Museum Year 2

This will be subject to decisions taken by East Surrey Unitary Council.

Year 2 Deliverables

Phase	Workstream / deliverable	Description	Timing
Phase 2	Governance and stewardship	Scoping & Initial Analysis	Months 1–3
Phase 2	Collections care and accreditation review	Review of collections management, storage and compliance requirements.	Months 2–7
Phase 2	Stakeholder, Member and partner engagement	Structured engagement to test and refine options.	Months 3–10
Phase 2	Funding, investment and partnerships strategy	Identification and assessment of funding routes, investment and partnership potential.	Months 5–10
Phase 2	Implementation planning	Roadmap and transition plan for preferred future model.	Months 9–12

Phase 2 will produce the decision-ready outputs needed to support a robust long-term direction for the Museum, including:

- a governance and stewardship options appraisal
- a location and asset strategy
- a full long-term business case
- a funding, investment and partnership strategy
- a collections care and accreditation review
- a Member decision report
- a detailed implementation roadmap

These outputs align with the original plan's intended outputs of an agreed future role and purpose for the Museum, a governance and stewardship model, an evidence-based location decision, and a long-term business case and funding strategy

Year 2 Exclusions

- Final resolution of long-term office accommodation and back-of-house arrangements.
- Major Bourne Hall-wide capital or asset decisions not specifically within the Museum project scope.
- Closure planning, unless Members specifically direct this as a future option following separate decision-making regarding the future of Bourne Hall
- Implementation of a new stewardship model before financial, legal, governance and asset analysis is complete.

Year 2 Constraints

- Funding approval and budget availability for year 2 phase.
- **Decision of year 2 actions will sit with East Surrey Unitary Council.**
- Staff and volunteer capacity to support delivery and engagement activities.
- Bourne Hall site constraints, including shared spaces and wider asset planning dependencies.

Year 2 Dependencies

- Wider Bourne Hall business plan and asset review.
- Financial approval and advice on funding route and revenue/capital treatment.

- Property Services input regarding site, location, space and accommodation implications.
- Engagement with staff, volunteers, residents, Members and external partners.
- Future LGR and shadow authority decision-making arrangements.

Costs of year 2

Workstream	Description	Cost	Timeline
Governance & Stewardship Options Appraisal	Development and assessment of governance models, including legal, financial and operational implications of each option	£32,000	Months 1–5
Location & Asset Options Analysis	Detailed assessment of the Museum's location within Bourne Hall and wider asset implications, including how the Museum integrates with the future role of the site	£22,000	Months 2–6
Collections Care & Accreditation Review	Review of collections management, storage and compliance requirements, including support for ongoing accreditation considerations	£10,000	Months 2–7
Stakeholder, Member & Partner Engagement	Structured engagement with Members, stakeholders, community interests and potential partners to test and refine options	£10,000	Months 3–10
Financial Modelling & Business Case Development	Creation of long-term financial models, operating assumptions and full business cases for shortlisted options	£25,000	Months 4–9
Funding, Investment & Partnerships Strategy	Identification and development of funding opportunities, partnership potential and external investment routes	£15,000	Months 5–10
Implementation Planning for Preferred Option	Development of a detailed implementation roadmap, transition planning and delivery framework for the agreed future model	£11,000	Months 9–12
Total		£125,000	

Initial project plan

The programme is split into two phases. Phase 2 is focused on strategic decision-making and long-term sustainability.

Period	Milestone / activity	Outcome
Phase 2 Months 1–3	Scoping and initial analysis: governance options, collections review, asset/location review and engagement launch.	Strategic workstreams mobilised.
Phase 2 Months 3–6	Options development: governance and location options developed, engagement continues, asset and compliance requirements clarified.	Longlist of viable options established.
Phase 2 Months 6–9	Appraisal and business planning: financial modelling, shortlist assessment, funding and partnership opportunities.	Emerging preferred option developed.
Phase 2 Months 9–12	Decision and implementation planning: final business case, Member decision report, preferred option and transition plan.	Decision-ready recommendation and implementation of roadmap completed.