



THACKRAY
MUSEUM OF
MEDICINE

BUSINESS PLAN 2022-2023

Contents

Introduction	3
Our Story	4
Growing Medical Capital	5
Mission / Vision	6
Let's Create Together	7
Strategic Objectives	9
Action Plan	13
Risk	22
Financial Summary	27

INTRODUCTION

As we continue to emerge from the COVID pandemic to meet the challenges of working together with our public, partners and stakeholders to rebuild confidence, resilience and communities, our Business Plan for 2022/23 is designed to be a bridge – between a fluid and uncertain present and a more stable, productive and collaborative future. It will be driven by the best of what we have learned; by the best of our innovation and by the most effective and meaningful partnerships to place the museum in the strongest possible position to face the future and to make an outstanding 2023–2027 National Portfolio Organisation submission.

That past two years have shown how important a museum such as the Thackray Museum of Medicine can be. This goes far beyond the educational importance of recording, documenting and interpreting the topic of medicine and healthcare. We have seen the museum become a vaccination centre and a host of vaccine trial clinics. We have delivered wellbeing activities both online and onsite. We have become the first museum in the UK to host a social prescribing clinic. We have opened a fully refurbished museum containing co-created displays that have involved local groups and communities. We have received recognition through nomination as an Art Fund Museum of the Year finalist and we have continued to develop a programme of activities, exhibitions and research that have positioned the museum as a leading player in developing a participatory public understanding of medicine.

Our work in 2021/22 has focused on creating a foundation. Now, as we emerge from the pandemic and adapt to new conditions, our strategic priorities for 2022/23 point to Consolidation, Impact and Sustainability. This will involve embedding the progress we have made in developing new relationships, offers and the core investment principles of Arts Council England's *Let's Create* strategy. It will mean taking our work with co-production and community engagement further and to greater effect – particularly in tackling head-on issues of equity, so that the museum can become a far more effective asset for community transformation. It will mean strengthening our capacity to manage (and take) risks so that we can make the most of opportunities such as Leeds 2023.

Through Consolidation, Impact and Sustainability we will share our strength and solidarity with our communities to deliver, together, a museum that is ambitious, dynamic and inclusive.



OUR STORY

The Thackray Museum of Medicine is the UK's largest independent medical museum.

The historic former Leeds Union Workhouse building was opened to the public in 1997 as a medical museum, housing a unique and internationally significant collection of medical history that had been collected by the Thackray Medical Supply company. The museum was co-founded by one of the company directors, Paul Thackray and the physician and educator Monty Losowsky and was funded through the generosity of the Thackray family, thanks to proceeds of the sale of the business, and through funding from the then Heritage Lottery Fund. It is run by an independent charity. The co-founders' ethos is reflected in a strong focus on supporting medical education and in a collection that showcases innovation and collaboration in medical endeavour. Its location, immediately adjacent to St James's Hospital within the bustle of a vibrant East Leeds inner-city community, gives it a particular emphasis on opening up the world of medicine and healthcare to under-represented communities. Its ground-breaking work has been recognised over the years with Sandford Awards for education, a White Rose tourism award and most recently, with its recognition by Arts Council England as a National Portfolio Organisation.

The museum collections are classified by a wide range of medical specialities. Within these classifications, our key collections strengths are in medical instruments and healthcare equipment, pharmacy, and all aspects of the medical supply trade. Our Grade II listed historic workhouse building is itself an important part of the story of medicine in the region, providing a foundation in the evolution of St James's University Hospital, which now forms a major campus in Europe's largest teaching hospital and a locus for the rich and complex landscape of built heritage and medical teaching, healthcare and administration clustered around Burmantofts and Beckett Street that comprise Leeds' 'Medical Mile'.

The history of our organisation, our collection, our building and our location together provides an overwhelming imperative for our museum to continue to be an inclusive and accessible threshold into a shared story of medicine and healthcare that is written in partnership for the benefit of all.

The museum's collection contains over 50,000 objects, and some 23,000 written works covering all aspects of the history of medicine.



GROWING MEDICAL CAPITAL

We believe passionately that the best way the museum can put its history, collection and building to the service of all is to help people to discover their own agency in the constantly evolving story of medicine and healthcare – growing not just a greater understanding of the history and science of medicine but also a greater awareness of how they can put that to their best use and a greater confidence to be able to do that across a wide range of situations. We describe this as growing medical capital.

Our museum is a shared asset for the region.

We are an important resource for learning – supporting everything from Early Years STEM learning, through GCSE History of Medicine to post-graduate research. We are a unique part of Leeds City Region's cultural and heritage offer, providing a destination for visitors, enhancing local amenity and providing added economic value. We are a fantastic first step into the wider world of medicine and healthcare for a great many – in some cases helping to ignite lifelong interests and careers. We are a place where truth can talk to power and where people can come together with equal access and representation to share stories and work together for greater equity and justice.

We offer a year-round, seven-day a week museum service that combines immersive exhibitions; displays co-created with local communities and artists; changing displays and exhibitions that showcase innovations in medicine and healthcare, tackle contemporary topics and give a platform to the most diverse range of voices, viewpoints and challenges. We provide the Core, a community space for collaboration and partnership. We operate a busy conference centre. We provide both formal and informal learning activities across our Nerve Centre learning centre, throughout the museum and through outreach and virtual learning. We operate a collections and archive study centre, open to all.



We offer a busy public programme of events and activities and we actively collaborate with groups, agencies and artists to create targeted programmes for new and under-represented audiences. In 2021 we launched #ThackrayOnline, a growing platform of digital activities and online access to our internationally important medical collection.

Since our foundation, partnership and research have been key underpinning principles that guide how we work. We continue to consult with bodies such as Leeds University School of Medicine and, through our research strategy, developed in partnership with the Thackray Medical Research Trust, we support an ongoing programme of research by individuals and researchers from medical schools, universities, community organisations and other museums. We are also an active partner in the UK Medical Collections Group.

Our collaborative ethos gives us the will to be agile when it comes to meeting community needs. During the COVID pandemic we were proud to have been the first museum in the UK to be able to host a vaccination centre and have also hosted follow up clinics for vaccine trials.

MISSION

Thackray Museum of Medicine exists to inspire people with the passion and purpose of medicine and healthcare in the past, present and future.

To deliver this mission, we use our unique collections and building as a foundation to:

- Inspire people with stories of the motivation, commitment and achievement that drives medical progress.
- Promote communities' and individuals' agency in shaping health, wellbeing and the future of medicine and healthcare.
- Enable people to participate in a public conversation about medicine and health.
- Provide a space in our shared stories for the under-represented and unheard.
- Provide a focus for researchers, people working in medicine, patients, decision-makers and the public to connect, share ideas, imagine and create a better future.

The COVID-19 pandemic has brought into focus the need for trusted public medical information and spaces, and for the benefits that a museum like ours can offer. Our world has changed significantly. Not only are questions of public health and health inequalities more starkly in people's consciousness but also our communities face greater economic challenges. At the same time demands for equity and access are amplified.

VISION

Our long-term vision for the museum is that, by 2030, the Thackray Museum of Medicine will have established itself as the leading medical museum in England.

We will be at the heart a new kind of national museum that works hand in hand with communities across the country – part of a dynamic collaborative network of medical museum partners with strong local connections to communities.

We will be recognised as an asset for meaningful change within our community and across the wider region – helping people find ways to make communities healthier and better places to live, supporting economic growth and promoting equity and access.

We will have established the museum as a centre of excellence for research for the benefit of all.

We will be governed and managed in an open, inclusive and equal way, representing and sharing decision-making with our communities, across the whole range of our operations.

We will be a commercially resilient and entrepreneurial museum that delivers excellent value for its public alongside real economic benefits for the region.

Let's Create Together

Our business plan for 2022/23 integrates actions to deliver the Investment Principles of Arts Council England's *Let's Create* Strategy 2020-2030.



These principles are Ambition & Quality, Dynamism, Environmental Responsibility and Inclusivity & Relevance – forming four strategic planks with which we can align our own objectives to consolidate the learning and experience of the recent period, increase our impact and breadth of participation and build greater sustainability and resilience for both the museum and its wider community. Capturing the learning and evidence of need; identifying relationships and initiatives to increase impact and grow the museum as an asset for change and developing our own governance and people to have a greater focus on and better reflect these principles underpins our planning to ensure they are embedded in our work – *Let's Create Together*. Below is a summary of the key initiatives during 2021/22 that comprise this:

- **Prioritising Inclusivity and Relevance:** we established an Equality, Diversity and Inclusion sub-committee of the Board, which reports regularly to the main Board on progress to develop EDI across the organisation. In particular its focus in 2021/22 has been on reviewing the EDI Policy for the museum, rollout of the participatory activity plan and Board Diversity – including recruitment and training for the Board (see below)
- **Building a Stronger and more Diverse Board:** during 2019/20 progress was made to develop a more diverse board. Following a governance review and development workshop in 2020/21, the creation of an EDI sub committee, and, in 2021/22, a comprehensive audit of skills and Board diversity and, under new governance arrangements, the creation of several Board vacancies, a recruitment campaign was undertaken, with a greater focus on diversity and supported through more targeted promotion among local communities (working with local consultant and activist Susan Pitter). At the time of writing 4/5 new appointments are in the process of being made and a Board Development Workshop focussing on EDI and embedding *Let's Create* in particular was carried out on 13 September 2021 (supported by Lenna Cumberbatch). At the workshop the Board committed to including the *Let's Create* Principles in its regular discussions and agreed that its EDI policy and strategy should have a strong focus on Equity and should aspire to exceed the expectations of the Inclusivity and Relevance principles in *Let's Create*
- **Implementing a new Volunteer Strategy for participation, wellbeing and community benefit:** following the appointment of a new Volunteer Coordinator, we have recruited a new cohort of volunteers with a greater emphasis on shared benefits and outcomes and developing volunteering opportunities with local groups and stakeholders
- **Carrying out a strategic review of our operations and business:** working with Whitecap consulting, we carried out a comprehensive review of our business and operations – including consultation with peers and stakeholders – to identify long term strategic goals and key initiatives to better align to public need and create a more resilient business
- **Strengthening and aligning our team:** working with Wafer Hadley consultants: we carried out a review of our organisational structure, including a museum-wide consultation of team members – developing a more focussed approach to delivering Impact and Sustainability
- **Bringing in new talent:** we developed a number of new roles designed to drive positive change across the organisation and build capacity to respond to community need – including the previously mentioned volunteer coordinator, community co-producer, digital lead, programme manager (currently under recruitment) and customer relations officer (currently under recruitment)
- **Listening to our audiences:** also working with Wafer Hadley, we carried out a thorough evaluation of our visitors' responses to the museum and new displays, including weekly reporting, both qualitative and across a number of KPIs (Net promoter, Interpretation Impact and Facilities and Welcome)
- **Upping our green game:** we carried out environmental review workshops with staff – led by our community co-producer and estates manager and prepared a new environmental risk register to identify opportunities for proactive change to increase sustainability
- **Collecting for our future and our communities:** we consulted on and produced our new Collections Development Policy with a strong focus on contemporary and collaborative collecting
- **Facilitating research:** we developed a new 5-year Research Strategy, in consultation with key stakeholders (including the Thackray Medical Research Trust), encompassing both traditional and community-led research
- **Building stronger partnerships:** we held a joint workshop with the Thackray Medical Research Trust to develop both priorities for research and for a new 5-year Memorandum of Agreement for funding and joint working

Strategic Objectives 2022-23

**CONSOLIDATION
IMPACT
SUSTAINABILITY**



Our strategy for 2022-23 is designed to be a bridge between the uncertainties of the pandemic and a more productive future. Core to this will be the next National Portfolio Organisation planning cycle. Critically, it sets out to ensure that the learning and progress from our capital redevelopment and our response to COVID are properly embedded and consolidated and that our efforts to make meaningful change have the greatest effect.

Our headline strategic objectives are as follows:

Consolidation

We need to give the organisational and operational changes that we have made the chance to bed in and start performing. We need to make sure the physical changes we have made to the building and museum offer are consolidated and working to high quality standards and we need to identify and bring into our core programming those new initiatives piloted during 2021/22 that have proved most successful.

We will:

- Formalise our co-creation action plan as a core part of our work
- Consolidate access for research
- Extend our accessible online collections
- Improve access to our Archives
- Prepare our case for Accreditation assessment (due in 2023)
- Embed our new community facilities and programmes into our core work
- Embed our new early years offer into our core operations
- Develop our new blended lifelong learning offer
- Consolidate and promote our new formal learning offer
- Create a better defined development path for our Team
- Build on excellence to raise even higher the quality of our visitor experience

Impact

We want to make everything that we do count. Critically, we want to maximise the benefits for the community of our activity plan and develop useful, shared and meaningful measures of success.

We will:

- Embed the *Let's Create* Investment Principles in our Governance and reporting
- Continue to refine our understanding of how the museum can promote public well-being
- Continue to promote the refurbished museum with an increased focus on digital, to enhance our traditional marketing
- Actively promote the museum as a facility for research
- Establish channels for publishing, sharing and transmitting research
- Launch a collaborative initiative with the UK Medical Collections Group
- Deliver new public programmes for Impact
- Develop new learning offers particularly in STEM, SEND and PHSE
- Host the Wellcome Collection's Tranquillity Exhibition – supplemented by a well-being programme
- Develop and deliver a collaborative exhibition on sports injuries
- Deliver the *Untold Stories* digital programme to reveal the marginalised histories the collection holds
- Seek to secure funding for *ReGround* – an augmented reality project for The Apothecary Shop with young people and local writer
- Host a *Curating for Change* Fellow as part of Accentuate

Sustainability

We will reduce and control risks and support an entrepreneurial approach to developing business resilience. We will work to reduce the environmental impact of our activities to deliver the very best value from our use of resources.

We will:

- Deliver Year 2 of our 3-year Development Strategy
- Grow our membership and patrons schemes
- Introduce smarter use of data-led planning – including operations, audience development and fundraising
- Establish a facility for action-led and collaborative community research at the museum
- Secure funding for our new community and public programmes
- Develop our group offer
- Develop and deliver a creative Youth Engagement programme
- Implement our Heritage Trade Up programme objectives for retail
- Rebuild our conference business
- Roll out our asset management strategy, prioritising work to address conservation, environmental and business impacts

ACTION PLAN 2022-23

CONSOLIDATION

STRATEGIC OBJECTIVES	ACTION FOR AMBITION & QUALITY	ACTION FOR DYNAMISM	ACTION FOR ENVIRONMENTAL RESPONSIBILITY	ACTION FOR INCLUSIVITY & RELEVANCE	LEAD TEAM	SMART TARGET / MEASURE
We will formalise our co-creation action plan as a core part of our work		Using Technology & Information: Co-create exhibitions online with digital volunteers bringing new perspectives and interpretation		Communities: Continue to co-create collections and displays for permanent galleries	Collections & Programme	Co-creation action plan developed for 2022-23
We will consolidate access for research		Using Technology & Information: Continue collections management programme to facilitate access for research – developing library system, audit & rationalisation programme, packing, creating hazard room			Collections & Programme	Completion of hazard room May 2022 Review library collections backlog and plan for documentation August 2022
We will extend our accessible online collections		Using Technology & Information: We will develop a strategy for providing online access to archive collections		Communities: We will create a digitisation strategy for enhanced digital objects and develop a co-curation strategy for widening access and using digitisation and online access to allow more stories, voices and under-represented perspectives to be reflected in our online collections.	Collections & Programme	Develop strategy for enhanced digitisation of objects Feb 2023 Develop strategy for providing online access to archive collections Dec 2022
We will build on excellence to raise even higher the quality of our visitor experience	Measuring Performance: carry out a programme of quality improvements to visitor operations				Operations	Increased VAQAS score on 2021 rating (90%) Increased Net Promoter Score from public evaluation and qualitative visitor feedback

STRATEGIC OBJECTIVES	ACTION FOR AMBITION & QUALITY	ACTION FOR DYNAMISM	ACTION FOR ENVIRONMENTAL RESPONSIBILITY	ACTION FOR INCLUSIVITY & RELEVANCE	LEAD TEAM	SMART TARGET / MEASURE
We will improve access to our Archives	Understanding Perceptions: Carry out a needs analysis and research into our archives to identify priorities and support detailed plans for archive management and access	Business Model Innovation: We will create a development plan to improve access to archive collections including fundraising for collections management work; improving physical access; digital documentation of collections.			Collections & Programme	Complete development plan and fundraise for archive documentation project to start Sept 2022
We will prepare our case for Accreditation assessment (due in 2023)	Measuring Performance: Prepare for Accreditation assessment				Collections & Programme	Complete review of Accreditation paperwork by Oct 2022
We will embed our new community facilities and programmes into our core work		Business Model Innovation: establish effective partnerships with local organisations (e.g. libraries with Creatorspace; Sable radio; refugees and homeless organisations)		Communities: Embed co-creation and representation of our local communities across the organisation and through our emerging community strategy Consolidate community asset initiatives – including Harehills Monday welcome Co-created walking tour podcast	Collections & Programme	Complete pilots, refine partners and objectives and develop full community programme for 2022-3
We will embed our new early years offer into our core operations		Business Model Innovation: Embed new early years offer including: EY play and rhyme-time sessions. Stand alone, commercial offer sensory play area develop use of external family digital play offer			Collections & Programme	Attract good regular audiences to early years sessions (min 10 children) by March 2023 Attract good regular audiences to stand-alone early years play offer (min 70 children per week average by March 2023) and good reviews from annual ticket holder families

STRATEGIC OBJECTIVES	ACTION FOR AMBITION & QUALITY	ACTION FOR DYNAMISM	ACTION FOR ENVIRONMENTAL RESPONSIBILITY	ACTION FOR INCLUSIVITY & RELEVANCE	LEAD TEAM	SMART TARGET / MEASURE
We will develop our new blended lifelong learning offer		Using Technology & Information: develop #heroesintraining online and on site offer and 'passport' to attract returning families and develop medical capital Insights blended lecture series and Losowsky Memorial Lecture Deliver on-gallery programme (developing Untold Stories strand of talks/trails)			Collections & Programme	Sign up 100 families to #heroesintraining by Sept 2022 Develop and deliver Untold Stories programme online and onsite by Oct 2022
We will consolidate and promote our new formal learning offer	Understanding Perspectives: Work with LCEP and align with LCC education priorities	People & Skills: develop our CPD programme for teachers Using Technology & Information: Add 360 video of operating theatre to KS3/4 resources online		Creative Case: Partnership with Balbir Singh Dance Company for school delivery	Collections & Programme	Deliver termly CPD sessions across primary, secondary, further and SEND Deliver 360 video of operating theatre for autumn term 2022 Deliver to schools onsite with Balbir Singh DC June 2022
We will create a better defined development path for our Team		People & Skills: introduce an elective development programme covering individual resilience, leadership, customer & commercial, presentation and equality, diversity and inclusion modules to build confidence, improve performance and service quality, create career progression and increase diversity of leadership			Operations	Development plans issued to staff; regular 1-2-1's recorded with progress and development opportunities. Qualitative feedback from staff. Pilot development pathway created for Visitor Experience Team by January 2023

ACTION PLAN 2022-23

IMPACT

STRATEGIC OBJECTIVES	ACTION FOR AMBITION & QUALITY	ACTION FOR DYNAMISM	ACTION FOR ENVIRONMENTAL RESPONSIBILITY	ACTION FOR INCLUSIVITY & RELEVANCE	LEAD TEAM	SMART TARGET / MEASURE
We will embed the <i>Let's Create</i> Investment Principles in our Governance and reporting	Understanding Perceptions: continue to work with sector peers and community stakeholders to identify priorities for governance	People and Skills: implement development programme for new and prospective Board members to support EDI and delivery of Action Plan		Workforce Leadership & Governance: Following our Board Development Programme (see <i>Let's Create Together</i> , below), complete review and implementation of new EDI Policy. Continue to develop inclusive Board; Regular reporting on Action Plan	Executive	Annual Survey return on Board diversity Completion of induction and development programmes for new Board members Greater number of applications for Board vacancies from diverse candidates
We will continue to refine our understanding of how the museum can promote public wellbeing	Understanding Perceptions: Play an active part as regional champion for CHWA; management board for LAHWN. Work closely with NASP for the continued development of social prescribing in cultural settings			Communities: continue to deliver and amplify wellbeing and social prescribing programmes and partnership	Collections & Programme	Host weekly social prescribing clinic; Deliver regular programmes for wellbeing; increased hyper local attendance from <3% to >6% of leisure visitor audience by March 2023
We will continue to promote the refurbished museum with an increased focus on digital, to enhance our traditional marketing	Progression: we will roll out our digital strategy with a focus on building capacity	Using Technology & Information: we will carry out a review of our website and tender exercise to identify a partner to deliver what we need	Plan Action & Change: We will reduce relative spend on print and other non-renewable communications	Communities: we will increase our focus on local audience development	Communications & Digital	

STRATEGIC OBJECTIVES	ACTION FOR AMBITION & QUALITY	ACTION FOR DYNAMISM	ACTION FOR ENVIRONMENTAL RESPONSIBILITY	ACTION FOR INCLUSIVITY & RELEVANCE	LEAD TEAM	SMART TARGET / MEASURE
We will actively promote the museum as a facility for research	Progression: Produce Access policy and plan with digital and onsite access guidelines and approach to restricted material; Carry out work to improve the accessibility and practical provisions for researchers on site			Communities: We will establish at least one on-site and one online research open day per year to promote the museum as a research facility to academic, industry and community researchers	Communications & Digital	Deliver Collections Access Policy, plan and guidelines April 2022 Deliver online and on site research open days Spring and Autumn each year
We will establish channels for publishing, sharing and transmitting research		Using Technology & Information: We will devise a list of priority areas within collections which we would like to develop through collaborative research and review it annually			Communications & Digital	Develop and review research priority areas and publication plan in March annually
We will launch a collaborative initiative with the UK Medical Collections Group		Business Model Innovation: We will seek funding for (and deliver if successful) a major collaborative action research programme to create evidence for future priorities and support for medical museums			Communications & Digital	Strong feasibility and funding case prepared for joint project by September 2022
We will develop new learning offers particularly in STEM, SEND and PHSE	Progression: Co-create KS3/4 science offer and SEND sessions with partner schools Develop <i>Patella</i> for science curriculum use Add to PSHE and relationships curriculum offer				Collections & Programme	KS3/4 science offer for Sept 2022 <i>Patella</i> for science curriculum use by Sept 2022

STRATEGIC OBJECTIVES	ACTION FOR AMBITION & QUALITY	ACTION FOR DYNAMISM	ACTION FOR ENVIRONMENTAL RESPONSIBILITY	ACTION FOR INCLUSIVITY & RELEVANCE	LEAD TEAM	SMART TARGET / MEASURE
We will deliver new public programmes for Impact			Plan Action & Change: Work with shop to include local producers/makers	Communities: Co-curate online exhibitions with young people with SEND Make and deliver Thackray's Vital Medicine podcast series with local people Co-curate Medical Mile podcast featuring local tours with and for diverse communities Take part in local events to raise awareness of our work and encourage engagement	Collections & Programme Operations (sustainable local retail partnerships)	4 new collections online themes co-curated with SEND and other volunteers by end 2023 Deliver 2 podcasts by July 2022
We will host the Wellcome Collection's Tranquillity Exhibition – supplemented by a wellbeing programme	Progression: host Wellcome Collection Tranquillity exhibition and develop local content collaboratively with key partners			Communities: develop wellbeing programme – linked to social prescribing and local wellbeing networks	Collections & Programme	To open Spring 2022
We will develop and deliver a collaborative exhibition on sports injuries	Progression: deliver collaborative exhibition working with sports, sports medicine and communities			Communities: develop advocates to represent and engage with new audiences – particularly young marginalised males	Collections & Programme	Recruit freelance curator June 2022 To open Spring 2023
We will deliver the <i>Untold Stories</i> digital programme to reveal the marginalised histories the collection holds		Using Technology & Information: collaboratively develop mix of blogs, tours and trails, videos/ social media series		Communities: establish community co-curator network	Collections & Programme	Untold Stories programme delivery Autumn 2022

STRATEGIC OBJECTIVES	ACTION FOR AMBITION & QUALITY	ACTION FOR DYNAMISM	ACTION FOR ENVIRONMENTAL RESPONSIBILITY	ACTION FOR INCLUSIVITY & RELEVANCE	LEAD TEAM	SMART TARGET / MEASURE
We will seek to secure funding for <i>ReGround</i> – an augmented reality project for The Apothecary Shop with young people and local writer	Progression: develop work following on from initial discussions and exploration of under-represented stories with Khadija Ibrahim/ Young Black Writers	Using Technology & Information: introduce AR to enhance interpretation and access		Communities: introduce hidden voices into visitor experience of the Apothecary Shop	Collections & Programme	Prepare strong feasibility and funding case by March 2023
We will host a Curating for Change Fellow as part of Accentuate	Progression: as part of the Accentuate project, build on the learning and outcomes of the Accentuate development project			Communities: create a fellowship for a D/deaf or disabled curatorial fellow to help better understand ways in which representation, access and equity can be delivered in the museum	Collections & Programme	Host Curating for Change fellow Jan 2022 – June 2023 and take part in national evaluation project to disseminate learning nationally



ACTION PLAN 2022-23

SUSTAINABILITY

STRATEGIC OBJECTIVES	ACTION FOR AMBITION & QUALITY	ACTION FOR DYNAMISM	ACTION FOR ENVIRONMENTAL RESPONSIBILITY	ACTION FOR INCLUSIVITY & RELEVANCE	LEAD TEAM	SMART TARGET / MEASURE
We will deliver Year 2 of our 3-year Development Strategy	Progression: we will fundraise for project-specific/restricted funds as set out in the strategy	Business Model Innovation: we will increase unrestricted fundraising income			Development	2022/23 target of £117K unrestricted fundraising income
We will grow our membership and patrons schemes		Business Model Innovation: grow our Friends, Patrons and Corporate membership schemes			Development	Targets as set out in strategy
We will introduce smarter use of data-led planning - including operations, audience development and fundraising		Using Technology & Information: introduce a fundraising CRM database; link operational planning to existing ticketing and audience data; recruit a Customer Relations Officer to coordinate data, group bookings etc			Development / Operations	Fundraising database implemented. Demonstrate use of audience data as planning tool. Regular CRM reporting by CRO to Exec and wider team
We will establish a facility for action-led and collaborative community research at the museum			Plan Action & Change: identify key local priorities for community resilience and sustainability particularly relating to health and wellbeing	Communities: create opportunities for communities to collaboratively set research questions that link directly to initiatives and established needs (ie through consultation and collaborative projects)	Collections & Programme	Set up minimum one community led research project by March 2023
We will develop our group offer					Operations	Group offer widely advertised and bookings taken by CRO on regular basis

STRATEGIC OBJECTIVES	ACTION FOR AMBITION & QUALITY	ACTION FOR DYNAMISM	ACTION FOR ENVIRONMENTAL RESPONSIBILITY	ACTION FOR INCLUSIVITY & RELEVANCE	LEAD TEAM	SMART TARGET / MEASURE
We will develop and deliver a creative youth engagement programme	Progression: deliver pilot youth engagement project with partners and commissioned artists and fundraise for sustainable model for future work			Communities: Work with partners to develop a sustainable approach to youth engagement	Collections & Programme Development	Deliver pilot project by July 2022 Fundraise for sustained engagement for October 2022
We will implement our Heritage Trade Up programme objectives for retail					Operations	FD attends Heritage Trade Up programme and feeds into retail development plan
We will rebuild our conference business	Understanding Perceptions: we will consult with and rebuild our client base after covid; working to set us apart from other local venues based on location and catering, bespoke packages etc				Operations	Achieve our Conference Business Plan income target - £132K
We will roll out our asset management strategy, prioritising work to address conservation, environmental and business impacts		Business Model Innovation: carry out a feasibility study for priorities identified in our Phase 2 Masterplan	Plan Action & Change: implement priority actions in our environmental risk register (including improvements to heating systems, air handling, lighting and waste management)		Operations	Develop an Asset Action Plan to feed into 2023 – 27 business plan and development strategy Implement planned priority environmental as set out in plan by March 2023

Risk





Below is a summary of the
corporate Risk Register



RISK REF	RISK DESCRIPTION	IMPACT RATING (1-5)	LIKELIHOOD RATING (1-5)	STATUS	PRINCIPAL CONTROLS
A001	Transmission of Coronavirus	3	3		COVID Risk Assessment; COVID Safety Measures; COVID Public Communications Strategy
A002	Injury or Death from Accident	5	2		Safe Systems of Work; Accident reporting and management; Employee Safety Representation
A003	Harassment or Assault by members of Public	4	2		Operational arrangements with LTH Security and CPSO; Lone working arrangements; Staff Handbook
A004	Fire	5	2		Capital Works; Fire Risk Assessment; Fire Strategy; Planned and Preventative Maintenance Programme
A005	Asbestos hazard within building	2	2		Asbestos survey; Capital works
A006	Legionella infection	2	2		Legionella protocols & maintenance
A007	Injury or illness arising from food and beverage service	5	3		Regular meetings with café team; involvement in ops planning & evaluation review; formal arrangements in place with caterer - ACTION complete formal contract
B001	Safeguarding of Children and vulnerable adults visiting the museum	2	3		Safeguarding Policy; Local Safeguarding Partnership
B002	Safeguarding of Children and vulnerable adults using online resources	3	2		ACTION required – safeguarding policy to be updated to reflect increased online activity
B002	Safeguarding of Children and vulnerable adults using online resources	3	2		ACTION required – safeguarding policy to be updated to reflect increased online activity
C001	Water ingress	3	3		Capital works; Roof inspections; Planned and Preventative Maintenance Programme
C002	Environmental damage to collection	3	3		Environmental Monitoring; Insect and Pest Monitoring; Mechanical intervention; Capital Works
C003	Damage to and/or theft of collection	2	3		Operational security arrangements
C004	Failure of key fire and intruder systems exposes building/ collections/staff	3	3		Works undertaken by project contractors on FAS and IA have been reviewed and signed off by qualified and independent team; new contracts in place for ongoing support and regular testing in place.

RISK REF	RISK DESCRIPTION	IMPACT RATING (1-5)	LIKELIHOOD RATING (1-5)	STATUS	PRINCIPAL CONTROLS
D001	Hazardous materials (including poisons and precursors, radioactive materials, asbestos and biological hazards)	3	2		Review of hazardous materials in collections is on-going. Collections Rationalisation programme gradually removing materials not compatible with the safe storage and use of materials; Hazards control monitored and reviews by CRL committee
D002	Controlled Drugs	2	2		Controlled Drugs Policy; Controlled Drugs License monitored and reviewed by CRL committee; safe storage of drugs in locked safe; up to date SOPs for access to drugs.
D003	Human Remains	2	1		Collections Development Policy; Human Remains License monitored and reviewed by CRL committee
E001	Insufficient Reserves to sustain operations during unplanned business interruption	3	2		Fundraising programme; Business Plan
E002	Income projections are significantly lower than forecast due to market fluctuations (including impact of COVID)	4	3		Fundraising Programme; UK Gov Coronavirus support; Operational Planning
E003	Financial mismanagement	2	2		R&A Committee; Audit; Financial and Procurement Policies; Financial and Procurement systems
E004	Decrease in revenue funding from principal funders (ie TMRT and/or ACE)	3	3		Memorandum of Understanding; Research Strategy; Forward Plan; Fundraising Strategy; Business Plan
E005	Missed opportunities for revenue generation	3	3		Staff Development; Operational Planning; Partnerships; Phase 2 Masterplan
E006	Financially motivated Cyber-attack (including online fraud and ransomware attack)	4	3		Double-lock check on financial transactions; existing staff guidelines; new cyber policy in place; recruitment of new trustee to Board with Cyber specialist knowledge ACTION regular refresher staff training (quote received)
E007	Insufficient insurance covers lead to financial loss in event of a claim	4	2		Regular insurance reviews and regular contact with insurance brokers; process in place for notification of changes in circumstances
E008	Public/visitor confidence does not recover sufficiently post COVID	3	4		OOH Marketing campaigns; increased use of targeted hyperlocal engagement; activity plan; co-production strategy; under-5s and play facilities to target local families; public COVID safety messaging
E009	Pressure to generate income diverts resources from other key functions	3	3		Business plan; financial review; fundraising strategy; quarterly reporting and reforecasting

RISK REF	RISK DESCRIPTION	IMPACT RATING (1-5)	LIKELIHOOD RATING (1-5)	STATUS	PRINCIPAL CONTROLS
F001	Business interruption due to COVID impacts on project delivery, productivity and delivery of key outputs	3	4		Digital strategy; Operational planning
F002	Other major event (eg Fire or Flood) impacts catastrophically on operations	4	2		TMM Disaster Plan (ACTION to be reviewed updated in light of changes to building & staff training rolled out)
F003	Skills retention – due to increased churn/organisational uncertainty	3	3		Succession planning; staff appraisal and development; pay policy; ACTION: investigate feasibility of progression scheme for Visitor Experience team; investigate additional non-cash incentives and staff recognition
G001	Museum fails to secure re-accreditation following redevelopment	2	1		Consultation with ACE Accreditation Officer and Museum Development Yorkshire
G002	Data Protection Breach	2	3		Data Protection Policy
G003	Failure to maintain relevant insurances	2	2		Operational Planning and Oversight
G004	Unintentional illegal acquisition of collections material	3	1		Collections Development Policy
G005	IPR/Copyright breach	2	3		Operational planning
G006	Breach of Employment Law	3	1		Professional Advice (from Xact); HR Policies; Staff Handbook
G007	Breach of Equalities Law	3	1		Equality Policies; Staff Handbook; Equality and Inclusion Sub-committee
G008	Breach of Charity Law	3	1		New Constitution & Governance Arrangements; Board and Committee reporting and scrutiny
H001	Failure to engage with local communities and target groups	3	3		Activity Plan; Dedicated staff resource
H002	Failure to Position TMM Brand	3	3		Brand Strategy; Partnership Programmes; Stakeholder engagement
H003	Move to greater accessibility and engagement creates perception of relative de-prioritisation of 'serious' research and engagement with specialist and academic sectors	2	3		Research Policy & Programmes; Losowsky Lecture/Insights programmes; Stakeholder engagement
H004	Increased fundraising from Healthtech, Pharma etc raises ethical issues, where companies are subject to public campaigns and legal actions (cf Sackler Trust, J&J et al.)	3	3		Board engagement with ethical fundraising and sponsorship issues

RISK REF	RISK DESCRIPTION	IMPACT RATING (1-5)	LIKELIHOOD RATING (1-5)	STATUS	PRINCIPAL CONTROLS
H005	Changes to local political structures and personnel reduce support for/profile of TMM	3	3		Stakeholder engagement and communications
H006	Failure to satisfactorily respond to customer complaints on a consistent basis	4	3		Evaluation strategy; customer care training; ops planning; complaints policy
H007	The Leadership Team becomes overstretched, unable to fully respond to the opportunities in Leeds and West Yorkshire e.g. Leeds 23	3	3		Organisational review; objective setting and reviews linked to business plan objectives; leadership development (individual development plans, CPD and participation in peer networks); strong Board oversight
H008	The challenge of ensuring that the board and workforce is diverse and has the necessary skills and expertise. Ongoing recruitment supported by skills & diversity analysis is vital to ensure the effective support the Let's Create investment principles	3	3		EDI sub committee; EDI policy review; Diverse Board recruitment strategies and development; strategic development with external facilitator; Equity-focussed strategy



FINANCIAL SUMMARY

INCOME & EXPENDITURE	2020/21	2021/22	2022/23	ASSUMPTIONS
UNRESTRICTED FUNDS INCOME				
Income from Charitable Activities				
Admissions & Gift Aid	—	190,724	359,188	Based on visitor number forecasts from re-opening in May 2021, adjusted for COVID restrictions/impact
Schools & Lifelong Learning	3,127	100,604	193,887	Based on visitor number forecasts from re-opening in May 2021, adjusted for COVID restrictions/impact
ACE NPO Revenue Grant	254,634	255,410	225,968	Some NPO income from earlier years deferred to 2021/22 due to delay in delivery of Activity Plan linked to capital project due to COVID
Heritage Emergency Fund (COVID)	150,600	—	—	
ACE Cultural Resilience Fund	335,953	114,670	—	
Wolfson COVID Grant	120,000	—	—	
Coronavirus Job Retention Scheme	126,274	9,641	—	
Other Revenue Grant	—	—	—	
Other	—	1,000	—	
Income from Charitable Activities Total	990,588	672,049	779,043	
Income from Donations & Legacies				
TMRT Revenue Grant	202,500	165,000	148,750	Long term move to reduce reliance on TMRT revenue funding
TMRT COVID Grant	188,110	—	—	
Fundraising	43	75,129	90,156	See Development Plan
Income from Donations & Legacies Total	390,653	240,129	238,906	

INCOME & EXPENDITURE	2020/21	2021/22	2022/23	ASSUMPTIONS
Income from Trading Activities				
Conference & Events	57,791	80,385	132,424	Based on forecasts from re-launch of conference centre in Autumn 2021, adjusted for COVID restrictions/impact
Retail incl. online sales	455	35,443	72,704	Based on visitor number forecasts from re-opening in May 2021, adjusted for COVID restrictions/impact
Car Park	54,689	102,835	111,537	Based on visitor number forecasts from re-opening in May 2021, adjusted for COVID restrictions/impact
Café Franchise return to museum	—	12,000	18,000	Based on visitor number forecasts from re-opening in May 2021, adjusted for COVID restrictions/impact
Income from Trading Activities Total	112,935	230,663	334,665	
Other Income				
Service charges from sub-let	12,950	10,201	10,456	
Museums & Galleries Tax Relief	106,571	—	—	No assumption made for 2020 MGTR yet; claim due Dec 2021
Fundraising	—	7,500	33,568	Fundraising stretch target to cover increased staff costs and lower TMRT grant income
Transfer to/from COVID resilience fund	(432,330)	322,000	120,000	
Other	15	2,375	500	
Other Income Total	(312,794)	342,076	164,524	
Unrestricted Funds Income Total	1,181,381	1,484,917	1,517,137	

INCOME & EXPENDITURE	2020/21	2021/22	2022/23	ASSUMPTIONS
UNRESTRICTED FUNDS COSTS				
Expenditure on Charitable Activities				
Payroll	596,562	777,197	841,982	Impact of increased activity and ambition; funded through Other Income Fundraising line
People development & welfare	5,464	21,988	26,791	
Engagement & volunteering	7,450	57,275	40,511	Activity Plan spend
Collections care	14,662	16,740	11,351	
Temporary exhibitions	54	3,000	14,000	
IT & Office administration	35,242	95,915	90,001	
Operation of museum building & assets	51,254	137,544	150,141	2021/22 and 2022/23 includes allowance for some repair works included in Management and Maintenance Plan
Utilities	20,845	54,459	58,926	2020/21 includes rebates rebate
Governance & Audit	22,963	19,436	20,093	
Professional Fees excl. audit	22,744	8,790	6,000	
Insurance	32,824	38,202	40,251	
Deprecation	8,519	40,671	65,872	Impact of capex spend in 2021 on conference centre, outdoor play area etc
Heritage Emergency Fund (COVID)	19,528	—	—	
ACE Cultural Resilience Fund	41,029	62,401	—	Costs directly coded here - most absorbed in other lines
Resilience Development Projects	—	2,275	525	
Other	27,544	7,667	7,889	
Expenditure on Charitable Activities Total	906,683	1,343,558	1,374,333	
Expenditure on Raising Funds				
Conference & Events	2,391	10,056	13,395	Linked to income
Retail	789	18,438	36,352	Linked to income
Car Park	5,613	12,244	12,003	
Marketing & Communications	16,690	53,021	63,788	2020/21 costs absorbed through restricted funds of redevelopment project
Fundraising	—	6,000	8,000	
Expenditure on Raising Funds Total	25,483	99,759	133,538	

INCOME & EXPENDITURE	2020/21	2021/22	2022/23	ASSUMPTIONS
Unrestricted Funds Costs Total	932,167	1,443,317	1,507,871	
Unrestricted Funds Movement	249,215	41,600	9,267	
Designated Funds Income Total	552,330	114,343	—	
Designated Funds Costs Total	120,000	322,000	120,000	
Designated Funds Movement	432,330	(207,658)	(120,000)	
Restricted Funds Income Total	1,610,967	2,950	—	
Restricted Funds Costs Total	(1,418,971)	385,349	293,609	
Restricted Funds Costs – Building Total	35,881	35,880	35,880	
Restricted Funds Movement	2,994,057	(418,280)	(329,489)	

BALANCE SHEET	2020/21	2021/22	2022/23	ASSUMPTIONS
Fixed Assets				
Tangible Cost: Museum Building and Displays	6,159,459	6,167,976	6,167,976	
Tangible Cost: Other	283,889	494,149	521,149	2021/22 includes increase in assets re conference centre and outdoor play area
Tangible Acc'd Dep'n: Museum Building and Displays	(1,027,605)	(1,322,763)	(1,616,552)	
Tangible Acc'd Dep'n: Other	(127,569)	(213,041)	(320,382)	Impact of increase in fixed assets
Investments	2	2	2	
Fixed Assets Total	5,288,176	5,126,324	4,752,193	
Current assets				
Stocks	9,880	11,460	11,460	
Trade Debtors	(911)	52,499	65,516	
Prepayments, Accrued Income and Other Debtors	375,139	116,172	116,172	
Cash at Bank and in Hand	938,876	489,573	348,592	
Current Assets Total	1,322,985	669,704	541,739	
Current liabilities				
Trade Creditors	(72,681)	(81,623)	(85,734)	
Accruals, Deferred Income and Other Creditors	(311,777)	(118,028)	(107,600)	
Current Liabilities Total	(384,458)	(199,651)	(193,334)	
Liabilities > 1 year				
Bank Loan (CBIL)	(249,470)	(193,915)	(138,359)	Loan being repaid over 5 years
Liabilities > 1 year Total	(249,470)	(193,915)	(138,359)	
Net Assets	5,977,232	5,402,462	4,962,239	

BALANCE SHEET	2020/21	2021/22	2022/23	ASSUMPTIONS
Funds				
Share Capital of Trading subsidiary	—	—	—	
Unrestricted General	(231,601)	(282,767)	(292,034)	
Unrestricted Designated	(433,331)	(225,674)	(105,674)	
Restricted: Other	(3,345,725)	(2,963,326)	(2,669,717)	
Restricted: Building	(1,966,575)	(1,930,695)	(1,894,815)	
Funds Total	(5,977,232)	(5,402,462)	(4,962,239)	



CASHFLOW	2020/21	2021/22	2022/23	ASSUMPTIONS
Cash Generated by/(use in) Operating Activities	1,838,340	(216,551)	(113,982)	
Cashflows from Investing Activities				
Interest Income	—	—	—	
Purchase of Tangible Fixed Assets	(1,317,952)	(218,778)	(27,000)	
Provided by/(used in) Investing	(1,317,952)	(218,778)	(27,000)	
Increase in cash in period	520,388	(435,329)	(140,982)	
Cash at Start of Period	418,488	938,876	489,573	
Cash at End of Period	938,876	503,547	348,591	
Reconciliation of Net Movement in Funds to Net Cash Flow from Operating Activities				
Net Movement of Funds	3,675,601	(570,363)	(440,223)	
Add Back Depreciation	(1,828,146)	380,630	401,131	
Profit/(loss) on Disposal of Assets	—	9,567	—	
Deduct Interest Income	—	—	—	
Movement in Stock	(8,576)	(1,579)	—	
Movement in Debtors	(282,109)	205,557	(13,017)	
Movement in Creditors	281,570	(240,362)	(61,872)	
Net Cash Used in Operating Activities	1,838,340	(216,551)	(113,982)	



**THACKRAY
MUSEUM OF
MEDICINE**

**Thackray Museum of Medicine
Beckett Street
Leeds, LS9 7LN**

**WEB thackraymuseum.co.uk
TEL 0113 244 4343
EMAIL info@thackraymuseum.org**



@thackraymuseum



Supported using public funding by
**ARTS COUNCIL
ENGLAND**