings date from 1785-1842 and comprise a crucible workshop, waterwheels, water-powered tilt hammers, a water powered grinding hull, scythe riveting workshop and blacking workshop along with workers' cottages and a manager's house. The site also houses the last complete crucible steel furnace to survive in the UK. It is recognized as a group of Grade I and II listed buildings and a Scheduled Ancient Monument.

Abbeydale Works was in use until 1933 when Tyzack Sons and Turner ceased production. It reopened briefly during the Second World War for steel production. In 1935 the site was purchased by the Alderman J.G. Graves Trust and donated to the City of Sheffield. The Council for the Conservation of Sheffield Antiquities restored the site to working order and it was developed as a museum by the City of Sheffield Museums Department.

The site opened to the public as Abbeydale Industrial Hamlet in 1970 under the auspices of the Council and became part of SIMT in 1998. Since 2000, it has operated seasonally and is open all year round for school and other educational groups.

##### **Graves Gallery**

The gallery is named after its founding benefactor, Alderman John George Graves. In 1929, he offered the city £30,000, stipulating that £20,000 should be spent on the building of an art gallery, whilst the remaining £10,000 would help towards costs of the library. J. G. Graves wrote to the new Lord Mayor in 1929, suggesting that in this central location '...a well-chosen collection may interest and influence a wider public, and be readily accessible to the Art students and scholars of the City, as well as to the business men and women and workers generally.' This iconic new building was designed to be 'a centre for the intellectual life of the city, and provision is made for all types of cultural societies'.

The gallery is home to Sheffield's visual art collection – predominately British and European Art ranging from the sixteenth century to the present-day including paintings, sculpture and works on paper. Whilst the building remains essentially unaltered since it opened in 1934, our opportunity is to reimagine and redevelop it to meet the needs of the 21<sup>st</sup> century population. The gallery currently includes a shop, five galleries of displays from the permanent collection and two galleries dedicated to temporary exhibitions.

##### **Kelham Island Museum**

Located in one of the city's oldest industrial areas, the museum stands on a man-made island over 900 years old. The museum opened in 1982 to house the objects, pictures and archives that represent Sheffield's industrial story. It houses a combination of working exhibits, including the magnificent River Don Engine (the most powerful working steam engine in Europe), Sheffield-made products, and re-created industrial workshops. A series of interactive galleries tell the story of Sheffield's growth as a city of makers, from light metal trades to mass production and explores what it was like to live and work in Sheffield during the Industrial Revolution.

##### **Millennium Gallery**

Situated in the heart of the city centre, the Millennium Gallery is home to Sheffield's Designated Metalwork Collection, the Ruskin Collection and a changing programme of art, craft, and design exhibitions. The understanding and celebration of contemporary and

historic craftsmanship underpins the displays and sites the Ruskin Collection (owned by the Guild of St George) and the Designated Metalwork Collection (The Sykes Gallery) within this tradition. A smaller exhibition gallery provides a space for emerging talent and transforms into a shop at Christmas time selling handmade craft. The larger exhibition space mainly displays a programme of higher profile visual art exhibitions comprising in house curated exhibitions and those created in collaboration with national partners. In addition to this the building houses a large-scale corporate hire and events space, a café, shop, and activity room as well as high specification storage, loading bay and workshop spaces that were incorporated into the infrastructure of the building from the outset.

### **Shepherd Wheel**

Set in the picturesque Porter Valley, Shepherd Wheel is the earliest working example of a water-powered grinder's workshop. Evidence dates the site to the 1500s and today, this Grade II listed building and Scheduled Ancient Monument displays working waterwheels and machinery alongside cutlery grinding tools and the stories of the men who worked in the industry.

### **Weston Park Museum**

The museum opened in 1875 and the building is both a historically significant site and a place of learning about heritage and identity. Set in Weston Park, and adjacent to the University of Sheffield and teaching hospitals, the museum is a unique source of knowledge and inspiration and tells a rich a multi-layered story about the city, its heritage, environment and place within the wider world. It reopened in 2006 following a £19.4m HLF, SCC and European Regional Development Fund redevelopment and was a phenomenal success, creating an inspiring place for families and children to explore their heritage and satisfy their curiosity. Displays include archaeology, social history, natural science, and visual art and are accompanied by a programme of temporary exhibitions in the Harold Cantor Gallery, a shop, café, and suit of activity rooms particularly used by school groups.

### **Timeline of achievements**

- 2001: opening of the SCC, ERDF and Millennium Commission funded Millennium Gallery, home to Sheffield's Designated Metalwork Collection
- 2001 opening of the Raymond Douglas Environmental Education Centre at Kelham Island Museum.
- 2003: completion of a new Collection Management Centre (Phase 1) and upgrade and renew of displays in the main galleries at Kelham Island Museum - £500k project with support from HLF.
- 2003-2005: completion of the Museums & Galleries Access Fund Project, a £100,000 education project in partnership with Abbeydale Corridor Education Action Zone schools and communities designed to rebuild school visits to AIH and increase new audiences.
- 2005: completion of £1.1million Collection Management Centre project (Phase 2) which provided a new palletised store in the Sedgeleys' Building for medium and large-scale collection objects, created a new Stone Garden and restored the adjacent Crucible Building (Russell Works) at the back of the main museum at Kelham Island. Supported by HLF, The River Don Millowners' Association (RDMA) and the Tanner Trust.
- 2005: Charlesworth Transport Gallery opened to the public in the autumn of 2005
- 2005: Creation of a new Exhibition Hall at Kelham Island Museum with a focus on temporary exhibitions and events and the creation of a new Education Block funded by Creative Minds and HLF.
- 2006: reopening of Weston Park Museum following the £19.4m HLF, SCC and ERDF funded transformation of the City Museum & Mappin Art Gallery
- 2007: £100k DCMS Wolfson funded Graves Gallery refurbishment.

- DATE: repair of Abbeydale dam and restoration of AIH machinery, led by SIMT with SCC and with funding from English Heritage and PRISM.
- 2008: completion of the *Towards the New Kelham* project to restore access to the collection and refresh the main gallery displays after the devastating floods of June 2007. Supported by HLF.
- 2010: opening of The Hawley Gallery and Collections Centre, a new home for the Ken Hawley Collections Trust comprising new storage and research facilities and a new exhibition and display space in refurbished and new build workshops at the back of Kelham Island Museum. Funded by HLF, SIMT and The University of Sheffield.
- 2011: £220k DCMS Wolfson funded Ruskin Gallery at Millennium Gallery refurbishment.
- 2012: Shepherd Wheel reopens after the £1m restoration of the waterwheel and site, funded by HLF.
- 2015: £300k DCMS Wolfson funded Metalwork Gallery at Millennium Gallery refurbishment.
- 2015: City-wide Going Public: International Art Collectors in Sheffield project including exhibitions, a symposium on philanthropy and a published report
- 2016: Abbeydale Industrial Hamlet was transformed following a 3 year £1m HLF restoration project
- 2016: £1m HLF funded Bright Future project at WPM that entirely refurbished two galleries to create Beneath Your Feet and Picturing Sheffield, with major new displays in What on Earth and Sheffield: Life & Times, and revitalised the Picnic Area will be revitalised with new seating and decoration.
- 2020: £260k DCMS Wolfson funded gallery refurbishment to create the Sheffield Stories & Ancient Egypt galleries.

## Appendix 6

### ACE NPO reporting and business planning timetable

- **January 2021:** ACE will publish more information about the Investment Principles to support the business planning process
- **February 2021:** The Arts Council's Delivery Plan published and the Investment Principles resource launches
- **February 2021:** Guidance for the 2022/23 extension published
- **By 31 March 2021:** Submission of a final 2021/22 business plan that is acceptable to ACE with detailed budget and cashflow to be submitted
- **June 2021:** An outline business plan and budget for 2022/23 to be submitted for a new funding agreement
- **September 2021:** Funding agreements for 2022/23 issued
- **Autumn 2021:** invitation to submit to ACE NPO 2023 – 2026 expected for submission Spring 2022 (unconfirmed)
- **By 31 March 2022:** Submission of a final 2022/23 business plan that is acceptable to ACE with detailed budget and cashflow

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