

# Outline NPO Business Plan Extension year April 2026 to March 2027

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## Introduction

This document sets out RAMM’s indicative business plan for the Arts Council England National Portfolio Organisation extension year 2026-27. It is a continuation of RAMM’s existing business plan for 2023-26.

This plan supports both the Arts Council England Let’s Create Strategy and Exeter City Council’s strategic priorities.

RAMM is an Exeter City Council service and is regarded as the cultural flagship for the city. It is regularly cited as one of Britain’s best regional museums with collections of regional, national and international importance; two of which are [Designated collections](#).

RAMM has been at the heart of the city and region's cultural life for over 150 years by enriching people's lives, forging the bonds that create community and creating a sense of place through shared experience and understanding. The museum also plays an important social and economic role in the city. It is both a vibrant public space that instils a sense of local identity and pride and drives footfall to the city centre promoting economic growth by encouraging people and businesses to come to Exeter. It promotes wellbeing by connecting people to each other and their own history and helps nurture talent, creativity, and a spirit of discovery in our children and young people.

## RAMM's vision

RAMM will enhance people's quality of life. It's a place of discovery which encourages everyone to be curious. RAMM uses its local and global collections to connect people to the world and inspires them to shape a better future.

## Outcomes

The ACE outcomes which RAMM's plans contribute to are:

- **Creative People:** everyone can develop and express creativity throughout their life
  - A. Supporting people at all stages of their lives to design, develop and increase their participation in high-quality creative activities
  - B. Promoting creative opportunities in the local community to people at all stages of their lives
  - C. Providing high-quality early years activities that reach families from a wider range of backgrounds
  - D. Widening and improving opportunities for children and young people to take part in creative activities inside schools
  - E. Widening and improving opportunities for children and young people to take part in creative activities outside schools
  - F. Improving teaching for creativity in schools
  - G. Supporting children and young people to develop their creative skills and potential
  - H. Developing and improving pathways towards careers in the creative industries

- **Cultural Communities:** villages, towns and cities thrive through a collaborative approach to culture:
  - I. Improving access to a full range of cultural opportunities wherever people live
  - J. Working with communities to better understand and respond to their needs and interests, resulting in increased cultural engagement and the wide range of social benefits it brings
  - K. Working collaboratively through place-based partnerships to support and involve communities in high quality culture, improve creative and cultural education for children and young people, improve health and wellbeing through creative and cultural activity, build skills and capacity in the cultural sector and grow its economic impact
  - L. Connecting people and places, including diaspora communities and nationally and internationally

## RAMM's priorities

Thriving heritage and culture	Ambitious cultural programme of exhibitions, events and contemporary art commissions.
Prosperous local economy	Number one visitor attraction in city – providing excellent and accessible experience for all visitors.
Building great neighbourhoods	Working in partnership with our communities to develop projects that explore our shared heritage and tackle issues faced by residents.
Healthy and active city	Activities that nurture the wellbeing and creativity of local people, whatever their age or background.
Net zero carbon city	Working in an environmentally responsible way and championing this approach in our public programme.

# Activity Plan – what we are going to do

Outcome	Activity	Description	Outputs
1. Cultural Communities  I, K	Visitor Experience	Ensuring everyone in the community feels welcome and enjoys the best possible cultural experience of RAMM’s world-class collections when visiting the museum’s suite of galleries and participating in on-site activities that are meaningful and relevant to them.	<ul style="list-style-type: none"> <li>• Free entry to permanent galleries Tues 10.30am to 5pm, Wed-Sun 10am to 5pm.</li> <li>• Interactive opportunities throughout permanent galleries (physical/digital).</li> <li>• Volunteer engagement opportunities.</li> <li>• Accessibility support materials (e.g. BSL videos, ear defenders, audio guides etc).</li> </ul>
2. Cultural Communities  I, J, K	Exhibitions and Events	Year-long programme of exhibitions and events using themes of environment, health and wellbeing, untold stories and sense of place. Created to appeal to visitors seeking high quality arts and heritage content.	<ul style="list-style-type: none"> <li>• Temporary exhibitions (in-house curated and touring).</li> <li>• Co-created temporary displays (Café Collectors Case, Viewpoint Windows).</li> <li>• Event programme, many produced by diverse range of freelance creative practitioners</li> </ul>
3. Creative People  A, E, G	Digital	Curate RAMM’s online content so that it evokes a sense of inspiration, curiosity and discovery and provides opportunities for participation which complement and augment those available when visiting the museum in person.	<ul style="list-style-type: none"> <li>• Suite of websites: main RAMM website and Collections Explorer, SW Collections Explorer (local collections aggregator portal), Time Trail (engaging online trails, games with Exeter focus).</li> <li>• Bloomberg Connects app</li> <li>• Online events, creative activities, learning materials and video content.</li> </ul>
4. Creative People  A, E, G	Contemporary art	Working with a diverse range of contemporary artists engaging with RAMM’s collections and addressing programming themes to produce new commissions and installations for display at RAMM or partner organisations.	<ul style="list-style-type: none"> <li>• Contemporary art commissions from artists from diverse backgrounds</li> <li>• Exhibitions including contemporary art</li> <li>• Moving image works and video installations</li> </ul>

<p>5. Creative People</p> <p>A, D, E, G</p>	<p>Children and young people</p>	<p>Programme of creative activities for children and young people, using RAMM's collections and core themes as inspiration. Creative workshops, school visits, online learning materials and family craft activities promoting wellbeing and creativity.</p>	<ul style="list-style-type: none"> <li>• Creative family activities</li> <li>• Workshops for C&amp;YP exploring programming themes</li> <li>• In-museum schools programme at RAMM</li> <li>• Online learning materials</li> </ul>
<p>6. Creative People</p> <p>A, B, E, G, H</p>	<p>Individual creativity</p>	<p>Providing opportunities to nurture everyone's creativity through workshops, craft, inspiring artist talks for college students. Showing the work of emerging local artists and producers in partnership with local cultural organisations.</p>	<ul style="list-style-type: none"> <li>• Workshops, exhibition visits and talks with contemporary artists for FE college.</li> <li>• Monthly craft sessions and wellbeing activities for adults.</li> <li>• Dementia-friendly activities in collaboration with care homes and hospitals.</li> </ul>
<p>7. Creative People</p> <p>G, H</p>	<p>Skills development</p>	<p>Deliver an innovative skills development programme in partnership with local schools, colleges and universities. Provide opportunities for people from all backgrounds to gain experience of working in the cultural, heritage and arts sectors, aiming for representation of local population</p>	<ul style="list-style-type: none"> <li>• Future Skills programme</li> <li>• Paid internships &amp; placements targeting students from less privileged groups.</li> <li>• Work experience for school children</li> <li>• T-level industry placements.</li> <li>• Youth Panel.</li> <li>• Supported internships.</li> </ul>
<p>8. Cultural Communities</p> <p>I, J, K, L</p>	<p>Community Engagement</p>	<p>Work in partnership with local neighbourhood &amp; community groups &amp; universities. Co-produce activities that influence the delivery of Exeter's ambitious growth plans, contributing to healthy, thriving &amp; connected communities.</p>	<ul style="list-style-type: none"> <li>• Quarterly community panel meetings providing input into all areas of museum activity.</li> <li>• Co-produced project working with community partners and creative practitioners.</li> </ul>

# Investment Principles Plan – how we are going to do it

The ACE investment principles underpin the plan and set out how RAMM will develop so it can better deliver the outcomes:

<p><b>Ambition &amp; Quality</b></p> <ul style="list-style-type: none"> <li>• To ensure that RAMM’s public programme fulfils the museum’s vision and mission statements to enrich the lives of people living, working or visiting Exeter by providing them with opportunities to be inspired, informed and entertained.</li> <li>• We will monitor our success by distilling and articulating our ambitions and drawing from them a consistent set of questions to ask the public and participants.</li> </ul>	<ul style="list-style-type: none"> <li>• Research and evaluation</li> <li>• Impact &amp; Insight toolkit</li> <li>• Quality improvement process</li> </ul>
<p><b>Dynamism</b></p> <ul style="list-style-type: none"> <li>• To strengthen RAMM’s commitment to a flexible business model by augmenting our strong partnership with the University of Exeter.</li> <li>• Continue to establish process for strategically embedding fundraising into RAMM’s workplans. Increase individual giving at all levels.</li> <li>• Monitor and where appropriate engage with developments and opportunities in AI, in relation to Museum Practice.</li> <li>• Ensure staff feel empowered to engage with new sector developments through providing training and mentoring opportunities for our teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing and communications</li> <li>• Digital</li> <li>• Fundraising</li> <li>• Data and insight</li> <li>• Skills development</li> <li>• Commercial income generation</li> <li>• Internal comms</li> </ul>
<p><b>Environmental Responsibility</b></p> <ul style="list-style-type: none"> <li>• To develop and implement a decarbonisation plan contributing to ECC’s Net Zero ambitions</li> <li>• Inform our audiences about the ways we can all change and adapt.</li> </ul>	<ul style="list-style-type: none"> <li>• Energy efficiency - working with net zero team</li> <li>• Environmental responsibility programming theme</li> </ul>
<p><b>Inclusivity &amp; Relevance</b></p> <ul style="list-style-type: none"> <li>• Visitors, staff &amp; volunteers are representative of our local communities.</li> <li>• Everyone, whatever their background, feels welcome in the museum.</li> <li>• Under-served communities are involved.</li> <li>• Staff feel safe, supported &amp; empowered.</li> <li>• We work with creative practitioners from all backgrounds to enrich our work.</li> </ul>	<ul style="list-style-type: none"> <li>• Accessibility</li> <li>• Engage with creative practitioners from diverse backgrounds</li> <li>• Diversity training for staff and volunteers</li> <li>• Equality action plan</li> </ul>

## Finance

The NPO budget has not changed from 2018 and therefore the balance between and pay and non-pay has shifted to take into account annual pay awards.

### Indicative budget

	2026-27	% OF GRANT	% CHANGE FROM PREV. YR
Pay	£461,331	75%	4%
Casuals	£36,000	6%	0%
Non-Pay	£121,031	20%	-14%
<b>Total:</b>	<b>£618,363</b>	<b>100%</b>	<b>0</b>
<b>Grant:</b>	<b>£618,363</b>		

## Monitoring

RAMM's performance against its NPO business plan is monitored by its Oversight Panel. This panel is chaired by the Portfolio Holder for Arts, Culture and Tourism. It consists of five Members and two external representatives, one a young person.

The detail of the 2026-27 plan will be developed and targets and KPIs agreed. It will be submitted to the Oversight Panel in April 2026 and then be monitored on a quarterly basis against these objectives and KPIs.

There will be a risk register which also forms part of the quarterly monitoring process.

RAMM has also produced electronic dashboards for visits, ticket sales, fundraising and income generation. These are monitored operationally by the relevant staff and managers.

