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MUSEUM

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# Business Plan

2021 - 2022

PEOPLE'S  
HISTORY  
MUSEUM

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MUSEUM

FROM THE CITY  
OF PANKHURST  
WITH LOVE

NATIONAL TOUR  
AGAINST SECTION 28

**Section 28:**

A Local Authority Shall Not:-

- a) intentionally promote homosexuality or publish material with the intention of promoting homosexuality,
- b) promote the teaching in any maintained school of the acceptability of homosexuality as a pretended family relationship.

**Fight for Lesbian and  
Gay Rights**

# Contents

Introduction

Our vision, mission and role

Our aims and priorities

AIM 1: Impact-led engagement

AIM 2: Celebrating our stories

AIM 3: Bold profile and branding

AIM 4: Building financial sustainability and enterprise

PRIORITY 1: Access and inclusion

PRIORITY 2: Environmental action

PRIORITY 3: Digital transformation

PRIORITY 4: Investing in the future

Our finances

2021/22 budget

APPENDICES

Activity plan

Risk register

Strategic fit

# Introduction

## Background and context

In 2020 PHM celebrated its tenth birthday (since the capital redevelopment) and 30 years in Greater Manchester – using the moment to reflect on past successes, launch its ten-year [Impact Report](#) and look ahead with ambition for the future.

A new **vision, mission and role** was developed at this time in consultation with stakeholders and supporters and with the involvement of PHM Trustees, staff and volunteers. Plans to embed this new vision into a ten-year strategy for the museum were underway when the impact of Covid 19 hit and the museum had to close its doors in March 2020.

2020-21 was a year of constant change as PHM responded to the series of lockdowns and restrictions, with closure and disruption to museum services and the pivot to remote working, digital delivery and new models of enterprise being tested. As with the rest of the arts and cultural sector, the museum has changed in response to the world around it, transforming at speed to maintain relationships with audiences and engage new communities through its collections, communications and programmes online over the last 12 months.

As we head into a new financial year the museum is in a relatively strong position thanks to the work of the amazing PHM team (Trustees, staff, volunteers and collaborators) and to the emergency funding and government support received. 2021-22 will be a year of slow recovery and continued adjustment in many ways, but PHM is keen to continue to be ambitious and to strive to achieve a fairer society where people's voices and actions make a difference.

PHM is proud to be a museum of national significance with a home in Greater Manchester and will continue to ensure relevance and resonance with people's lives. PHM's mission is to encourage people to care more about community and society, to speak up and to take a stand on the issues that matter to them. We will help people find and share their voice, bringing them together to play their part and take action.

To achieve this, we already have the amazing collections, unique stories, big ideas, passion and the commitment of our people. We now need to build on past successes, seize new opportunities, use our resources effectively and be confident and ambitious for the future.



## Assumptions and expectations

This Business Plan for 2021-22 sets out how we will use the coming year to respond to and recover from the pandemic, while also working together as a team and with our communities and partners to discuss, discover and decide how best we can achieve our new vision and make a real difference to the world.

The Plan has been developed with the following assumptions in place following a process of scenario planning and learning from experiences in 2020. The museum will:

- Reopen to the public from May 2021 (pending lifting of lockdown restrictions for Step 3 of the government's roadmap coming into force)
- Reopen initially with reduced opening days and hours (5 days a week, 10.00am – 4.00pm)
- Have all relevant covid secure measures in place for reopening (pending government guidance for Step 3 of the roadmap) which may affect maximum capacity of spaces and impact on visitor numbers in the short / medium term
- Expect visitor numbers to achieve 20-30% of usual figures while confidence grows in audiences and for this percentage to increase over
- Continue to deliver a hybrid / blended programme of public activity and services with investment in online delivery (with support from the Art Fund in 2021) to reimagine engagement with remote audiences

## Strategic fit

PHM recognises the importance of working closely and in collaboration with its funders, stakeholders and partners to achieve its vision and deliver its aims and priorities. These relationships give the museum strength, support, reach and inspiration – enabling the museum to achieve so much more together than it could do on its own.

Appendix 4 provides more details of PHM's fit with key strategic frameworks and the close connection between the museum's aims and priorities with those of its funders and stakeholders.

During 2021-22 PHM will work hard to develop, deliver and measure the impact of its work locally, regionally, nationally and internationally with reference to these frameworks (especially Arts Council and Greater Manchester Combined Authority). As culture recovers from the pandemic, we will play our part in supporting recovery in other areas including inclusion and access, economic regeneration, re-animating places and spaces, supporting wellbeing, tackling environmental crises, supporting artists and freelancers and connecting and collaborating with communities. All of this sits at the heart of this Business Plan and PHM's ambition.

We will also be looking ahead to 2022-23 to embed our thinking and practice alongside the priority outcomes of our key funders and to continue to work on our long term strategy piece which recognises the lasting impact of Covid-19 on the world and confirms the unique role that PHM can play in putting our inspiring stories of activism to work - to challenge both inequality and apathy and inspire positive action in others.

In focusing our attention, resources and capacity for the coming year in the most effective way to achieve the biggest impact; there are four strategic aims at the heart of this Plan, alongside four underpinning priorities which will flow through all our work.

Each of these is explored in more detail below with activities and objectives mapped out in the Activity Plan in Appendix 1.

### Business Plan approval

In preparing this Business Plan the Board of Trustees have seen all relevant strategic frameworks and supporting documents (including a presentation of the Arts Council's Investment Principles). Trustees have been involved in reviewing drafts of the Plan and shaping the content of the vision, aims and priorities. The 2021/22 Business Plan will be formally approved and minuted at the next Board Meeting on 14 May 2021.

Dated: 31 March 2021

Our vision,  
mission  
and role

## Our vision

Our vision is of a fairer society where people's voices and actions make a difference.

## Our mission

We encourage people to care more about community and society, to speak up and to take a stand on the issues that matter to them.

We help them to find and share their voice, bringing people together to play their part and to take action.

## Our role

We put our inspiring stories of activism to work – to challenge both inequality and apathy and inspire positive action in others.

## Our engagement principles

We convene.

We listen.

We collaborate.

We encourage.

We amplify.



## Our vision into action

As outlined in the introduction to this Business Plan, this new vision, mission and role for PHM was developed as a result of a process of consultation and collaboration with Trustees, staff, volunteers, partners and stakeholders in late 2019 / early 2020. This was part of a wider piece of work to develop a new ten-year strategy for PHM following its tenth birthday and looking ahead to 2020-2030.

As the museum now looks to recover from the last year and the impact of the pandemic, 2021-22 is absolutely the right time to continue this thinking and these discussions and to look forwards with hope, positivity and ambition for the future.

In order to put this vision into action for 2021 /22 and beyond, the museum will be dedicating time, energy and resource to a strategic planning process across the organisation over the coming 12 months – engaging people internally and externally to help PHM plan for the future.

This will include:

- Dedicated time in all Board Meetings for strategic and business planning in response to the museum's new vision and mission (as well as the priorities and principles of funders and stakeholders)
- Re-establishing the Vision and Strategy Group (sub-committee of Trustees) who can spend more time working alongside the Senior Leadership Team on the development of future plans
- Dedicated Senior Leadership Time (with external consultancy support secured through the Business Growth Hub and other channels) to work on departmental objectives and delivery of the vision through all of the museum's work
- A series of workshops and sessions with staff and volunteers to discuss and explore how the team can put the vision into action in the coming year and beyond – working collaboratively to agree team and individual objectives and to think about what PHM needs to stop doing and start doing to achieve the vision and mission
- Engagement with communities and audiences with this process using existing roles and relationships such as the Migration Community Programme Team and the Nothing About Us Without Us steering group

# Our aims and priorities

In 2021/22 PHM will focus on the following four aims which will shape the museum's objectives and action plan. There will also be four further underpinning priorities which will be embedded across the work of the organisation.

### Aims

1. Impact led engagement
2. Celebrating our stories
3. Bold profile and brand
4. Building financial sustainability and enterprise

### Priorities

1. Access and inclusion
2. Environmental impact
3. Digital transformation
4. Investment in the future

Each of these are outlined in this Business Plan including:

- Our ambition
- Our current position
- Our future direction

The activity plan then provides more details of how these objectives and priorities will be delivered over the coming year. PHM will then further develop a set of cascaded SMART objectives from an organisation level to departments, teams and individual activities and targets.

We all play a part and understand our role in helping to achieve PHM's ambition.







# Aim 1: Impact led engagement

## Our ambition

We will increase the impact we have, to best deliver our vision of a fairer society where people's voices and actions make a difference. We will select the most appropriate and impactful physical and digital engagement tools, to share our stories of activism and inspire positive action in others. We will understand the impact of our engagement, capturing the positive acts inspired by our work. We will deepen our impact by guiding our audiences to the next engagement opportunity in their journey with PHM and beyond.

## Our current position

Since 2017 PHM has had a programme-led approach at the heart of its Business Plan with a series of programmes responding to and amplifying major anniversaries and issues (Never Going Underground in 2017, Represent? in 2018, Disrupt! In 2019).

During the pandemic PHM took much of its programme content, events and activities online and invested time and resource into creating an excellent menu for online audiences – [Ideas Worth Exploring – At Home and Online](#). This included a [virtual tour](#) of the museum (created in partnership with Manchester University), PHM content on [Google Arts and Culture](#) and new [family friendly](#) activities amongst other things.

While closed for much of 2020, the museum also had the opportunity (and necessity) to think carefully about its engagement with audiences and communities and the impact it's work was having. Being able to collect and analyse new data about online audiences and those registering to visit when the museum was able to open, has engaged the team in thinking more about audiences and the impact and outcomes of PHM's work.

## Our future direction

As the museum makes the transition from being programme-led to impact-led, there are two major engagement themes that the museum will deliver over the coming year:

### 2021 - Migration

The museum's headline theme exploring [Migration](#) was due to take place during 2020 and was delayed due to the pandemic. Some of the programme content has been successfully delivered online while the museum has been closed and development work has continued throughout.

The museum is now preparing to reopen (from May 2021) with Migration content including gallery interventions, exhibitions and events taking place in the second half of 2021. The programme has been co-curated by a Community Programme Team made up of six individuals whose own lives have all been shaped by migration. Their combined experiences put them in a unique position from which to examine the topic of migration in today's world, to reflect upon the global situation and to look at the stories of underrepresented groups.

The museum will also re-open with content on display from the [More In Common](#) project (part of an EU Horizon 2020 funded collaboration – CultureLabs). Inspired by the legacy of murdered MP Jo Cox, More in Common has involved a group of over 30 people from different backgrounds who have made Manchester their home, coming together to share knowledge, experiences, and conversations. The group has been thinking about and sharing what it means to live in a multicultural Britain today and how Brexit has changed that dynamic and feeling in the country.

The More in Common group(s) continued to meet on weekly basis during lockdown, exploring different creative mediums to reflect on their individual and collective journey. Their creative responses will be on display alongside other objects and stories at More in Common: in memory of Jo Cox exhibition.

*'I was pleasantly surprised when I went to the first session. Almost all of the arts and cultural events in Manchester that I had been to were overwhelmingly white - despite the city having a diverse population. I loved being in a room with people from different walks of life. I thought: "I've found my gang".'*  
Cat, project participant.

## [2022/23 – Nothing About Us Without Us](#)

PHM will explore the theme of disabled people's rights and activism through a co-curated exhibition and accompanying programme of events from early 2022.

Behind the scenes, staff will be working with disabled people to make the organisation and its public programme more accessible to everyone. This will include anyone who identifies as a disabled person, such as (but not exclusively) deaf, autistic, neurodiverse, learning disabled people; people with first hand lived experience of mental illness, chronic illness and fatigue and service users/survivors of mental distress; movements, communities and individuals.

As part of [Nothing About Us Without Us](#) we will be working with disabled people to explore the museum's collection and review how the history of disabled people has been documented, interpreted and communicated. This programme of activity is guided by a steering group of disabled people, some of whom represent disabled peoples' organisations alongside non disabled allies.

Looking ahead PHM will embed an impact-led approach to engagement with a focus on these areas of work in 2021/22 (alongside and embedded within the themes above):

### [Collaborating with communities](#)

The museum will continue to collaborate and work closely with its communities to build meaningful and lasting relationships. This engagement will take many forms including:

- Paid creative opportunities and roles for individuals who can add value to museum themes through lived experience
- Steering groups, panels and other forums where people can come together to make decisions and shape practice across the museum
- Regular evaluation and feedback opportunities for everyone working with PHM and participating in programmes and activities

PHM will also continue to work with freelance artists, actors and practitioners and will take a more proactive approach to diversifying the people who collaborate with the museum (in keeping with the two themes above). PHM will reflect on how successful its approach to sharing opportunities to collaborate have been in the past (through open calls and advertisement) and reach out to those it most wants to work with and who might not otherwise have the opportunity to work with the museum.

### [Understanding and measuring impact](#)

The drive for PHM in 2021/22 is to be clear about the impact it wants to make (in achieving its vision and mission) through ambitious, high quality work and to be able to measure and evidence the difference the museum makes to the world. This will include:

- Agreeing the outcomes that PHM wants to capture and evidence as it demonstrates the action that people take as a result of engaging with the museum
- Reviewing demographic data to set a new baseline for who is currently engaging with PHM and what future targets will be as part of the Equality, Diversity and Inclusion Action Plan

- Reviewing the current Audience Development Plan to agree future outcomes and targets for more, different and deeper
- Exploring different audience journeys to recognise the different levels of engagement taking place and the value they have
- Ongoing use of existing tools (Audience Finder and Impact and Insight) as part of a consistent evaluation methodology across PHM's work

Being able to understand and share the museum's impact, will help the team make impact led and evidence-based decisions about work that needs to be scaled up, work that needs to stop, and where the museum is best able to use its resources and capacity to achieve its vision.

### Taking a hybrid approach to engagement

PHM's building, physical spaces, exhibits and visitor services team are some of its most important and valuable assets, and having been closed for much of the last year, we are excited to welcome people back to the museum in 2021. The onsite visitor experience will be essential to creating the impact we want to see in people, communities and society and our team will continue to build on the excellent customer service they provide and connect audiences with our collections and stories (see Aim 2) in meaningful ways.

We also recognise that audiences will continue to look for access to high quality online content, and that digital tools and platforms will also enable the museum to engage more and different audiences in creative ways. With support from an Art Fund Respond and Reimagine grant PHM will be able to build and enhance its capacity, skills, infrastructure, tools, techniques and confidence to build on existing work and give greater access to PHM content.

This will embed digital more effectively within the museum's public programme with a focus on reaching:

- MORE audiences – reaching larger audiences and maximising popular activities that 'sell out' on site including: Virtual and live tours of the museum, Live streamed living history performances, and My First Protest Song sessions for under 5's
- DIFFERENT audiences –engaging new people with PHM's work and targeting different and diverse audiences including: Domestic migrant workers providing a live online tour of their 2021 exhibition, My Home Is Not My Home, and connecting with disabled audiences as part of Nothing About Us Without Us



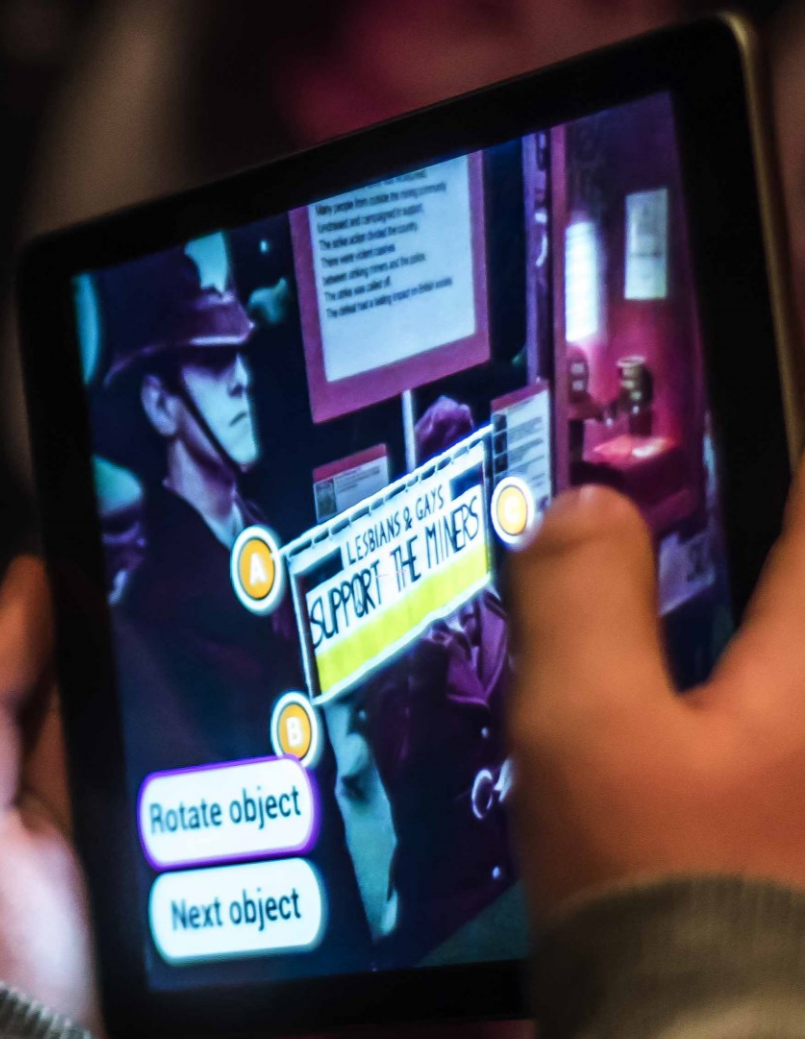
- DEEPER engagement – connecting with people in a way that is relevant and meaningful including: supporting schools with the teaching of diverse histories (Black History, LGBT+ histories, Women’s rights and more), exploring income generating activities with bespoke tours and behind-the-scenes access to the museum’s collections, archive and conservation work as a bookable product.

### Working with children and young people

In 2021/22 PHM will continue to review its learning provision for educational groups, as this process began while the museum was closed during the pandemic. This review will include:

- How the museum’s existing learning provision connects with the new mission and vision
- How the learning programme can be fully inclusive and accessible as part of the museum’s drive to be a leader in this area with a focus on best practice
- How digital engagement can be best used with schools and groups, either to reach those unable to visit and to extend engagement and increase impact through pre and post visit digital resources

PHM will also continue to deliver its [Vital Voters](#) project from late Summer 2021 (after a pause in project delivery in early 2021 in response to the pandemic and to fit with the wider review of the learning programme). Vital Voters is a partnership project and funded by Parliament Education Service. Vital Voters harnesses the inspiration behind ideas worth fighting for, combining it with an exciting digital approach to engage young people with the power of democracy. The first phase of the project has trialled virtual sessions for schools, including the ‘Power of the Campaign’ workshop, and the creation of Vlog style films and a dedicated YouTube channel for the project.



# Aim 2: Celebrating our stories

## Our ambition

Our collection and archives are the foundation of our inspiring stories of activism. They capture the moments when people's voices and actions have inspired greater democracy, equality, justice and co-operation. We will strengthen our knowledge of these collections through research, consultation and investment in our digital systems. This will enable us to access and share our inspirational stories more easily and effectively.

Contemporary collecting will be at the heart of our work. We will ensure our collecting practices are inclusive and representative to ensure we can tell inspiring stories of activism from a range of diverse perspectives.

## Our current position

PHM's entire collection is Designated as being of national significance and is at the heart of audience engagement and visitor experience as well as being of huge importance for research and improving understanding of the stories shared by the museum.

In recent years the museum has continued to build and strengthen the collection with active contemporary collecting around annual programme themes and acquisitions secured through donations and purchases (with Heritage Fund support). The museum's collection is diverse with strengths in many areas which are relevant and resonant with the world today and PHM is passionate about providing access to collections in a way that helps further its vision and mission.

## Our future direction

The focus for 2021/22 is to better understand the stories within the museum's collections through a number of pieces of work:

Auditing and understanding the collection

In 2021/22 PHM is going to commit the resource and capacity to audit aspects of the collection, to uncover the stories they tell and to find gaps for future collecting. This will include audits of:

- Material covering disabled people's rights and activism to feed into the Nothing About Us Without Us theme
- The poster collection as part of a two year Designation Development Fund project starting in the Summer 2021
- Material in the collection related to Decolonisation, led by the Research post jointly supported by the museum and Manchester Metropolitan University



PHM will also be partnering with Manchester University on a Collaborative Doctoral Award - 'Total Liberation': Feminism, Socialism and Red Rag (1972-1980) - cataloguing and promoting the PHM's holdings in feminist history to help shine a light on this area of the museum's collection and using the collections to engage in contemporary debate around equality.

The museum's DDF project will also include the introduction of a Digital Asset Management System (DAMS) which will enable the digitisation of more of the collection, with better collections information made accessible to staff and audiences. This will improve research, collections knowledge and connect with future engagement opportunities.

### Building and sharing expertise

With a small specialist collections and archive team, PHM has a collaborative approach to collections expertise and subject knowledge which involves a range of team members and external partners and advisers. In 2021/22 the museum will audit the range of knowledge held by the existing PHM team and continue to invest in skills and knowledge sharing internally. Expertise will be devolved across the team, with people building on their existing specialisms and having the opportunity through research and development activities, to strengthen their knowledge in different areas.

This will provide team members with opportunities to use their existing knowledge, to better understand and research the collection, to share this with each other and with audiences. Being able to strengthen the stories we can share with people through our visitor experience and museum galleries (alongside the two major engagement themes outlined in Aim 1) will better enable PHM to celebrate all of the strengths of the museum's collection in delivering its vision and mission.

PHM will also continue to work in partnership with Manchester Metropolitan University to tap into research specialisms within the Department of History, Politics & Philosophy; connecting PHM's collections to university research and teaching and involving staff as advisers and spokespeople where appropriate.

PHM is also a partner on a bid for 'Towards a national collection' AHRC funding with Royal Holloway, University of London focusing on Democratic Heritage with the successful projects to be announced in Summer 2021. This project would add capacity to the PHM team and connect its collections nationally.



## Decolonising the collection

PHM has a shared Research post with Manchester Metropolitan University who will be returning from maternity leave in 2021. The focus for the research post will be on the decolonisation of the collection and exploring story telling in the collection from different and diverse perspectives. Building on the Migration theme this will help PHM to uncover and amplify diversity within collections and stories, increasing representation, ensuring access and improving understanding.

The Research post will also ensure that they are integral to the building expertise objective above, sharing their learning and research specialisms with museum staff and audiences.

## Collecting contemporary stories

PHM has always committed to collecting contemporary material and stories and has focused in recent years on programme themes to ensure representation of current campaigns and issues. In 2021/22 the museum we review how we collect objects and archives, thinking carefully about how to diversify how we collect and the stories we are telling. Many people and communities are unaware of how to donate material to a museum, or what material a museum is interested in collecting, and PHM will work connect its work around engagement and stories to be more proactive in reaching out to new donors and building relationships with communities.







# Aim 3: Bold profile and brand

## Our ambition

We want People's History Museum to be known nationally and internationally for our inspiring stories of activism, for placing communities at the heart of our approach, and for the expertise and assets we have to offer. We want to engage more and different people with our museum, communicating with them through our profile and brand to build strong relationships for the future. We will ensure our communications are built around our stories of activism to inspire positive action – being bolder, strategic, relevant and resonant with people's lives.

## Our current position

PHM has a unique and distinctive brand with a national profile, which continues to resonate with and attract audiences. The museum has a dedicated and passionate following and adopts a segmentation approach to understanding and engaging audiences. The museum remains one of the lesser visited and lesser-known visitor attractions in Greater Manchester, with plenty of opportunity to further position the museum's physical and digital offer to strengthen PHM's profile. PHM's stories generate significant local, national and international media coverage, as the museum's bolder voice and ambitions have been seen and recognised in more places. PHM's social media audiences have increased through tactical digital marketing, with Twitter seeing the highest engagement. PHM's website has attracted 75,000 visits in the past year.

## Our future direction

During 2021-22, PHM will become bolder, more strategic and increasingly relevant in its communications and marketing presence, seeking to strengthen PHM's profile and brand. By ensuring quality experiences, products and journeys, the whole organisation will be involving in protecting and strengthening this brand, helping maximise the impact PHM's work:

## Audience, Marketing and Editorial

PHM will involve the wider organisation and strategic partners in the development of a Marketing and Audiences Strategy. We are keen to understand current perceptions of the museum, and to build and employ our profile and brand to create the greatest impact with our resources.

The principles of these strategic pieces of work are:

- To demonstrably support PHM's vision, mission and role
- To remain audience focussed and engage with people
- To understand and measure the impact of our work, evaluation and insight led
- To ensure everything we do will be relevant to the world today
- To be, agile and responsive, embracing change
- To see equality, diversity and inclusion as a golden thread in everything we do
- To be bold about how we define ourselves and our mission

### Audience journeys

Success going forward will depend on the museum creating coherent insight-informed engagement journeys, on-site and online, with accessible content and activities which are daring, relevant, and which (directly or indirectly) inspire action. PHM must continue to develop partnerships with community and campaigning organisations to enable the museum to engage meaningfully with diverse audiences.

PHM will need to exploit digital media and the rapid advancements in technologies to reinforce its relevance, raise PHM's profile and present opportunities to maximise the museum's impact. Search engine optimisation, Pay-per-click Google campaigns, Google Analytics and Social Media engagement which extends beyond organic reach will provide valuable data insights. These insights will shape PHM's compelling communications and audience journeys, ensuring our appeal to a range of audiences, helping reach more, different and diverse people. We will ensure communications and marketing campaigns are efficient and effective. We will harness digital technologies to maximise our reach with bold and strategic marketing campaigns which showcase what PHM is and what our brand stands for.

### Press coverage

We will proactively secure press attention and call upon a wide range of expertise to seize coverage opportunities for all areas of the museum's work. We will be clear on the actions we want to inspire people to take and on which campaigns and movements we amplify. We will be seeking to maximise the social and financial return on investment in PR.

We will use our storytelling approach to contribute to contemporary issues, helping maximise our impact. In using this expertise, PHM will be actively contributing to the contemporary news agenda relating to issues of equality and social justice, demonstrating the relevance of the museum

# Aim 4: Building financial sustainability and enterprise

## Our ambition

We will diversify our income sources, taking a dynamic approach to building our self-sufficiency and financial resilience in response to external pressures and opportunities. By doing so, we will become increasingly enterprising to maximise our resources and assets in order to safeguard the heritage in our care. By becoming financially stronger, we can create an even greater impact.

## Our current position

The world has changed dramatically over the past year, and so too must PHM. The museum operates in a challenging public funding environment, expected to become ever-more competitive during the recovery from the pandemic. PHM has strong foundations in place to generate additional income from individual giving and enterprise activities, helping the organisation to build financial resilience and mitigate risk.

PHM receives support from Arts Council England (with NPO status), Greater Manchester Combined Authority (GMCA) and Manchester City Council (MCC) as the museum's major funders and stakeholders. In 2021/22 PHM also has secured funding from the Art Fund, Joseph Rowntree Charitable Trust and a number of other funders, placing the museum in a stable position for this period of recovery and growth.

PHM has a loyal donor base with a strong pipeline of supporters and sees a good level of return custom across ticket sales, venue hire and PHM's retail offer. With the museum being closed for much of the last year, income from venue hire and events has taken the biggest hit, and the team have worked hard to maintain their relationships with clients and to prepare the museum for a return of bookings in 2021/22. Retail has pivoted to include click-and-collect services and the launch of an online shop to maximise sales and income during closure. The museum appointed a new café partner in early 2021 which will contribute positively to the visitor experience and trading income of PHM as the museum prepares to reopen.

vision and ambition.



## Our future direction

The focus for 2021/22 is for PHM to see all teams playing their part in achieving our ambitious income-generation targets. An enterprise mindset will be encouraged and celebrated by all. Key pieces of work will include:

### Recovery of commercial income

We will dedicate resources to recovering, growing and evolving our trading activities; retail, venue hire and café. We are committed to ensuring a high-quality offer, on-site and online, which secures unrestricted income for the museum and builds a loyal base of clients who also act as supporters and advocates for PHM's

### Strategic fundraising

PHM will adopt a strategic approach to fundraising, refining the museum's call to action and increasing the urgency of its fundraising ask to maximise opportunities to secure unrestricted and full-cost recovery income. We will review and refresh our Join the Radicals scheme, seeking to grow individual and philanthropic giving. We will harness the CRM to improve donor journeys and insights and invest in personalised correspondence. We will balance acquisition with engagement and retention. We will also reach out to new trust, union and corporate funding providers, seeking to diversify our portfolio.

### Enterprise: giving choices to spend

During 2021-22, PHM will develop and champion a number of enterprise opportunities which give our audiences choice over how to engage and spend when they want to. We will undertake enterprise sprints to experiment with new income-generating products and activities. PHM's audience journeys and visitor experience will consistently support PHM's ability to generate fundraising, enterprise and trading income.





# Priority 1: Access and inclusion

## Our ambition

We will live our vision of a fairer society by further deepening the museum's commitment to equality, diversity and inclusion. Our 'Nothing About Us Without Us' project will be central to raising the bar and embedding access at the heart of our work. This will be the springboard for an ongoing journey of striving to be the most accessible and inclusive physical, sensory and digital museum we can be.

## Our current position

Access and inclusion have always been at the heart of PHM's collections and work, with a wide range of campaigns represented across the museum's histories and stories. PHM always takes an intersectional approach to inclusion when working with and showcasing certain themes, issues, communities and campaigns.

Current programme and engagement themes are fundamentally about an accessible and inclusive approach with Migration being delivered in 2021 and Nothing About Us Without Us in 2022-23.

At an organisational level the museum has an Equality, Diversity and Inclusion (EDI) Action Plan in place which covers 5 areas:

- Collections, content and programmes
- Audiences and communities
- Workforce and the organisation
- Commercial and fundraising
- Governance and leadership

There is an EDI working group including members from across the museum's team who are meeting regularly to lead the development and delivery of this work (with all members of the team involved) and to ensure measurement and reporting of progress under each of these five headings.

## Our future direction

Looking ahead the museum is passionate about continuing to play a leading role for access and inclusion in the sector and to extend the positive change and impact it has seen at a programme level to the whole museum.

Nothing About Us Without Us for example, will use the programme to reflect and review internal structures and processes, in particular with regards diversity of recruitment and governance through consultation with disabled people and disabled people's organisations. All trustees, staff and volunteers will understand what the social model of disability is and what they can do to make PHM a more welcoming and accessible organisation for disabled people as visitors and employees.

PHM will complete:

- A physical and sensory access audit of all public spaces and workspaces with an action plan implemented
- An access audit of digital content and all online platforms with an action plan implemented
- An access review of employment practices, policies and procedures
- Appropriate staff training following a survey of staff needs and in consultation with the NAUWU steering group

# Priority 2: Environmental action

## Our ambition

We will use our stories of environmental activism to take a lead in inspiring people to use their voices and actions for greater environmental justice.

We will also greater understand the museum's environmental impact and create an action plan to be zero carbon by 2038 in line with Greater Manchester targets.

## Our current position

PHM's collection already features objects related to environmental activism and the climate crisis and this has been a focus of contemporary collecting work in recent years. In 2019 the museum's Protest Lab became a place for people to share details of the campaigning in this area and PHM was able to engage people in debate, discussion and activity on the environment.

Over the last decade the museum has also taken responsibility for its own environmental impact as an organisation and public building with a range of actions and measures including:

- Training for staff including carbon literacy
  - Recycling schemes for both staff and visitors
  - Building improvements to reduce energy use and waste
  - Collaboration with local networks (including Manchester Arts Sustainability Team – MAST)
  - Improvement of digital systems and processes to reduce use of paper
- Reporting environmental impact information to Julie's Bicycle as an NPO

## Our future direction

In the coming year PHM will review and update its Environmental Strategy and Action Plan with clearer and measurable targets to achieve and demonstrate impact. This will cover PHM's role as an Activist Museum advocating for change and engaging people in debate and action, as well as its commitment to going on its own environmental journey.

PHM will deliver:

- An environmental audit to establish an organisational baseline and set ambitious targets with achievable milestones (including an action plan for future capital improvements to be made to the museum building)
- Continued contemporary collecting around environmental action and climate crisis
- Further training for all staff on environmental impact and carbon literacy



- An internal working group of staff, volunteers and others who can take a lead in delivering the Environmental Action Plan
- A commitment from the PHM team to support and improve the environment of its local area, including litter picking, recycling services, green transport links and more
- Audience engagement work prioritising activity with children and young people

PHM will also enter a new and exciting partnership with Open Kitchen in 2021 who will become the museum's café and catering provider. Open Kitchen is Manchester's leading sustainable catering company with a passion and commitment for conscious catering, fighting food waste and supporting local communities. Open Kitchen at People's History Museum will be the first museum cafe and bar in the country that intercepts food that would otherwise go to waste.

# Priority 3: Digital transformation

## Our ambition

PHM will only be able to achieve its vision by fully embracing digital. Digital will shape audience experiences and transform our infrastructure to help PHM inspire positive action. We aim to reach over a million people a year through our web, social media and digital channels. From online exchange to hybrid events and live-stream learning activities, we plan to use digital technology to engage, connect and inspire audiences. We recognise the value in online experiences and believe our audiences may never need to visit our building to be inspired to take positive action, though of course they will want to! Digital transformation at PHM will see us enhance and deepen audience journeys and will become equal in importance and value to our physical museum experience.

## Our current position

PHM annually benchmarks its digital maturity using the [Digital Culture Compass](#), with most areas of digital activity managed, and some integrated across PHM. Our current infrastructure, staff confidence and capabilities and IT equipment continue to limit our delivery on digital ambitions, with the critical need for further investment in digital. Almost overnight, the pandemic forced digital change and adoption at PHM with significant progress in embracing digital technology, experimenting with platforms and upgrading hardware during 2020, though the museum is not yet fully cloud-based. The museum must build upon the enthusiasm and momentum of the past year to continue the pace towards fully embedding digital at PHM.

## Our future direction

PHM will embrace transformational technological change and have developed and enhanced opportunities and experiences to enable an ever increasing audience to access and enjoy the museum online. Digital as a means to an end will be a core way for PHM to operate in 2021-22, shaping engagement, communication, systems, stories, our structure and infrastructure. 2020 demonstrated just how agile PHM could be, and how keen our audiences are to engage online. We will agree a new digital blue print and strategy, shaping the roadmap for investment, training and projects. 2021-22 will see PHM respond and reimagine its online and hybrid offer delivering high quality experiences and video content, fully implement and maximise opportunities via it's CRM and explore DAMS solutions. We will become data-informed and data-led, using performance insights to experiment with new ideas and make decisions on the most efficient and effective use of museum resources.

# Priority 4: Investing in the future

## Our ambition

We will build and develop our high-performing team to deliver our vision and achieve our aims and ambitions over the coming year and beyond. Investment in our organisation will include clearly defined roles and responsibilities, a culture of giving and receiving feedback, and a new performance management system with SMART objectives to drive success. A review of policies and systems will improve the way we work; working together to build on the advantages of remote and flexible working from the past year while ensuring that the team can work effectively together on strategic, creative and cultural priorities.

We will continue to collaborate with communities and include and represent them within our workforce, leadership and governance structures. Our organisational culture will continue to be an inclusive and safe workplace for everyone.

## Our current position

PHM has a strong and close-knit staff team who are all passionate about the museum's work. The organisation is people focused and the team are excellent at working with visitors and partners. The museum receives lots of positive feedback on the quality of its customer service and the skills, expertise and friendliness of the staff team.

The current organisational structure is relatively flat with a senior management team of four members (including the Director) and a number of small teams of staff working within larger departments. Individuals and teams are delivering a wide range of services and activities for the size of the organisation. Staff are the museum's biggest resource, and biggest cost, and it is therefore essential for the museum to invest in the team and to maximise its people resource to achieve the aims in this Business Plan.

The museum has a [Board of Trustees](#) (currently 13 members in March 2021) with local and national representatives who bring a mix of skills and expertise. The museum has nominated representatives from GMCA, Manchester City Council and the TUC. The museum has recruited Trustees with specific skills and backgrounds to support in key areas, including accounting and finance, legal, brand and marketing, union connections and politics and government.

## Our future direction

Looking ahead PHM is going to face further challenges as we recover from the pandemic, and if the museum is going to progress its vision and achieve its ambition, it will be essential for the whole team to be high-performing and working together to ensure success. This will include the staff team, the Board of Trustees, volunteers, freelancers and community curators / teams.

PHM will use the coming year to invest in:

- A holistic review of the organisations structure, ensuring the right resources and skills are in place to deliver on this business plan
- SMART objectives which cascade from the Business Plan aims to departmental / team objectives and to individual targets which will be set annually and monitored every 6 months
- A new performance management system for all staff which is clearly focused around the Business Plan aims; giving staff the opportunity to shape how they will help to achieve the museum's vision
- A management dashboard collecting agreed data across the organisation linked to Business Plan aims for the leadership team to review monthly and Trustees quarterly
- Developing and implementing a culture of feedback where everyone is confident and comfortable asking for and receiving feedback to improve performance (including 1-2-1s between the Chair and Trustees, including 360 reviews and regular peer review)
- A policy review to update all HR and staff policies across the museum
- Support and guidelines for ongoing hybrid working (as part of a flexible working policy) to set high standards of collaboration and communication and provide training where needed
- Training and development aligned to the aims of the Business Plan, including access and inclusion, impact measurement, financial literacy and enterprise, and digital skills
- Investment in the museum's workforce with Living Wage accreditation across all areas (including café staff) and a focus on people's wellbeing (especially in response to the impact of Covid-19)

The coming year will also see governance changes with a new Chair being appointed from the existing Board of Trustees at the AGM in November 2021. The incoming Chair is keen to review the effectiveness of the current Board and to make changes as required to ensure all Trustees are helping to progress the museum's vision and achieve its ambition for the future.

Trustees in the coming year will focus on:

- PHM strategy and business planning (aligned with the priorities and investment principles of main funders and stakeholders)
- Recovery from the pandemic, financial security and enterprise activity
- Risk management with a new risk register for scrutiny by the Audit and Risk Committee

With a number of Trustees coming to the end of the maximum term of office, PHM will also be openly advertising for a number of new Trustees this year with a commitment to improving diversity and representing the communities the museum engages with.

Partnerships will also continue to be incredibly important to PHM and the senior leadership team will carry out stakeholder mapping in 2021 to review how best to focus on a smaller number of strategic partnerships which will support delivery of the new vision. The museum will focus on collaboration with partners where there are key strategic outcomes and benefits for both – with PHM supporting partners with access to collections and content to support their work and campaigns – and with partners providing the museum with connections to policy development, campaigning and community links.

Collaborating and co-creating with communities will also be fundamental to PHM's future and to delivery of its vision and mission. The museum already has a strong track record of engaging communities in programming and providing a range of opportunities for community members through steering groups and paid community curator / programme roles. In 2021/22 PHM will research models and methodology to ensure community input into wider discussions, developments and decision making across the museum – looking to establish a community advisory panel or similar structure.



# Join our free museum membership

Take the 5 minute quiz to find out what you  
you are and help us match you to what's on at Phil  
what's on at Phil

As a member we will send you an invitation  
approximately every two months



# Our finances

The museum is a Registered Charity (295260) and Limited Company (2041438) and has an external annual audit of its consolidated accounts (including the subsidiary trading company); copies of which are available on request. There is an Audit and Risk sub-committee of the Board of Trustees (chaired by a chartered accountant and partner in their firm) which monitors all financial information and reports to the main Board quarterly.

This Business Plan includes a budget for 2021/22 (below) which has been scrutinised and approved by the museum's Audit and Risk Committee and the Board of Trustees.

## Budget assumptions

The following information has been used to create the budget for 2021/22:

- PHM will re-open on 19.5.21 (subject to lockdown restrictions being lifted as planned) and visitor numbers and activities will increase over the following months with the hope that they would return to pre-Covid patterns by early 2022
- PHM will continue to use the Job Retention Scheme for a large number of staff in April while the museum is closed and there will be a reduced amount of income from the furlough scheme between May and August 2021
- Some grant income was secured prior to 2021 for delivery of programmes and projects that have been delayed due to the pandemic. All funders have agreed to this work being delivered in 2021/22 and funding has been moved into this budget accordingly
- PHM was grateful to receive support from the CRF2 funding of £172,949 to support the re-inflation of the museum's reserves to an 8 week position (see reserves statement below)

## Reserves (update March 2021)

Unrestricted reserves at the end of 2019/20 financial year were £131,220. With recent crowd funding, furlough extensions and business grants to assist the loss in Trading income we estimate a positive balance figure for 2020/21 of £33K. This should increase our unrestricted reserves to a level which can cover the predicted 2021/22 loss figure shown in the budget below.

# 2021 /22 Budget

Income	
Grants	
GMCA	408,970
ACE NPO	322,000
NLHF	0
Trusts and Foundations	98,000
Other	90,000
MCC (gift in kind)	154,000
Gifts / Donations / Sponsorship	
Business/Company sponsorship	20,000
TU sponsorship	20,000
Donations (incl Join the Radicals)	100,000
Education income	10,000
Banner conservation	15,000
Collections / events / photos / sundry	10,000
Bank interest	1,500
Total Trading Profit	60,000
<b>TOTAL INCOME</b>	<b>1,390,470</b>
Expenditure	
Staffing Costs (inc 30% on costs)	973,400
Job Retention Scheme income	-23,000
Property Costs	
Rent and Rates (see MCC above)	154,000
Light/Heat	80,000
Repairs/Maintenance	85,000
Water	4,000
Total	323,000
Operating / Governance Costs	
Exhibitions	50,000
Education	12,000
Conservation	5,000
Collections Purchase	0
Marketing and Communications	35,000
General services	35,000
Telephone	3,000
Travel & Subsistence	8,000
Insurance	22,000
Stationery / Postage	3,000
Audit / Legal	8,000
Total	181,000
<b>Total Expenditure</b>	<b>1,454,400</b>
<b>Balance</b>	<b>-144,930</b>

# Appendices

1. Activity Plan
2. Risk register
3. Strategic fit



# 1. Activity Plan

AIM 1	Objective	Details	Start Date	End Date	Responsibility
Impact-led engagement	Collaborating with communities	<ul style="list-style-type: none"> <li>Continued consultation and decision making through steering groups or other models               <ul style="list-style-type: none"> <li>Nothing About Us Without Us steering group established and engaged</li> <li>Research into a new community advisory panel to work across PHM organisation and review of all remuneration for community members involved in our work</li> </ul> </li> <li>Measure impact of deeper participation with PHM on skills, confidence, connectedness, wellbeing               <ul style="list-style-type: none"> <li>Review existing evaluation tools and other models for measuring deeper engagement</li> <li>Evaluate NAUWU using agreed framework</li> </ul> </li> </ul>	April 2021	March 2022	Programme Officer
			Autumn 2021	Spring 2022	SLT
			Autumn 2021	Spring 2022	Engagement Manager
	Understanding and measuring impact	<ul style="list-style-type: none"> <li>Agreeing and using a set of evaluation tools to measure impact (including Audience Finder, Impact &amp; Insight)               <ul style="list-style-type: none"> <li>Complete Audience Finder surveys of visitors</li> <li>Complete Impact and Insight evaluation of events and exhibitions (minimum of 3 per year)</li> <li>Evaluate online engagement using appropriate tools and analytics</li> </ul> </li> <li>Reviewing methodology and partnerships in 2021/22 which will help PHM to measure:               <ul style="list-style-type: none"> <li>Number of people inspired to take action</li> <li>Number of people who understand the power of people to affect positive change</li> <li>Number of people who understand and support the social model of disability</li> <li>Other measures to be agreed</li> </ul> </li> </ul>	April 2021	March 2022	Communications Manager  Engagement Manager  All team members

	Taking a hybrid approach to engagement	<p>Onsite engagement activity in 2021/22 on the Migration programme theme includes the following exhibitions:</p> <ul style="list-style-type: none"> <li>• <a href="#">2020 – 2021 Banner Exhibition</a></li> <li>• <a href="#">A British Museum Spotlight Loan, Crossings: community and refuge</a></li> <li>• <a href="#">#WELCOME?</a></li> <li>• <a href="#">My Home Is Not My Home</a></li> <li>• <a href="#">‘Staying’ put after disaster: life after Hurricane Irma in Barbuda</a></li> <li>• <a href="#">Bridging Communities with Rochdale Young Interpreters</a></li> <li>• <a href="#">More in Common: in memory of Jo Cox</a></li> </ul> <p>Online engagement activity in 2021/22 will include:</p> <ul style="list-style-type: none"> <li>• <a href="#">PHM’s 3D virtual tour</a></li> <li>• <a href="#">Fabric of Protest</a> online</li> <li>• <a href="#">My First Protest Song</a> online</li> <li>• <a href="#">Bedtime Story</a> online</li> </ul> <p>Art Fund Respond and Reimagine project will also improve delivery of online engagement following agreed project milestones – looking at hybrid events including monthly <a href="#">Radical Lates</a> and premium ticketed events for audiences.</p>	<p>Dates to be confirmed once museum reopens to the public (planned reopening date 19 May 2021)</p> <p>April 2021</p>	<p>TBC</p> <p>March 2022</p>	Engagement Team
	Working with children and young people	<p>Learning review continues in 2021/22 with team using opportunity to reflect on the impact of the learning programme and think about future digital and hybrid delivery</p> <p>Learning programme delivers onsite and online in the coming year, working with schools and groups to evaluate and develop future learning activities</p> <p><a href="#">Vital Voters project</a> delivery begins again in late Summer 2021 following project plan and agreed milestones</p>	<p>April 2021</p> <p>September 2021</p>	<p>March 2022</p> <p>March 2022</p>	Engagement Manager and Team

AIM 2	Objective	Details	Start Date	End Date	Responsibility
Celebrating our stories	Auditing and understanding the collection	<ul style="list-style-type: none"> <li>Delivery of DDF project to increase collections understanding following agreed project plan and milestones</li> <li>PHM is ready for accreditation review with all updated policy and procedures in place</li> <li>Collections audit to feed into Nothing About Us Without Us programme for 2022-23, identifying scope of current collection and gaps for contemporary collecting</li> <li>Partnership with Manchester University on Collaborative Doctoral Award - 'Total Liberation': Feminism, Socialism and Red Rag (1972-1980)</li> </ul>	Summer 2021	Summer 2023	Head of Collections and Engagement
			April 2021	TBC	
			April 2021	March 2022	
			Autumn 2021	3 years	
	Building and sharing expertise	<ul style="list-style-type: none"> <li>Auditing collections and subject knowledge held by the existing PHM team (across all departments)</li> <li>Investment in skills and knowledge sharing internally through team and individual development plans</li> <li>Defining collections specialisms across the team and building shared research capacity into people's roles</li> <li>Continued work with Manchester Metropolitan University, tapping into skills and knowledge of History and Politics department</li> </ul>	April 2021	March 2022	Head of Collections and Engagement
	Decolonising the collection	<ul style="list-style-type: none"> <li>Develop workplan and set of priorities for Researcher (returning from maternity and study leave in December 2021) to audit and understand PHM's collection around diverse stories and perspectives</li> </ul>	December 2021	March 2022	Researcher
	Collecting contemporary stories	<ul style="list-style-type: none"> <li>Continue monthly acquisition meetings to review donations to the collection (including community voices) and make joint decisions on acquisitions</li> <li>Use the museum's themes for engagement to target contemporary collecting activity (Migration) (Nothing About Us Without Us)</li> </ul>	Monthly		Collections Officer

		<ul style="list-style-type: none"><li>• Work with community groups / steering groups to discuss how PHM can diversify donors to the collection (as well as the diversity of the stories it collects and shares)</li></ul>	April 2021	March 2022	
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AIM 3	Objective	Details	Start Date	End Date	Responsibility
Inspiring profile and brand	Audience, Marketing and Editorial	<ul style="list-style-type: none"> <li>Development of a Marketing and Audience Strategy to sit alongside the Business Plan and provide clear direction and objectives for most effective use of brand and profile to achieve vision and mission</li> </ul>	April 2021	September 2021	Director
		<ul style="list-style-type: none"> <li>Editorial strategy to be researched and developed to define, agree and share a style and tone of voice for PHM that is bold, inspiring and relevant</li> </ul>	September 2021	December 2021	Head of Business Development
		<ul style="list-style-type: none"> <li>Review of PHM brand and style guide to refresh if necessary for both internal and external application</li> </ul>	2021	2022	Communications Manager
	Audience journeys	<ul style="list-style-type: none"> <li>Embedding use of audience segmentation to shape and adapt communications messages, platforms and style to suit audience needs as part of their engagement journey</li> </ul>	April 2021	March 2022	Communications Manager
		<ul style="list-style-type: none"> <li>MarComms dashboard to be created illustrating performance with stakeholders and audiences – using data to demonstrate reach and impact</li> </ul>	April 2021	May 2021	Head of Business Development
	Press coverage	<ul style="list-style-type: none"> <li>Review of PR strategy and approach to maximise opportunities to deliver against priorities of this Business Plan and make best use of resources and expertise to respond to requests</li> <li>Agree strategy for PHM to generate news stories and proactively seek coverage for key engagement themes and for core PHM stories and messages</li> <li>Agree process for rapid response for PHM to be able to respond quickly and meaningfully to current affairs, news and events</li> </ul>	April 2021	March 2022	Senior Leadership Team  Fido PR  Communications Manager

AIM 4	Objective	Details	Start Date	End Date	Responsibility
Building financial sustainability	Recovery of commercial income	<ul style="list-style-type: none"> <li>Reopening of museum with new café provider in place – working together in partnership to maximise trade for both café and onsite events catering</li> <li>Retail to continue with both onsite and online offers – regular review of retail figures to make future decisions on stock and potential investment to increase profit</li> <li>Venue hire and events to see slow recovery pending client confidence and government restrictions in place – continue to maintain client relationships and market spaces and services once bookings are possible</li> </ul>	May 2021		Head of Business Development
			April 2021	March 2022	Business Development Team
	Strategic fundraising	<ul style="list-style-type: none"> <li>See Fundraising Strategy for detailed objectives under headings of acquisition, engagement and retention</li> <li>Active Trello Board in use as Fundraising action plan with all actions having key dates, roles and responsibilities defined</li> </ul>	April 2021	March 2022	Director Head of Business Development
	Enterprise: giving choices to spend	<ul style="list-style-type: none"> <li>Test new enterprise activities via sprint actions and experiments across the team - see Enterprise Action Plan for details of actions by quarter in 2021/22</li> <li>Research into social investment models and opportunities for the museum – to be presented to Trading Company or Main Board of Trustees for discussion and decision</li> <li>Encourage 'passive' giving, automate processes</li> </ul>	April 2021  Autumn 2021	March 2022  Spring 2022	Head of Business Development

## 2. Risk register

Description of risk	Risk assessment			Risk mitigation			
	Potential impact (1-5)	Likelihood (1-5)	Overall score	Actions to reduce impact of risk	Responsibility	Dates / Milestones	Priority level in 2021/22
<b>Organisational</b>							
Covid-19 Ongoing disruption to museum operations in 2021-22 (including closure) with reduction in visitors and loss of earned income.	4	5	20	Ongoing actions to mitigate impact of Covid-19 include: <ul style="list-style-type: none"> <li>- Online and hybrid delivery for audiences</li> <li>- Applications for emergency funding</li> <li>- Use of the Job Retention Scheme while museum is closed</li> <li>- Liaising with key funders and stakeholders (especially GMCA and ACE)</li> <li>- Scenario planning and financial modelling for range of outcomes</li> <li>- Continued close monitoring of income, expenditure and cashflow</li> <li>- Diversification of income streams through an enterprising approach</li> <li>- Business Plan for 2021-22 to prioritise recovery from the pandemic as part of longer term plans to deliver new vision, mission and role for PHM</li> </ul>	Board of Trustees  SLT	PHM due to open to the public from 17 May 2021  Covid-19 impact to be reviewed: <ul style="list-style-type: none"> <li>- Weekly by SLT</li> <li>- Quarterly at Board meetings</li> </ul>	HIGH
Covid-19 Risk to staff contracting or passing on covid while working onsite at the museum  Risk to visitors contracting or passing on covid while visiting the museum	4	3	12	PHM has a covid risk assessment in place (to be updated May 2021) which includes risk mitigation for both staff and visitors to the museum. The museum has secured 'good to go' status from Visit England and has put a wide range of covid measures in place for the museum as both a workplace and a public building: <ul style="list-style-type: none"> <li>- One way visitor flow in appropriate areas</li> <li>- Social distancing signage and guidance</li> <li>- Registration to visit and maximum occupancy levels</li> </ul>	SLT  Operations and Visitor Services Officer	PHM due to open to the public from 17 May 2021  Covid-19 impact to be reviewed: <ul style="list-style-type: none"> <li>- Weekly by SLT</li> <li>- Quarterly at Board meetings</li> </ul>	HIGH

Description of risk	Risk assessment			Risk mitigation			
	Potential impact (1-5)	Likelihood (1-5)	Overall score	Actions to reduce impact of risk	Responsibility	Dates / Milestones	Priority level in 2021/22
				- Hand sanitiser available throughout the building			
Knowledge drain from the organisation when key senior staff leave	3	3	9	PHM has a number of procedures in place to mitigate the effect of key senior staff leaving the organisation. These include a general commitment to information sharing in the organisation and a requirement for senior staff to work a three months' notice period so as to create effective knowledge transfer, either to other members of staff or in a document to be created before the end of the contract.	SLT	Ongoing	MEDIUM
Difficulties recruiting to key senior management and management roles due to salary levels in comparison with other organisations	3	4	12	Board of Trustees to review Exec salary levels (and wider payscales and grading) in 2021 in response to feedback from recent recruitment for a senior management position. Director to provide overview of current salaries alongside a benchmarking exercise of comparative examples in the sector.	Director Board of Trustees	Review to take place in Summer 2021	HIGH
Creating and maintaining an effective and diverse Board of Trustees with the skills and experience to enable PHM to thrive	3	3	9	Board members have maximum terms of office (3 terms of 3 years) which encourages rotation of Trustees with new skills, experiences and backgrounds.  Annual skills audits for the Board ensure regular review of the skills and experience needed by PHM and succession planning is in place for when Trustees come to the end of their term.  Open and external recruitment is used to fill positions on the Board, utilising diverse organisations and networks to advertise vacancies.	Chair of Trustees  Board of Trustees  Exec Support Officer	Annual AGM in November	MEDIUM



Description of risk	Risk assessment			Risk mitigation			
	Potential impact (1-5)	Likelihood (1-5)	Overall score	Actions to reduce impact of risk	Responsibility	Dates / Milestones	Priority level in 2021/22
Difficulties recruiting staff and volunteers reflective of the diversity of the communities PHM engages with and represents, and with the skills and experience to enable PHM to thrive	3	3	9	<p>PHM created a new Equality, Diversity and Inclusion Action Plan in 2020 and a working group of staff has started to meet to lead and champion this work. This plan includes a section on Organisation and Workforce which includes a commitment from the museum to actively diversify its staff, volunteers and freelancers.</p> <p>In 2021/22 this will include a review of all HR policies and procedures, recruitment practices and flexible working. PHM will also actively seek to increase the diversity of the Visitor Services team with any new opportunities, advertising through diverse networks and partnerships, exploring apprenticeship options and thinking creatively about recruitment away from the usual routes into the museum sector.</p>	SLT  Exec Support Officer	Ongoing	MEDIUM
Reputational damage to PHM as a result of negative press coverage, social media posts or complaints from a member of the public	4	3	12	<p>As an activist museum involved in current issues, events and campaigns, there is an increasing likelihood of receiving alternative and negative responses to content and messages shared / communicated by PHM.</p> <p>PHM will prepare for this and protect its reputation through a series of measures:</p> <ul style="list-style-type: none"> <li>- Having a crisis communications plan in place which outlines process and responsibilities in the event of negative coverage</li> <li>- Training and support for relevant PHM staff in dealing with a communications crisis</li> <li>- Discussion with the Chair and Trustees about any perceived risk to reputation</li> <li>- Notification of the Chair of Trustees in the event of a communications crisis</li> </ul>	SLT  Communications Manager Fido PR	Ongoing in response to issues	HIGH

Description of risk	Risk assessment			Risk mitigation			
	Potential impact (1-5)	Likelihood (1-5)	Overall score	Actions to reduce impact of risk	Responsibility	Dates / Milestones	Priority level in 2021/22
<b>Technical / Operational</b>							
A natural or other disaster affects the museum's building or collections, including flood and fire	5	2	10	<p>PHM has a Disaster Plan is in place outlining all the actions to be undertaken in case of an emergency which would affect the building or collection. Copies of this are held by all named people in the plan with shared responsibility for taking action.</p> <p>PHM has a contract in place for security support and surveillance with Spinningfields security which includes regular patrols around the building (including flood watch) and building alarm support.</p> <p>The museum has regular fire safety checks and provides training for staff on emergency evacuation and fire response.</p> <p>PHM has seen very high river levels on the Irwell in recent years and needs to fully understand the risk to PHM. Information has been obtained from the Environment Agency and the museum plans to commission someone to model the risk from flooding to the archive in particular (funding permitting).</p>	Head of Finance/ Buildings and Galleries Officer  SLT		HIGH
<p>Terrorism Impact of Terror-related activities;</p> <p>Including threats of attacks or actual attacks on the museum</p> <p>including changes in visitor behaviours in Manchester city centre</p>	5	2	10	<p>Members of PHM's team have attended terrorism awareness training provided by Manchester City Council and the Spinningfields Estate. Further online training has been provided for a wider group of staff, focusing on the Visitor Services team.</p> <p>PHM will continue to engage with partners in the City and in Spinningfields, supporting city-centre strategies to develop a terror resilient offer within the city.</p>	<p>Board of Trustees</p> <p>SLT</p> <p>Operations and Visitor Services Officer</p>	Ongoing with regular review of national and local risk levels	HIGH

[illegible]

Description of risk	Risk assessment			Risk mitigation			
	Potential impact (1-5)	Likelihood (1-5)	Overall score	Actions to reduce impact of risk	Responsibility	Dates / Milestones	Priority level in 2021/22
Failure to receive funds from major funder	5	3	15	<p>The museum Trustees and senior staff prioritise the seeking and retaining of funds from all sources so that the work of the museum can continue. The museum has a track record of over 30 years of managing the finances of the organisation.</p> <p>In response to the current overall funding climate the museum has plans in place to strengthen its fundraising and income generation activities as outlined in the Fundraising Strategy.</p> <p>PHM has worked with external consultants over the past year on a new approach to Enterprise activity and diversification of income.</p>	Director Head of Finance Head of Development	Ongoing with annual income and fundraising targets set within the Business Plan	HIGH
Failure to receive funds from GMCA which provides the highest proportion of the museum's revenue funding (30% of total income)	5	3	15	<p>PHM has received funds from AGMA / GMCA since 1988, successfully delivering against funding priorities each year with delivery across Greater Manchester districts and maximising its GVA and economic impact for the region.</p> <p>The museum has a GMCA representative on the Board of Trustees (currently a Salford Councillor) which helps to maintain good relationships – as well as having good relationships with senior GMCA officers responsible for the Culture Fund.</p> <p>PHM has good political support from the GM Mayor which Trustees and Executive staff need to maintain and develop.</p>	Board of Trustees  Director Head of Finance Head of Development	Ongoing  Reapplication for GMCA funding in mid / late 2021	HIGH
Failure to secure support from the Arts Council as an NPO for	5	3	15	PHM has been a NPO since 2018 and funding has recently been extended until 2023 due to the pandemic. The museum will be reapplying	Board of Trustees	Ongoing	HIGH



Description of risk	Risk assessment			Risk mitigation			
	Potential impact (1-5)	Likelihood (1-5)	Overall score	Actions to reduce impact of risk	Responsibility	Dates / Milestones	Priority level in 2021/22
the next round of funding from 2023 onwards (20% of total income)				<p>for its NPO status and funding in early 2022 and the removal of NPO funding would have an immediate effect, requiring a significant review of costs for staff, buildings and service provision, and reduction in delivery of the museum's ambitious aims and objectives for the 2020-2030 period.</p> <p>PHM has a good working relationship with ACE relationship managers and has been visited several times by senior members of the ACE team. PHM Trustees and the Executive need to continue to maintain and develop these relationships to raise the national profile of the museum.</p> <p>PHM has delivered against all previous and existing Arts Council priorities (including a 'strong' rating for the Creative Case for Diversity) and has been involved in the consultation and development of the new strategy – 'Let's Create'.</p> <p>PHM's work aligns well with Arts Council priorities and investment principles and the museum will dedicate time in 2021/22 to establishing how it will deliver against these through all of its work.</p>	Director Head of Finance Head of Development	Reapplication for NPO funding in early 2022	
Museum is unable to achieve and maintain the appropriate level of reserves needed for the organisation	4	3	12	<p>Reserves Policy statement: The build-up of large reserves is neither possible nor a priority for the museum as available money issued to achieve the Charity's aims. The Charity's main funders will provide at least 3 months' notice with equivalent grant monies should they intend to withdraw funds. The Trustees have agreed that this together</p>	Director Head of Finance Head of Development		HIGH

Description of risk	Risk assessment			Risk mitigation			
	Potential impact (1-5)	Likelihood (1-5)	Overall score	Actions to reduce impact of risk	Responsibility	Dates / Milestones	Priority level in 2021/22
				<p>with a general reserve of at least £350,000 to be made up of all unrestricted current assets will enable the museum to run whilst alternative funding is sought.</p> <p>Match funding for any capital projects (see below) will be separate to the reserves plan. Reserves may be used to assist cash flow but would be reclaimed in total at the end of any project. The museum would not proceed with a capital scheme until match funding was secured and would not be dependent on the use of reserves.</p>			
PHM's high pension contributions (currently around 25% employer contributions) becomes unsustainable as oncosts add 35% onto staffing costs which is disproportionate for the size and scale of organisation	4	3	12	<p>PHM is part of the Greater Manchester Pension Scheme (underwritten by Manchester City Council) and as a small employer, the current contributions of 25% are very generous and very costly.</p> <p>A review of the pension scheme and levels of employer support would be helpful in considering options for the future in a professional and appropriate way which continues to provide staff benefit while also considering the financial resilience of the organisation.</p> <p>PHM will need Trustee oversight of this review (tapping into any relevant expertise on the board) as well as some external HR / pensions advice in 2021, as the existing senior team do not have this knowledge. A review and set of recommendations would help the Board of Trustees to discuss and agree next steps.</p>	<p>Chair &amp; Board of Trustees</p> <p>Director</p> <p>HR adviser (TBC)</p>	Review to be completed in 2021	HIGH

Description of risk	Risk assessment			Risk mitigation			
	Potential impact (1-5)	Likelihood (1-5)	Overall score	Actions to reduce impact of risk	Responsibility	Dates / Milestones	Priority level in 2021/22
Un-foreseen problems occur which require financial input, especially in relation to the building	3	5	15	All museum buildings and equipment are properly inspected and maintained to avoid early damage and forced replacement. An allowance is made for the planned replacement of perishable items such as light bulbs and IT equipment. Projects are not undertaken unless a high proportion of the finances needed, particularly staffing, to cover the project are in place.	Head of Finance Finance Officer	Ongoing	MEDIUM
Debtors to the museum fold and moneys owed to the museum are not received	3	1	3	The museum has a wide range of businesses it deals with and as a result the risk of any business defaulting on payment is spread and the size of the moneys potentially lost to the museum is modest.  Where the museum is owed larger amounts of money (e.g. for external contracts for conservation or for its catering concession), the museum always require either staged payments or regular part payments.	Head of Finance Finance Officer	Ongoing	LOW
Museum fails to secure unrestricted income from individual giving and trading income against targets set for this Business Plan (adjusted in 2021/22 to allow for Covid-19 recovery)	5	3	15	The museum's individual giving income is made up of donations on-site, on-line donations and income from the Join the Radicals campaign. Targets will be reviewed annually to ensure the right balance between being ambitious and realistic. Recent success with a crowdfunding campaign has demonstrated huge support for the museum. Better use of the new CRM will also improve and automate donor communications to retain and build the donor base.  Targets for Trading income are set by the Trading Company Board and this year reflect the uncertainty associated with events recovery	Head of Finance Head of Development Business Development Officer	Ongoing  Quarterly financial updates on income for Audit and Risk, Trading Company Board and Board of Trustees	HIGH

Description of risk	Risk assessment			Risk mitigation			
	Potential impact (1-5)	Likelihood (1-5)	Overall score	Actions to reduce impact of risk	Responsibility	Dates / Milestones	Priority level in 2021/22
				and visitors returning to the museum following the pandemic. New income streams are being explored as part of a roll out of enterprising culture and activity across the museum.			
<b>Legal</b>							
PHM leases or contracts challenged	3	1	3	All major leases and contracts are drawn up and checked by our solicitors Pannone. PHM also has pro bono legal support from Thompsons Solicitors via representation on the Board of Trustees.	Head of Finance Director	Ongoing	LOW
Accident or injury to any visitor or employee at the museum	4	2	8	<p>PHM ensures that all statutory Health &amp; Safety legislation is followed, with training in First Aid and Fire Marshall Evacuation for appropriate staff.</p> <p>A range of workplace risk assessments are completed and reviewed by relevant managers. All areas of the museum's building (including the stores at 103 Princess Street) and all equipment are regularly inspected and maintained.</p> <p>PHM has comprehensive Building, Contents, Public Liability, and Employee Insurance in place.</p>	Head of Finance Buildings and Galleries Officer	Ongoing	MEDIUM
Grievance or Unfair Dismissal Claims from staff	3	1	3	<p>When required PHM seeks advice from Manchester City Council HR department or an alternative HR adviser on areas including strategic changes to HR legislation and HR policies and procedures.</p> <p>PHM has a performance management system in place with annual staff performance reviews to set clear and measurable objectives. This will</p>	Director SLT Executive Support Officer	Ongoing with annual performance review	MEDIUM



Description of risk	Risk assessment			Risk mitigation			
	Potential impact (1-5)	Likelihood (1-5)	Overall score	Actions to reduce impact of risk	Responsibility	Dates / Milestones	Priority level in 2021/22
				<p>be reviewed and updated in 2021 in line with the aims and priorities of the new Business Plan.</p> <p>PHM will also introduce a culture of regular feedback between managers and teams and across peers, to support development and performance and ensure that any problem areas are dealt with promptly and professionally</p>			
Company/ Charity Law violation	4	1	4	PHM has a track record of compliance with Company Law and Charity Legislation and ensures that statutory returns are made each year. PHM's appointed auditors (Beever and Struthers) carry out the annual external audit and advise the Board of Trustees of any concerns.	Director Head of Finance Executive Support Officer	Annual calendar of dates for statutory returns	MEDIUM

### 3. Strategic fit

The museum connects closely with the aims and priorities of its main funders and supporters including:

#### Greater Manchester Combined Authority (GMCA)

As one of the 35 organisations in the GM Culture Portfolio, PHM is committed to supporting GMCA with delivery against both the Cultural Recovery Plan for 2021/22 and the wider Cultural Strategy. Working with residents and communities across the combined authority has been a key part of the museum's work for many years and continues to be fundamental to the aims and priorities outlined in this Business Plan.

#### Cultural Recovery Plan 2021/22

"The cultural and creative sector has a huge role to play in the recovery our economy, high streets and town centres, consumer confidence and national and international reputation and, equally importantly, in Greater Manchester's collective healing; from commemorating, marking and trying to make sense of the events of the past year, to supporting our residents' physical and mental health, providing educational opportunities for our young people and bringing people together, as a community again."

GM will be asking organisations to focus delivery in 2021/22 in the following areas;

- providing paid employment for artists and freelancers
- providing activity for GM residents, especially in relation to mental health, education, physical health and reducing inequality
- working with and in our high streets, towns, and city centres.

The GM Culture Portfolio will continue to deliver the following themes referenced, helping our places and residents to heal; marking and making sense of the events of the past year:

- Digital connections
- Coming together
- Healing
- Planning for the future

In recognition of the need to use culture to support local and regional recovery plans, this 2021-22 Business Plan will focus on delivering against the recovery plan (while continuing to connect with the Cultural Strategy) in the following ways:

	PHM Aims and Priorities	Evidence and Impact
<b>Delivery areas</b>		
Paid employment for artists and freelancers	<ul style="list-style-type: none"> <li>• Impact-led engagement</li> </ul>	<ul style="list-style-type: none"> <li>• No of freelancers employed</li> <li>• GM freelancers employed</li> <li>• Diversity of freelance team</li> </ul>
Activity for GM residents	<ul style="list-style-type: none"> <li>• Impact-led engagement</li> <li>• Celebrating our stories</li> </ul>	<ul style="list-style-type: none"> <li>• Number of people from GM engaging with PHM services</li> <li>• GM communities represented in PHM exhibitions and programmes</li> <li>• GM schools engaging with PHM</li> </ul>
Working in our high streets, towns, and city centres	<ul style="list-style-type: none"> <li>• Activist profile and branding</li> <li>• Building financial sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Press coverage in GM / featuring GM</li> <li>• Café, retail and commercial services operating at PHM (income and value added)</li> </ul>
<b>Themes</b>		
Digital connections	<ul style="list-style-type: none"> <li>• Digital transformation</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of PHM programmes online and hybrid</li> <li>• Analysis of PHM online audiences (including GM audiences)</li> <li>• Freelance employment to deliver online activities</li> </ul>
Coming together	<ul style="list-style-type: none"> <li>• Impact-led engagement</li> <li>• Access and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Museum reopening to the public from May 2021 (visitor numbers and profile)</li> <li>• Evaluation of impact of PHM programme on participants (using impact and insight toolkit)</li> <li>• Covid-secure events delivered at PHM</li> </ul>
Healing	<ul style="list-style-type: none"> <li>• Celebrating our stories</li> <li>• Access and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Contemporary collecting around Covid-19 and the events of 2020</li> <li>• Participation in GM Ageing Hub</li> <li>• Migration programme theme in 2021</li> <li>• Disability rights programme theme in 2022</li> </ul>
Planning for the future	<ul style="list-style-type: none"> <li>• Investing in the future</li> <li>• Environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative marketing campaigns for culture</li> <li>• Partnerships with other GM organisations</li> </ul>

## Cultural Strategy (2019-2024)

“BY 2024, GREATER MANCHESTER’S CULTURAL OFFER WILL REFLECT THE DIVERSITY OF OUR PEOPLE, WHO FEEL EMPOWERED TO SHARE THEIR STORIES WITH THE WORLD, IMPROVING THEIR WELLBEING AND INCREASING THE PROSPERITY OF OUR BUSINESSES AND THE ATTRACTIVENESS OF OUR PLACES.”

The museum is already working to deliver against the GMCA Culture Strategy which was launched in 2019 – Grown in Greater Manchester. Known Around The World (2019-2024). PHM was involved in the consultation around the new strategy and is very much committed as part of the Culture Portfolio to delivering against its aims and objectives.

The museum continues to be in a strong position to support and deliver against all of the priorities of the GMCA Culture Fund and has received a standstill grant for 2020-22 in recognition of its successful delivery in previous years:

1. Contribute to the recognition of Greater Manchester locally, nationally and internationally to attract new investment, new visitors and new talent to Greater Manchester
  - Makes a contribution of over £10 million to the Greater Manchester economy through all of its activities each year (as measured by the AGMA grants team)
  - Attracts a significant number of visitors into the region from other parts of the UK and from overseas who then spend money while visiting Greater Manchester
  - Is a national museum in Manchester and attracts significant amounts of national press coverage; raising the profile of Greater Manchester through the museum’s work
2. Make a positive contribution to improving skills and employability of residents in Greater Manchester, including support for the creative education, expression and ambition of young people across Greater Manchester
  - Provides a learning and engagement programme that supports the creative learning and development of children and young people from under 5s through to university students
  - Provides skills, training and employment opportunities for Greater Manchester residents and provides a volunteering, placement and intern programme

3. Play a strong role in developing strong and inclusive communities and an improved quality of life for residents, particularly those residents at risk of disengagement or social isolation
  - Delivers a programme of exhibitions and events in partnership with other organisations and communities focused on the 'ideas worth fighting for' at the heart of our society and democracy; giving people a space where their voices can be heard and where they can help shape future provision
  - Co-curates a programme of exhibitions and events with communities, organisations, schools and others from across Greater Manchester, with a focus on groups with protected characteristics and those least engaged with museums, art and culture
4. Be able to evidence how the project will make a positive contribution to improving residents' health and wellbeing
  - Is actively involved in city region priorities including Age-friendly, health and wellbeing, and safe and strong communities with a programme of events and activities delivered both within the museum and out in local communities
  - Provides a cultural resource for the people of Greater Manchester to visit for enjoyment, entertainment, learning, community events and for business



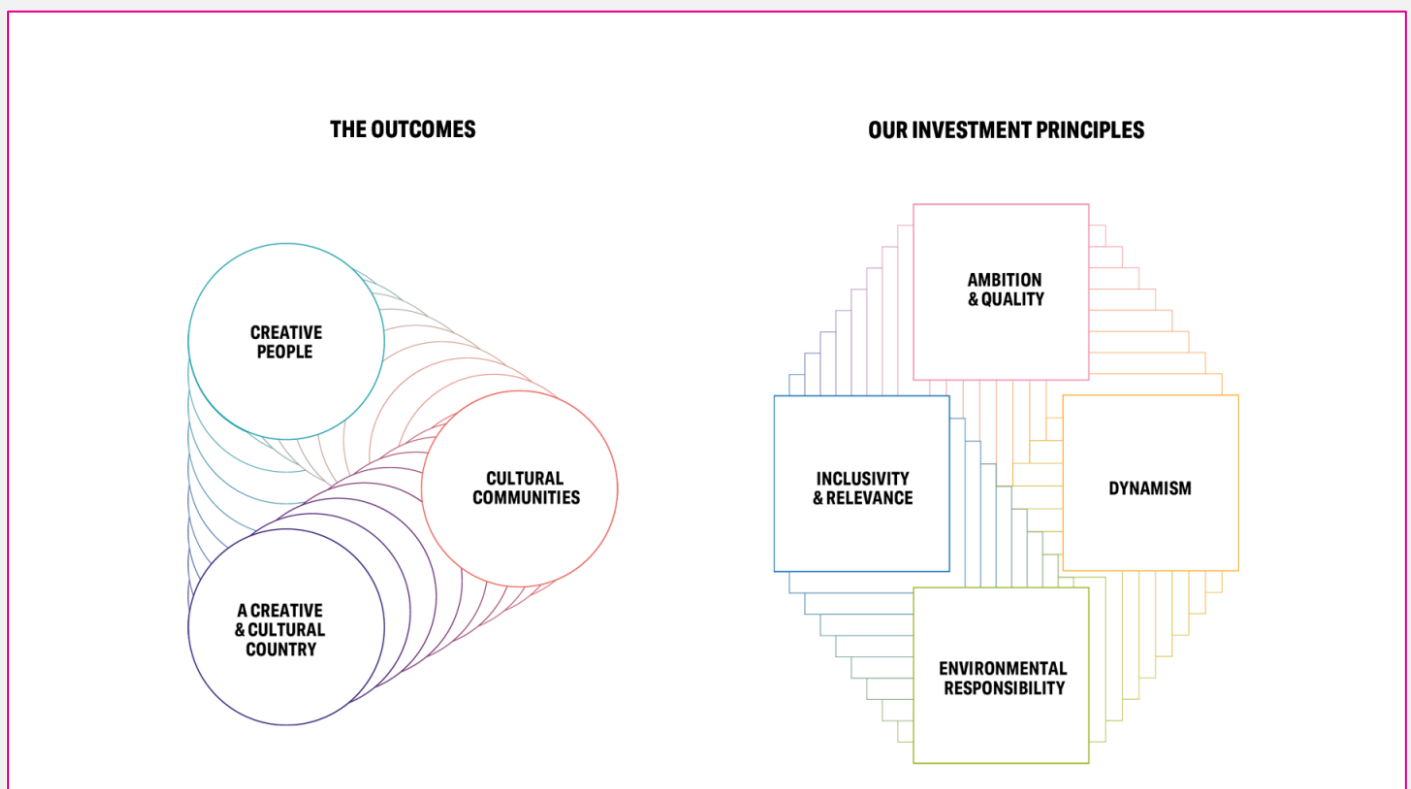
# Arts Council England

## Let's Create

"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"

The museum is already thinking about how it can respond to and deliver the aims and investment principles within Arts Council's new Strategy. There is a lot of synergy between Let's Create and the museum's existing work to collaborate and co-create with communities in order for them to share their histories and stories and express their own culture and creativity within the museum's programme.

The museum is committed to continuing to build upon its successes and its experience and to be a space for people's voices – a place where people come together, play their part and take action to challenge inequality and apathy in order to achieve our vision of a fairer and more cohesive society. This will put PHM in a strong position to help deliver against Arts Council's priorities:



## Creative People

Everyone can be creative, and each of us has the potential to develop our creativity further. Taking part in creative acts such as singing, photography or writing delights and fulfil us, and helps us to think, experiment, and better understand the world

## Cultural Communities

Culture and the experiences it offers can have a deep and lasting effect on places and the people who live in them. Investment in cultural activities and in arts organisations, museums and libraries helps improve lives, regenerate neighbourhoods, support local economies, attract visitors and bring people together

## A Creative & Cultural Country

To achieve the first two Outcomes, we need a professional cultural sector that generates new ideas, works easily and effectively with others, and is adept at developing diverse talent from every community. It should aspire to be world-leading – in the way it makes art, in the imagination and expertise with which it makes exciting use of collections and develops libraries, and in the culture it creates and shares

## Ambition & Quality

Cultural organisations are ambitious and committed to improving the quality of their work.

## Inclusivity & Relevance

England's diversity is fully reflected in the organisations and individuals that we support and in the culture they produce.

## Dynamism

Cultural organisations are dynamic and able to respond to the challenges of the next decade.

## Environmental Responsibility

Cultural organisations lead the way in their approach to environmental responsibility.

PHM's aims and priorities for 2021/22 can be mapped against the Arts Council strategy as follows:

	PHM Aims and Priorities	Evidence and Data
<b>Let's Create Outcomes</b>		
Creative People	<ul style="list-style-type: none"> <li>Impact-led engagement</li> <li>Access and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Impact and Insight evaluations</li> </ul>
Cultural Communities	<ul style="list-style-type: none"> <li>Impact-led engagement</li> <li>Celebrating our stories</li> <li>Activist profile and brand</li> </ul>	<ul style="list-style-type: none"> <li>Visitor figures</li> <li>Audience Finder data</li> <li>Economic impact</li> <li>Online analytics</li> </ul>
A Creative & Cultural Country	<ul style="list-style-type: none"> <li>Access and Inclusion</li> <li>Investing in the future</li> </ul>	
<b>Investment Principles</b>		
Ambition and Quality	<ul style="list-style-type: none"> <li>Impact-led engagement</li> <li>Investing in the future</li> </ul>	<ul style="list-style-type: none"> <li>Impact and Insight evaluations</li> </ul>
Inclusivity and relevance	<ul style="list-style-type: none"> <li>Access and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Audience Finder data</li> <li>Equality and Diversity data on workforce, governance and audiences</li> </ul>
Dynamism	<ul style="list-style-type: none"> <li>Building Financial Sustainability</li> <li>Investing in the Future</li> </ul>	<ul style="list-style-type: none"> <li>Financial information</li> <li>Risk register</li> </ul>
Environmental responsibility	<ul style="list-style-type: none"> <li>Environmental Action</li> </ul>	<ul style="list-style-type: none"> <li>Environmental data (Julie's Bicycle)</li> </ul>

Throughout 2021/22 the PHM team will spend time exploring in more depth and detail how these outcomes and investment principles can be embedded within the museum's current and future business plans. This will include:

- A series of workshops for staff and volunteers on business planning (facilitated with pro bono support from consultancy company, Honey Badger) in April and May 2021
- Ongoing engagement with the whole staff team and different departments as part of business planning, objective setting and performance review frameworks
- An away day / workshop for Trustees on strategic planning for the future during 2021 (and then annual) to ensure Trustees fully understand the outcomes and investment principles and how the museum can help deliver them through its work (with Arts Council representation / presentation included)
- Continued focused discussion on future strategy and planning at the PHM Change Group (sub-group of the Board of Trustees) to include Arts Council Strategy
- Inclusion of Arts Council strategic priorities on quarterly PHM Board Meetings

## Manchester City Council

Based in the city centre, the museum works closely with Manchester City Council (MCC) and receives support with rent and rates costs for both the main museum building and its storage site on Princess Street in Manchester. This is recognised in Museum annual accounts as a gift in kind grant of over £150K.

The Museum pays for MCC administration of its monthly payroll system and the Council is the guarantor which allows Museum staff membership of the GM Pension Fund. The museum also receives advice as required from the HR and legal teams at the City Council. MCC is represented on the PHM Board with a designated Trustee position occupied by a City Councillor.

The museum's Director is a member of the Manchester Cultural Leaders Group, playing an active role in the group that takes responsibility for ensuring that the city's cultural organisations are able to deliver against city priorities. Working collaboratively on strategy, advocacy and programming brings additional strength and impact to the cultural offer of the city for local residents as well as for its national and international reach.

## National Lottery Heritage Fund

Having received capital funding of over £7 million from the NLHF towards the museum's redevelopment (completed in 2010), the museum has an excellent ongoing relationship with NLHF and continues to successfully apply for project funding to deliver a range of programmes and services.

The museum is a champion of the NLHF's outcomes for heritage, people and communities through all of its work and has been very pleased to have received NLHF funding for:

- The museum's exhibitions programme (*A Land Fit For Heroes* in 2014, *Never Going Underground* in 2017, *Represent!* in 2018, and *Disrupt? Peterloo and Protest* in 2019)
- The development of online giving for the museum (Catalyst fund)
- A programme of resilience and business planning for the future (Transition Fund)
- A collections acquisitions programme (in partnership with the Working Class Movement Library) (Collecting Cultures)
- As a partner in the Manchester Histories *Peterloo 1819* bicentenary commemoration project

The museum continues to invest in its relationship with the NLHF team in the North and to share its experiences and resources with other applicants to NLHF funding streams including other museums and community groups.

The museum has provided space within its community gallery programme for a number of other recipients of NLHF grants and worked in partnership with a range of other organisations on funding bids.

Having recently undergone a strategic review, the NLHF has refocused its name and identity to better connect with how the funding comes directly from National Lottery players and has produced a new Strategic Framework for 2019-2024, with a vision of:

“INSPIRING, LEADING AND RESOURCING THE UK’S HERITAGE  
TO CREATE POSITIVE AND LASTING CHANGE FOR PEOPLE  
AND COMMUNITIES, NOW AND IN THE FUTURE”

PHM will continue to consider NLHF funding for appropriate projects and programmes with a focus on the priority area of Community Heritage and thinking carefully about how the museum can help NLHF to:

- continue to bring heritage into better condition
- inspire people to value heritage more
- ensure that heritage is inclusive
- support the organisations we fund to be more robust, enterprising and forward looking
- demonstrate how heritage helps people and places to thrive
- grow the contribution that heritage makes to the UK economy







PEOPLE'S  
HISTORY  
MUSEUM

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People's History Museum  
Left Bank  
Spinningfields  
Manchester M3 3ER

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