



CARISBROOKE CASTLE MUSEUM FORWARD PLAN 2025-2030

Approved on 8th December 2025 by the Board of Trustees

Chair of Trustees – Carol Alstrom Signed - Date 8th December 2025

1. Executive Summary

This Forward Plan sets out Carisbrooke Castle Museum's strategic vision and priorities for the period **April 2025 to March 2030**. As an accredited independent museum for the Isle of Wight, our mission is to preserve, interpret, and share the Island's heritage for the public benefit.

Following trustee, staff, and volunteer consultation in 2025, four strategic aims have been agreed:

- 1. To create memorable visitor experiences by ensuring customer care that is responsive, consistent, and welcoming.**
- 2. To safeguard, preserve, and develop the Museum's collection to ensure its care, growth, and relevance for future generations.**
- 3. To expand the Museum's reputation, accessibility, and reach by increasing community engagement, enhancing inclusivity, and raising its profile locally and beyond.**
- 4. To improve financial sustainability by managing resources responsibly and developing diverse income-generating opportunities.**

This plan responds to challenges and opportunities identified in the consultation process and through analysis of the museum's current position, including:

- The need to strengthen financial resilience and diversify income sources
- Growing expectations for accessibility, inclusivity, and digital engagement
- Operational complexities arising from being an independent Museum located within a site managed by English Heritage

By delivering the strategic aims and their supporting objectives, Carisbrooke Castle Museum will:

- Provide exceptional visitor experiences for a wide range of audiences
- Secure its long-term financial and organisational sustainability
- Broaden access to collections, education, and digital resources

Progress against this plan will be monitored quarterly by the Museum Manager and reported to the Board of Trustees.

2. Museum Statement of Purpose

Carisbrooke Castle Museum is an independent accredited museum and registered charity, uniquely located within the historic grounds of Carisbrooke Castle on the Isle of Wight. Established in 1898 by HRH Princess Beatrice as a memorial to her husband, the Museum cares for over 37,000 objects reflecting the rich and diverse history of the Isle of Wight.

The Statement of Purpose:

Carisbrooke Castle Museum's purpose is "to promote the education of the public in the history of Carisbrooke Castle and the Isle of Wight by the provision of a museum for the maintenance and public exhibition of a collection of objects, artefacts, specimens, books and documents and pictures and the extension, enhancement, conservation and maintenance of the collection."

Our Mission – where we are now

Carisbrooke Castle Museum preserves and shares the history of the Isle of Wight through the stories of its people, providing accessible collections, supporting learning, and engaging with the local community

Our Vision – where we are going

Our vision is to be an innovative and inclusive centre for exploring the history of the Isle of Wight and Carisbrooke Castle. We aim to inspire curiosity and learning, engage diverse audiences, and build partnerships that broaden access to our collection.

Our Values

Our values support us in delivering our mission and vision for the Museum.

- **Inspiring and informative** – We spark curiosity and encourage exploration of history.
- **Welcoming** – We provide a warm and welcoming experience for all visitors.
- **Collaborative** – We work in partnership with local communities and stakeholders.
- **Trusted** – We act with integrity as stewards of heritage and public trust.
- **Inclusive** – We strive to support diversity and make our collections and programmes accessible to all.

This plan builds on over a century of service to the Isle of Wight community and sets out a clear vision for future sustainability, innovation, and public benefit.

3. Introduction to Carisbrooke Castle Museum

Carisbrooke Castle Museum, founded in 1898 by HRH Princess Beatrice as a memorial to her husband, is an independent accredited museum located within the historic grounds of Carisbrooke Castle on the Isle of Wight. Operated by a charitable trust and supported by a small professional employed team and dedicated volunteers and trustees, the Museum cares for over 37,000 objects reflecting the Island's diverse history, including royal memorabilia, social history artefacts, military collections, oral histories and archival material.

Visitor Profile: The Museum attracts a broad audience, including tourists from the UK and abroad, local residents, families, schools and under-represented groups. Visitor numbers are gradually recovering following the pandemic but are suffering from lower visitor numbers as seen elsewhere in the UK visitor attraction market.

Funding and Resources: Our main income comes from grants, donations, gift shop sales, and events. The income is currently materially supported by a grant from English Heritage who manage Carisbrooke Castle and control the visitor entrance. The Museum receives the grant in lieu of an entrance fee. Our small staff team are deployed to provide the best coverage across the Museum opening hours and without our dedicated volunteer team operating the Museum on a day-to-day basis would not be possible.

Recent Achievements: Key successes in recent years include updating exhibitions and facilities including refurbishment of Beatrice's kitchen, enhancing visitor satisfaction through an expanded range of talks and new exhibits, strengthening school and community partnerships through projects such as the oral history programme, expanding volunteer involvement including volunteer led tours, and re-developing our website.

Current Operating Environment: The Museum is located within the Governor's House and Great Hall of Carisbrooke Castle, a site managed by English Heritage. The partnership with English Heritage not only ensures high levels of visitor footfall to the Museum but also enables the delivery of a cohesive and comprehensive visitor experience across the Castle site.

The Museum has a strong focus on the care, preservation and documentation of its collection, and a committed team of employed staff and volunteers. Challenges include seasonal fluctuations in visitor numbers, limited staffing capacity – we have a very small, employed team – and ongoing financial challenges with the need to secure more diversified income becoming more important every year.

4. Review of the Previous Forward Plan

The Carisbrooke Castle Museum Forward Plan for 2019–2021 provided a framework for improving operational effectiveness, audience engagement, and collections care.

Key Achievements

- **Operational Improvements:** Streamlined administrative systems and expanded volunteer recruitment and training, increasing capacity across all functions.
- **Visitor Experience:** Upgraded exhibitions and facilities, resulting in improved visitor satisfaction as evidenced by survey feedback.
- **Community Engagement:** Strengthened ties with local schools and community groups, delivering collaborative educational programs and outreach projects.
- **Digital Engagement:** Social media activity and the introduction of online content, particularly during the COVID-19 pandemic, to help maintain community connections.

Challenges

- Partnership working with English Heritage has remained complex, requiring ongoing dialogue to align priorities and the management and documentation of shared resources. This has been further complicated by organisational changes within English Heritage but working relationships with the local team have remained good.
- Progress in implementing a comprehensive digital strategy was slower than anticipated due to capacity and funding constraints.
- Limited income streams and financial resources highlighted the need for diversified income streams.

Lessons Learned

- Sustained communication with key stakeholders, especially English Heritage, is essential for the success of the Museum.
- Flexibility in planning allowed the Museum to adapt to external challenges, particularly during the pandemic.
- Regular feedback from visitors and partners has proven invaluable and will be prioritised in this plan period.

This new Forward Plan draws directly on these insights and establishes a more resilient framework to deliver long-term impact.

5. Current Situation

Carisbrooke Castle Museum has an average of 79,000 visitors per annum from April 22 – August 25. The demographic profile obtained from English Heritage indicates the following demographic profile

Carisbrooke Castle Museum operates within a unique setting and is shaped by a number of internal and external factors. The key considerations informing this Forward Plan are outlined below.

Internal Factors

- The Museum is managed by a small professional employed team supported by a dedicated group of volunteers and is governed by an independent charitable trust.
- Conservation, care and documentation of the Museum's collection meet SPECTRUM Standards. Financial sustainability remains a priority, with core income derived from grants donations, gift shop sales, and events. Diversification of income streams is critical for resilience.
- Existing digital capacity is limited but offers significant opportunities for growth in audience engagement and outreach. The website and social media presence have scope for enhancement and growth.

External Factors

- Carisbrooke Castle Museum is uniquely situated within the grounds of Carisbrooke Castle, owned and managed by English Heritage. This relationship provides significant visitor footfall but also presents operational complexities that require collaborative and robust partnership working.
- Overall visitor numbers remain below 2019 levels and mirror Isle of Wight trends whereby summer arrivals are down ~26%, and early 2025 saw a 5% year-on-year decrease but visitor spend has held steady or grown, with higher per-head expenditure. Carisbrooke Castle Museum's footfall remains strong compared to many independent museums due to our unique position

within Carisbrooke Castle grounds and our focus is capitalise on this by strengthening our offering for younger audiences, families, and underrepresented groups.

- The Isle of Wight's tourism economy creates seasonal fluctuations in visitor numbers, driven by economic and transport pressures with the cost-of-living squeeze and rising ferry costs creating barriers for families and casual day trippers.
- Wider sector trends, including increasing expectations for sustainability and digital access, present both challenges and opportunities to align with new innovative practices that will be vital for relevance and inclusion.

This Forward Plan responds to these factors with a strategic focus on resilience, community engagement, collections care and improved digital and physical access.

6. Strategic Aims and Objectives

This Forward Plan identifies four strategic aims that will guide the development and delivery of Carisbrooke Castle Museum's mission over the next five years. The strategic aims are deliberately aligned with our mission and vision to educate, inspire, and engage the public with history and heritage. Each aim is supported by specific, measurable objectives designed to ensure progress can be monitored. The objectives will be reviewed at least annually and as these are completed new objectives, relevant to the aims will be added.

The first aim to create memorable visitor experiences by ensuring customer care that is responsive, consistent, and welcoming, can connect meaningfully with the collection through refreshed displays, interactive features, visitor insight-driven programming, and initiatives such as the "Object of the Month."

The second aim to safeguard, preserve, and develop the Museum's collection to ensure its care, growth, and relevance for future generations, secures the main purpose of the Museum by improving documentation, storage, handling and conservation, caring for the collection and enabling them to continue inspiring learning and enjoyment for years to come.

The third aim to expand the Museum's reputation, accessibility, and reach by increasing community engagement, enhancing inclusivity, and raising its profile locally and beyond, extends the Museum's educational and cultural impact beyond the physical site. Through digital resources, community and school partnerships, social media engagement, and participation in local events, supporting wider public access and recognition of the Museum.

Finally, the fourth aim to improve financial sustainability by managing resources responsibly and developing diverse income-generating opportunities underpins the Museum's long-term sustainability, enabling continued care of the collection and delivery of high-quality programming through sponsorship schemes, major grant applications, multi-year funding agreements, and membership growth.

Together these aims, and their supporting objectives create a coherent strategy that translates the Museum's mission and vision into practical and measurable actions, ensuring progress can be monitored and refined over the next five years.

Strategic Aim 1: To create memorable visitor experiences by ensuring customer care that is responsive, consistent, and welcoming.

Objectives:

- 1a. Provide all Front of House staff and volunteers with at least one customer care training session each year focused on consistency and visitor engagement
- 1b. Use visitor feedback to monitor and improve the visitor experience through a visitor insight report produced quarterly.
- 1c. Develop family friendly collection interpretation features.
- 1d. Review and redesign permanent display signage to enhance visitor experience.
- 1e. Develop methods for promoting individual items in the collection including an “Object of the Month” scheme.

Strategic Aim 2: To safeguard, preserve, and develop the Museum's collection to ensure its care, growth, and relevance for future generations.

Objectives:

- 2a. Strengthen the Museum's collection documentation and progress rationalisation
- 2b. Improve storage and packaging to maintain the viability of the collection
- 2c. Improve conditions for items on display where possible
- 2d. Develop and implement a rolling programme of location and condition audits quarterly by 2027

Strategic Aim 3: To expand the Museum's reputation, accessibility, and reach by increasing community engagement, enhancing inclusivity, and raising its profile locally and beyond.

Objectives:

- 3a. Increase the Museum's social media presence over the next 12 months by growing followers by 30%, improving engagement by 25% through interactive content and timely responses, and expanding reach via partnerships and sharing content that highlights the Museum's collection.
- 3b. Publish three online education and outreach resources within the next 18 months to support learning and engagement with the Museum's collection
- 3c. Establish five partnerships within the next 24 months with local schools, community groups, and under-represented and disadvantaged audiences to enhance educational programmes and promote inclusive community engagement.
- 3d. Attend Island events to assist in raising the profile of the Museum with the local population, to support growing the number of new local visitors, increasing supporters scheme members and recruiting new volunteers.
- 3e. Introduce at least three new initiatives (e.g., digital/audio presentation of upper floors in the lower gallery, audio guides, accessible signage, sensory-friendly sessions) by 2030 to improve accessibility for diverse audiences.

Strategic Aim 4: To improve financial sustainability by managing resources responsibly and developing diverse income-generating opportunities.

Objectives:

- 4a. Introduce at least one new income-generating initiative (sponsor an object) by the end quarter 2 in 2026/27 financial year.
- 4b. Submit a minimum of three grant funding applications or sponsorship proposals each financial year to support projects and core costs.
- 4c. Improve quarterly financial reviews to track income, expenditure, and sustainability measures, adjusting plans as needed.
- 4d. Grow supporters' scheme by increasing membership by at least 50% [check] each year with a target of 150 members by April 2028.

Strategic Aim 1: To create memorable visitor experiences by ensuring customer care that is responsive, consistent, and welcoming.

Objective	Action	Lead	Resources / Funding	Deadline	Priority	KPI / Measure
1a. Provide all Front of House staff and volunteers with at least one customer care training session each year focused on consistency and visitor engagement	Develop customer care training and provide this training to all front of house staff by end of April each year. Offer to new starters with 3 months of commencement	LD	Staff/volunteer time	April 2026	Red	80% of front of house staff completed customer care training each year
1b. Use visitor feedback to monitor and improve the visitor experience through a visitor insight report produced quarterly.	Collect & analyse feedback, surveys, and staff observations	LD	Staff time	Quarterly from July 2026	Yellow	At least 1 programming change per quarter informed by insights
1c. Develop family friendly collection interpretation features.	Co-produce workshops with local families; design & install trails / interactives	LD	Materials, staff time, printing	July 2026	Yellow	Positive feedback from $\geq 70\%$ of participating families
1d. Review and redesign permanent display signage to enhance visitor experience.	Review & redesign signage (large print, easy read, QR codes) and install updates	KT	Design & print budget	Feb 2027	Red	Signage updated in all main galleries; $\geq 90\%$ visitor satisfaction on signage clarity
1e. Develop methods for promoting individual items in the collection including an “Object of the Month” scheme.	Select item, prepare info, brief volunteers, post on social media	KT	Staff/volunteer time	June 2026	Green	Object of the month in place and positive feedback from visitors/users

Strategic Aim 2: To safeguard, preserve, and develop the Museum's collection to ensure its care, growth, and relevance for future generations.

Objective	Action	Lead	Resources / Funding	Deadline	Priority	KPI / Measure
2a. Strengthen the Museum's collection documentation and progress rationalisation	Maintain accurate records, ensure consistent cataloguing standards, and integrate updates into the Documentation Procedural Manual	KT	Staff/volunteer time	March 2027		Annual report to Board confirming documentation progress and compliance with Accreditation
2b. Improve storage and packaging to maintain the viability of the collection	Audit storage, purchase materials, rehouse objects, report to Board	KT	Collections care budget external grant funding	Dec 2026		Audit presented to Board of Trustees Audit and rationalisation plan approved by Board. Ongoing improvement in the amount of the collection in appropriate storage.
2c. Improve conditions for items on display where possible	Investigating ways to reduce relative humidity levels in gallery spaces Review of lighting conditions and develop plan to address any concerns	KT	Collections care budget and external grant funding	October 2026		Ongoing improvements in the conditions for items on display. Report demonstrating improvements and problems presented to board every 12 months

2d. Develop and implement a rolling programme of location and condition audits quarterly by 2027	Establish audit schedule; carry out randomised audits; record and act on findings	KT	Staff time	Jan 2027		4 audits per year completed
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Strategic Aim 3: To expand the Museum's reputation, accessibility, and reach by increasing community engagement, enhancing inclusivity, and raising its profile locally and beyond.

Objective	Action	Lead	Resources / Funding	Deadline	Priority	KPI / Measure
3a. Increase the Museum's social media presence over the next 12 months by growing followers by 30%, improving engagement by 25% through interactive content and timely responses, and expanding reach via partnerships and sharing content that highlights the Museum's collection.	Produce content calendar, short-form videos, and posts	LD	Content creation tools & ad budget	March 2027	High	Engagement rate $\geq 5\%$ per post; 20% growth in followers
3b. Publish three online education and outreach resources within the next 18 months to support learning and engagement with the Museum's collection	Research, create digital materials, upload to website	LD	Staff/digital production time	Dec 2026	Medium	Each resource accessed by ≥ 100 users within 12 months
3c. Establish five partnerships within the next 24 months with local schools, community groups, and under-represented audiences to enhance educational programmes and promote inclusive community engagement.	Outreach meetings, design joint projects	LD	Staff/volunteer time	March 2027	Medium	≥ 3 partnerships established, prioritising under-represented audiences
3d. Attend Island events to assist in raising the profile of the Museum with the local population, to support growing the number of new local visitors, increasing supporters scheme members and recruiting new volunteers.	Agree plans for attending events by 31 st March each year Agree focus of each attendance (awareness raising, fund raising etc) Organise resources including banner, table cover, display items, leaflets etc	LD	Staff/volunteer time, financial support	March 2026	Medium	Attend at least 3 events in 2026.

	Organise staff and volunteer cover Transport on day of event					
3e. Introduce at least three new initiatives (e.g., digital/audio presentation of upper floors in the lower gallery, audio guides, accessible signage, sensory-friendly sessions) by 2030 to improve accessibility for diverse audiences.	Agree which initiative and timescales for implementation. Develop plan for each initiative	LD	Staff/volunteer time, grant funding/ financial support	December 2025 April 2026		Plan submitted to June 2026 Board of Trustees for approval

Strategic Aim 4: To improve financial sustainability by managing resources responsibly and developing diverse income-generating opportunities.

Objective	Action	Lead	Resources / Funding	Deadline	Priority	KPI / Measure
4a. Introduce at least one new income-generating initiative (sponsor an object) by the end quarter 2 in 2026/27 financial year.	Develop scheme framework, identify key objects for sponsorship, create promotional materials, launch campaign	KT	Staff time, design/printing costs, marketing budget	Q2 2026		At least 5 objects sponsored in first year; £5,000 raised by March 2029
4b. Submit a minimum of three grant funding applications or sponsorship proposals each financial year to support projects and core costs.	Target local and regional partners, develop proposals, negotiate agreements Research relevant grant opportunities, prepare applications, track deadlines	LD	Staff time, networking, potential grant-writing training	Ongoing, review quarterly		1. At least 3 funding applications submitted annually 2. At least 2 multi-year agreements secured, covering ≥5% of annual budget 3. At least 2 major grants awarded per year, total ≥£20,000 annually
4c. Improve quarterly financial reviews to track income, expenditure, and sustainability measures, adjusting plans as needed.	Quarterly report to be presented to Board of Trustees	LD/MT	Trustee / Staff time	Ongoing, review quarterly		Quarterly report to Board of Trustees
4d. Grow supporters' scheme by increasing membership by at least 50% [check] each year with a target of 150 members by April 2028	Promote membership benefits, provide quarterly updates	LD	Marketing budget	March 2028		Membership reaches ≥150 by March 2028

7. Resource Overview/Budget

7. Resource Overview / Budget

TBC – will be finalised following trustee budget meeting.

8. Risk Register

No.	Risk	Likelihood (1-5)	Impact (1-5)	Inherent Risk (L×I)	Mitigation	Actions needed	Owner	Status / Notes
1	Risk of financial shortfall due to reduction or freezing of English Heritage (EH) grant, reduced donations, challenges in securing core grants, or rejection of funding applications	3	5	15	Monitor short-term income and expenditure monthly and review long-term financial goals through the Finance Committee meeting monthly to identify gaps, plan improvements, and strengthen financial resilience	Diversify income streams through the Supporters Scheme, sponsorship, and grant applications. Build contingency reserves and implement staged project delivery.	LD	Ongoing monitoring
2	Ongoing dependency on EH due to location on EH site. Impact of EH operational changes on Museum due to their organisational challenges and staff changes.	2	5	10	The Museum Manager meets regularly with the Carisbrooke Castle site manager to discuss operational issues and developments. Current Memorandum of Understanding (MOU) is robust Chair and Manager maintain strong, transparent relationships	Collaborate on potential joint projects and ensure regular communication between Museum staff, trustees, and EH. Need to work with EH for a long-term right to occupy agreement after the current MOU expires on	LD	Communication and transparency with EH

					with English Heritage (EH) at both local and senior levels.	31 st March 2027 to secure operational stability.		
3	Risk of insufficient volunteer and staff capacity leading to operational disruption	4	4	16	<p>Staff workloads are maximised within financial limits, and training opportunities are sought for both curatorial and managerial development.</p> <p>Management of staff is overseen by the Museum Manager, while volunteer coordination is handled by the Assistant Curator and Admin Assistant. Regular reviews are in place to ensure capacity meets operational needs.</p>	<p>Maintain a minimum of two volunteers on the front desk and ensure a pool of volunteers is available to provide cover as needed.</p> <p>Actively recruit additional volunteers to strengthen capacity.</p>	KT, GJ, HI	In progress
4	Risk of inconsistent visitor numbers due to seasonal fluctuations, impacting donations and sales	4	2	8	<p>Monitor visitor numbers and income trends to identify patterns and assess the effectiveness of initiatives. Managed by the Museum Manager, with support from staff and volunteers as needed</p>	<p>Develop off-season engagement through additional Museum tours and daytime talks when possible. Explore digital engagement opportunities, including online content and donation options, to maintain visitor interaction and income during quieter months.</p>	LD	Seasonal review
5	Risk of damage or loss to the collection due to environmental, physical, or human factors, including handling, theft, vandalism, fire, water, pests,	3	5	15	<p>Collections care plan in place</p> <p>Regular meetings with EH local manager to discuss building issues and mechanism in place to report concerns. Reliant on EH response if</p>	<p>Implement phased conservation plans, handling policies, environmental monitoring, security improvements, fire</p>	KT	Ongoing

	contaminants, light exposure, and insufficient security or fire prevention measures (link to risk 11 for buildings)				the building requires repair (see risk 11)	prevention systems, and seek external funding for conservation projects Outside our control EH management of the building		
6	Risk of limited digital capacity and failure due to insufficient/old hardware, software, or staff knowledge	3	4	12		Conduct an IT audit to identify gaps in hardware, software, and digital processes. Explore grant funding to upgrade necessary equipment and tools. The Museum Manager is undertaking a digital engagement course to expand skills and knowledge and will lead digital projects. Monitor digital capacity and training needs regularly to ensure staff can deliver effective digital engagement.	LD	Planned projects
7	Risk of Museum closure or restricted operations due to public health crises or pandemics	3	5	15		Maintain an up-to-date public health action plan, including procedures for PPE and safe operations in the event of a health crisis. Develop and use digital channels to maintain engagement with	LD	Review annually

						audiences if the Museum must close or restrict access. The Museum Manager oversees the plan, which is reviewed and updated regularly to ensure readiness and resilience.		
8	Risk of damage to the Museum's reputation or failure to maintain accreditation due to operational, financial, or compliance issues	2	4	8	<p>Staff and volunteers maintain professional behaviour on and off site when supporting the Museum</p> <p>Collect and review visitor feedback regularly and respond to concerns promptly</p> <p>Monitor social media and press coverage to address issues quickly.</p> <p>Work collaboratively with partners, including English Heritage, and ensure all practices meet museum accreditation standards to maintain and strengthen the Museum's professional reputation</p>	Implement and follow a social media policy, and maintain a consistent, professional presence at events and through communications. Provide training in customer service and complaint handling.	LD, KT	Ongoing
9	Risk of regulatory or compliance failures, including Arts Council Accreditation, GDPR, and Health & Safety	2	5	10	Regularly update policies and procedures to support compliance with Arts Council Accreditation, GDPR, and Health & Safety regulations	Conduct regular internal audits and reviews to identify gaps and implement corrective actions.	LD, KT	Annual review

					Staff are trained on compliance requirements and responsibilities. The Museum Manager oversees regulatory compliance, supported by staff and trustees, with annual reviews to ensure all standards are met and risks are minimised			
10	Risk of falls by staff, volunteers, or visitors in the Museum due to lack of handrails on steps	2	5	10	Installed handrails on all identified steps (where possible and allowable by EH) Conduct regular risk assessments of the building, including high-traffic areas and temporary exhibition spaces. Provide health and safety training for staff and volunteers, including safe movement and visitor guidance.	Improve signage to highlight potential hazards. Monitor incidents and near-misses to identify areas for improvement, and review safety procedures periodically to ensure ongoing protection and compliance with health and safety standards.	KT	Assessment in progress
11	Risk of damage or loss to the collection due to inadequate maintenance of the building by English Heritage, including structural issues, leaks, or environmental hazards	2	5	10	Regular inspections of the building and collection areas, documenting all maintenance concerns. Escalate any issues promptly to English Heritage and follow up to ensure resolution Monitoring environmental conditions such as temperature, humidity, and light exposure, and implement protective measures for the collection where possible.	Ensure regular reporting to the Board via the Manager / Curators reports of concerns/issues	LD, KT	Ongoing liaison with EH

					Maintain detailed records of collection condition and building maintenance, and review risks regularly in liaison with EH to proactively prevent damage or loss.			
12	Risk of Museum closure or reduced opening hours due to insufficient staff capacity to operate daily functions and programming	3	4	12	<p>Staff trained to ensure operational flexibility and resilience.</p> <p>Opening hours and programming schedules planned around available staff capacity, ensuring coverage for peak times and events.</p> <p>Regular reviews of staffing levels and workloads, identification of gaps, and make recruitment recommendations to the board or implement training initiatives as needed.</p>	<p>Maintain a pool of trained volunteers to provide cover for essential functions and visitor-facing roles.</p> <p>Monitor operations to adapt quickly to staffing shortages and maintain a consistent service for visitors</p>	KT, GJ	Staffing review ongoing

Risk Matrix – Likelihood x Impact = risk score

		IMPACT				
		Minimal / No Impact 1	Minor Impact 2	Moderate Impact 3	High Impact 4	Catastrophic Impact 5
LIKELIHOOD	Highly Likely 5	Moderate 5	High 10	Very High 15	Very High 20	Very High 25
	Likely 4	Moderate 4	Moderate 8	High 12	Very High 16	Very High 20
	Possible 3	Low 3	Moderate 6	Moderate 9	High 12	Very High 15
	Unlikely 2	Low 2	Moderate 4	Moderate 6	Moderate 8	High 10
	Rare 1	Low 1	Low 2	Low 3	Moderate 4	Moderate 5

Version: 1.0

Owner: Museum Manager

Approved by Governing Body: 8th December 2025

Next Review Dates: December 2026, December 2027, December 2028 (annual review)

Relationship to Other Policies/Plans: To be read alongside the Museum's Documentation Plan, Collections Development Policy, Care & Conservation Policy and Plan, Access Policy, Governance Structure, Detailed Budget, SWOT/PESTLE, KPI's, and Emergency Plan.