

THE CHATHAM HISTORIC DOCKYARD TRUST

CORPORATE PLAN 2021-2025




THE HISTORIC
DOCKYARD
CHATHAM



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3 SLIP
**THE BIG
SPACE**
The BIG



**BUILT IN 1838, THE
IMMENSE NO. 3 COVERED
SLIP WAS, WHEN BUILT,
THE LARGEST WIDE SPAN
TIMBER STRUCTURE IN
EUROPE.**

Picture Credit: Raymond Fothergill



Store

INTRODUCTION



As a charity we have always approached decision making with a long-term view while being ambitious, pragmatic and entrepreneurial. With 35 years practical experience and knowledge as a foundation, this plan is developed using that valuable resource but also considering current trends and changes affecting our portfolio of activities. What follows continues to demonstrate ambition and realism in all we do.

Following the original launch of this Plan in February 2020, the

COVID-19 global pandemic has fundamentally changed our operating environment and the Board of Management felt it appropriate to recognise this, revisit and republish this document to reflect our revised ambitions and goals over the coming four years.

Whilst COVID-19 has altered our operating environment, the Trust's strategy and broad ambition remains largely unaltered. The strategy outlined in this document is based on evolution not revolution and has a central supporting theme underlying larger proposals that will engage everyone involved with the Historic Dockyard. This is best summed up as a constant striving for improvement. "1,000 small improvements that collectively make a big impact".

At the point of publishing the original Corporate Plan 2020-25, the Trust had reached a pivotal point in its lifecycle – for the first time it was in a position of achieving its charitable objectives through choice of direction rather than direction being dictated by need (i.e. the need to repair key buildings on site). Support from the Department for Digital, Culture, Media and Sport (DCMS), Medway Council, Historic England and the National Lottery Heritage Fund (NLHF), along with many other stakeholders and funders, had enabled the Trust to reach this position of choice.

The impact of COVID-19 has been significant.

The Trust will need to balance its ambitions carefully over the coming years to ensure this resilience is maintained, enabling the Trust to

continue to prioritise choices based on long-term benefit not short-term gain.

Trustees had already taken the opportunity to pause briefly in terms of capital development of the Historic Dockyard site, in the knowledge that the most urgent capital projects have now been effectively completed – although Trustees recognise there is still much more to be done if the Historic Dockyard is to maintain standards of preservation, reach its audiences and market potential. This has given time to review how we, as a 21st Century charity, can best meet our charitable objectives going into the long-term future whilst also acknowledging the challenging operating environment that lies ahead. With this in mind, the Trustees continue to ask a fundamental question – where do we want to be in 25 years' time?

In answering this question, the Trust has aimed to develop:

- A Long-Term Vision
- A 10 Year – Programme of Work
- A 5 Year Action Plan – the basis of this Corporate Plan

Throughout this process, the Trust has always been mindful of ensuring that a culture of entrepreneurship is maintained – it is, after all, this culture that has enabled the Trust to self-finance its basic operational needs to deliver preservation and learning at today's levels – a remarkable achievement considering the scale of the challenge faced back in 1984. Our approach is unparalleled elsewhere in the UK and our success reflects a long-term and little changed strategy

that has evolved to meet changing circumstances. In developing the next stages of work for the organisation, the Trust is taking great care to ensure that immediate goals set in this Corporate Plan do not harm or obstruct achievement of the long-term vision.

In developing this vision, the Trust commissioned external consultants to specifically address how best we might meet our Educational charitable objective – delivered principally through visits to the site and its galleries. This work has led to a renewed focus on attracting more family visitors and looking to the future to deliver increased digital and outreach activities.

Whilst the Trust has spent a considerable amount of time reviewing how best to meet this objective, the preservation of the Historic Dockyard site, the most complete dockyard of the age of sail in the world, remains of crucial importance. Within this Corporate Plan, “preservation through re-use” remains the way we will meet this objective. The plan ensures that preservation and education objectives are always in harmony ensuring the unique balance of uses across the site are central to the development process.

In developing this plan, places such as the Historic Dockyard have an important role to play in supporting an inclusive, diverse and equal society. The Trust is committed to ensuring that our Governance, leadership, and teams at all levels are representative of the communities and audiences which we serve as a charity. We acknowledge that we are at the start of this process and have more to do as we strive to embed a culture of diversity and inclusivity in all aspects of our work.

It is also clear that climate change remains the single greatest challenge that we will face over the coming 25 years. Careful consideration has also been given to ensuring that our organisation is aware of its environmental impact and develops a robust approach to reducing this, whilst always

recognising the significant challenges with a 400-year-old historic estate.

Finally, we have engaged with our key stakeholders to ensure that we can work together to promote success across all our shared strategic initiatives. This Corporate Plan recognises strategic and operational development locally and regionally together with the opportunities that will arise. It aligns with strategic objectives of a number of key stakeholders, including the University of Kent, Medway Council and key funders. In particular, this plan has been written with a number of strategic initiatives in mind, namely:

- Medway Council – Placemaking Strategy (A vision for Medway 2035)
- Creative Industries development across the South East region and Medway
- A thriving high education provision
- The placement of Culture at the heart of the place

This plan also recognises regional strategic opportunities such as the Lower Thames Crossing and other initiatives across the wider Kent area, the South East and nationally which could impact. It is also mindful of wider developments in the visitor attraction market locally and regionally that provide opportunity for market growth – with the development of the London Resort being key to this.

We commit to remaining entrepreneurial, dynamic, ambitious and progressive within the context of excellence and balance of use in all we do to the benefit of those engaging with this amazing place. We have a clear ambition to be an organisation that emerges from a global pandemic both financially resilient and with a focus on the delivery of our charitable objectives.

Admiral Sir Trevor Soar KCB OBE DL

Chairman - The Chatham Historic Dockyard Trust

OUR VISION

The most complete and best preserved Dockyard of the Age of Sail will increase its impact through innovative reuses of our heritage assets making it ever more relevant to all users, providing excellent experiences for all and inspirational learning for the widest audiences.



AT ITS HEIGHT DURING THE AGE OF SAIL, THE ROYAL DOCKYARD AT CHATHAM EMPLOYED 2,500 SKILLED ARTISANS AND COVERED 80 ACRES.

The Historic Dockyard Chatham
looking East over the River Medway.

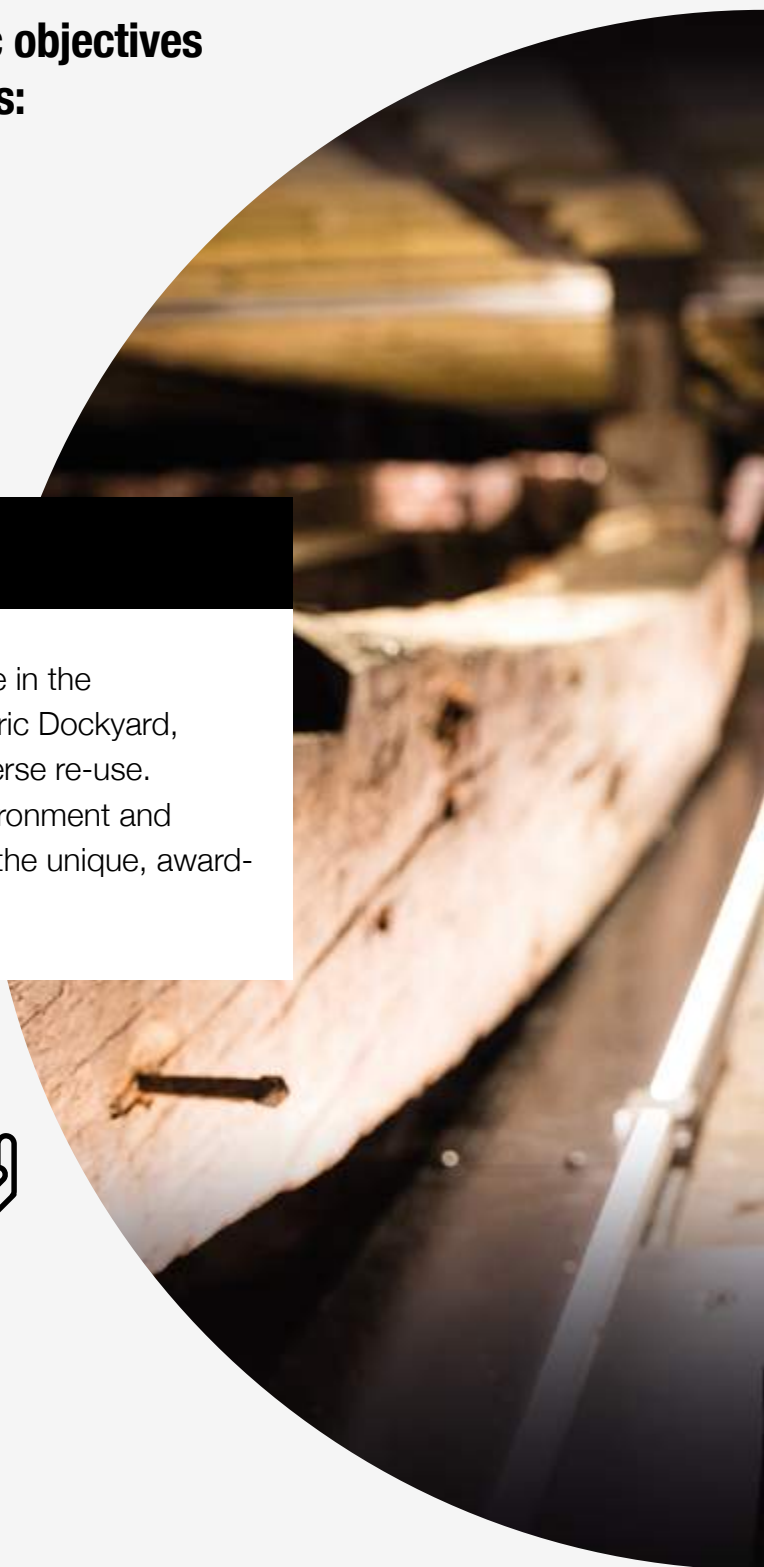


OUR STRATEGIC OBJECTIVES

As a registered charity, our strategic objectives accord with our founding documents:

PRESERVATION

To set the benchmark in maintaining excellence in the sympathetic preservation and use of The Historic Dockyard, its buildings, ships and collections through diverse re-use. Excellence in management of the heritage environment and building use will remain essential in preserving the unique, award-winning, historic character of the site.





LEARNING

To engage the widest audiences in learning about the significance and role of the former Royal Dockyard at Chatham and its people in supporting the Royal Navy from sail to steam to nuclear power over a 400 year period.

Utilising on-site heritage assets as the foundation for an industry leading museum and heritage site, we will maximise our reach and capacity whilst maintaining quality in delivering inspirational programmes and engaging activities which will incorporate the best use of digital technology and outreach activities.



EXCELLENCE

Providing excellence in everything we do, we will deliver an unmatched, inspirational and memorable experience for all users of The Historic Dockyard – whether visitors, tenants, residents or students – that exceed their expectations and maintains a balanced ecology of uses.

OUR BRAND VALUES

Our brand is our promise. It is our identity, our values, our personality, our aspirations and as such it is one of our most important assets. In communicating our brand, we define what we value most.



WARE PRODUCTS ARE
ABLE TO BUY FROM THE
MUSEUM SHOP
DISTANCE PLEASE ASK A
MEMBER OF STAFF
OPEN THE GATES
WORK AREA



**FORMAL LEARNING
PROGRAMMES ENGAGING
WITH YOUNG PEOPLE FROM
ACROSS THE SOUTH EAST.**

Picture Credit: Chatham Historic Dockyard Trust

OUR VALUES

PRESERVATION OF MARITIME HERITAGE

To set the benchmark in maintaining excellence in the sympathetic preservation and use of The Historic Dockyard Chatham, its buildings, ships and collections through diverse re-use.

WORLD CLASS LEARNING

To engage the widest possible audience in learning about the significance and history of the former Royal Dockyard. To maximise reach and capacity whilst maintaining the highest quality. Delivering innovative and inspirational programmes, providing outreach activities and incorporating digital technology (where appropriate).

EXCELLENCE AS STANDARD

To provide excellence in everything we do, delivering unmatched, inspirational and memorable experiences for all users of The Historic Dockyard Chatham.

AN ENTREPRENEURIAL SPIRIT

To constantly develop exciting and sustainable ways of re-using and reinventing The Historic Dockyard Chatham. To amplify the relationship between the past and the present to deliver an enriching experience for all Dockyard users now and for the future.



These values are incorporated in our strategic objectives and define the culture and characteristics of our teams:

A WARM WELCOME EVERY TIME

To place warmth at the heart of every interaction and remember that every experience is individual, personal and part of The Historic Dockyard Chatham story.

PRIDE IN THE JOB

To inspire and be inspired by the diversity of skills in The Historic Dockyard Chatham team. To nourish and celebrate the values everyone brings and create inventive ways of sharing those values through public experience.

WORKING TOGETHER FOR THE GREATER GOOD

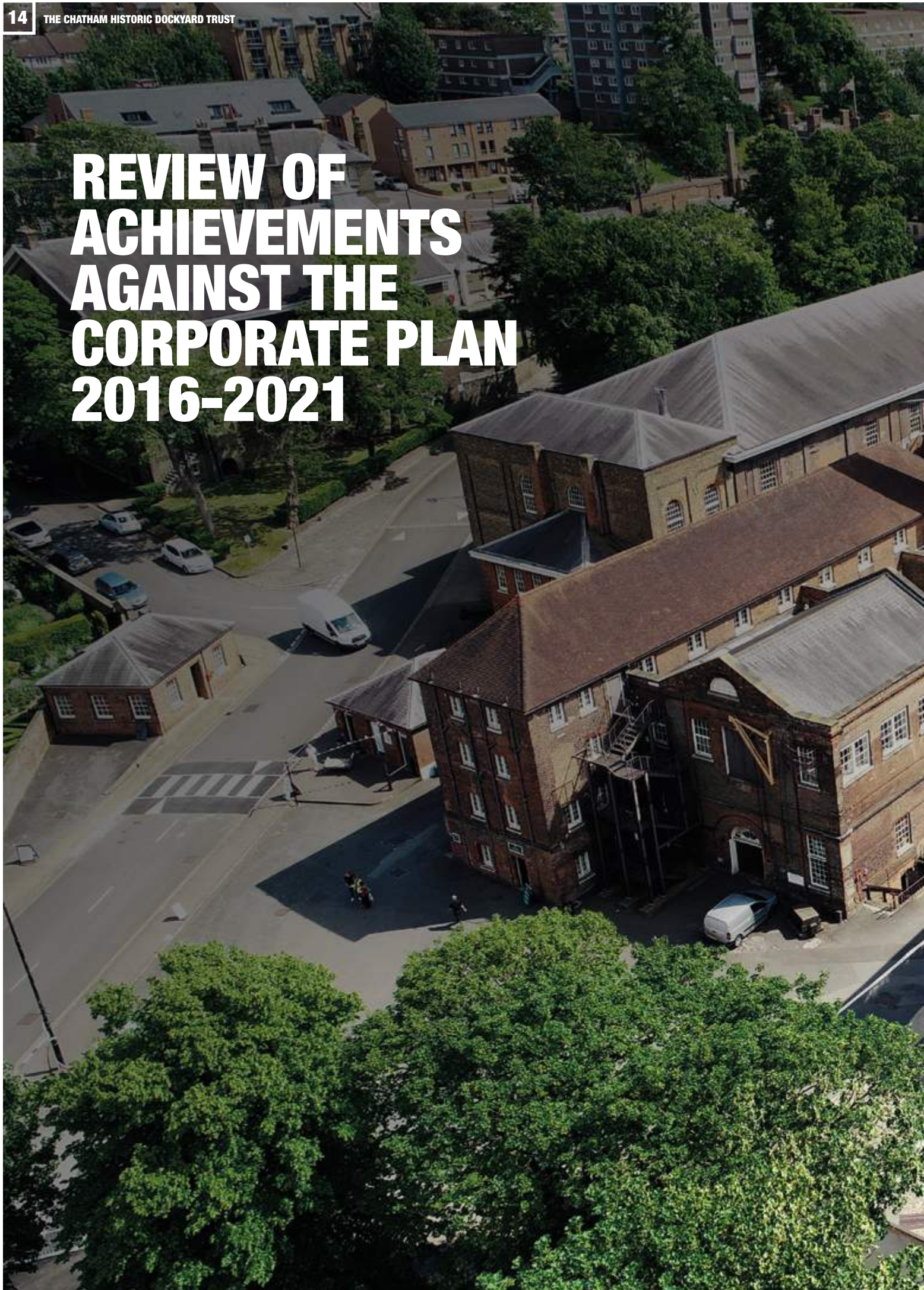
To support and harness a culture of collaboration, where fundamental respect and awareness allows for ideas that enhance and energise The Historic Dockyard Chatham.

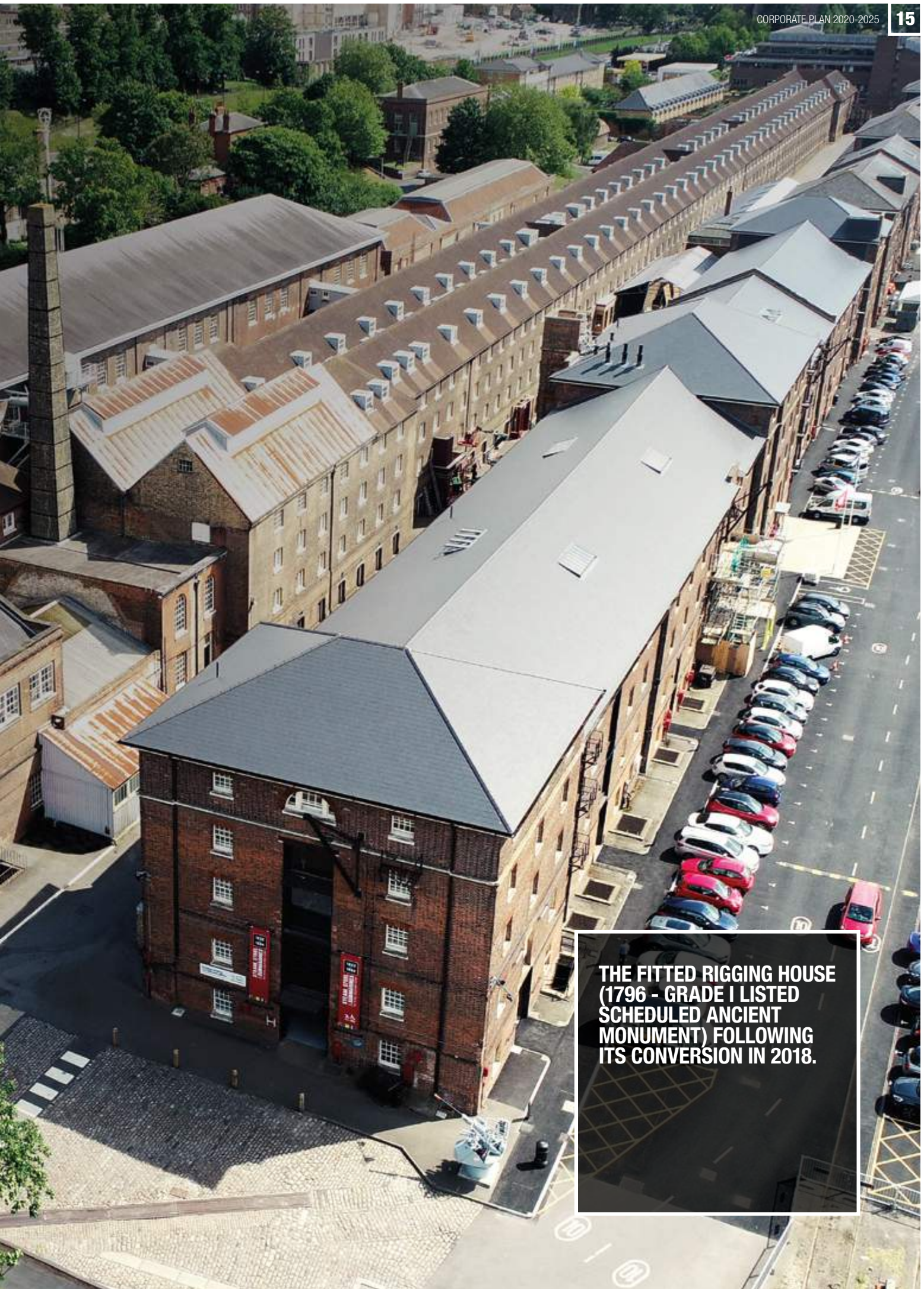
OPEN TO NEW IDEAS AND OPPORTUNITIES

To cultivate an inspiring culture of new thoughts and ideas whilst being mindful of the important balance between site uses. To challenge the status quo in pursuit of fresh and fearless ideas which will strengthen The Historic Dockyard Chatham's relevance now and in the future.



REVIEW OF ACHIEVEMENTS AGAINST THE CORPORATE PLAN 2016-2021





**THE FITTED RIGGING HOUSE
(1796 - GRADE I LISTED
SCHEDULED ANCIENT
MONUMENT) FOLLOWING
ITS CONVERSION IN 2018.**

REVIEW OF ACHIEVEMENTS

The publication of the previous Corporate Plan coincided with the launch of Command of the Oceans, a ground-breaking preservation and learning project that has exceeded all expectations and has formed the foundation for delivery against a wide range of objectives set out in the previous plan. It has also been the catalyst for receiving external recognition from our peers and industry.

Since then and very significantly, we have delivered our Fitted Rigging House project ahead of schedule. This has unlocked the financial sustainability of the charity on a revenue level at our current operating capacity – enabling us, as an organisation, to look forward to the future on a more sustainable revenue foundation.

Recognising achievement against all of these goals and not wishing to be an organisation that stands-still, we have brought the development of our next Corporate Plan forward by one year to align with the Trust's vision for the future and to support enhanced delivery against our charitable objectives.

The Historic Dockyard now welcomes up to 190,000 visitors per annum

HM Submarine Ocelot (1962) was the last vessel built for the Royal Navy at Chatham – now a core part of our visitor offer.



Our previous Corporate Plan objectives have achieved the following:

Preservation through balanced and appropriate re-use leading to a sustainable future

- The Trust has maintained and grown the use of the estate's heritage assets, now generating £2.6m in sustainable 'rental' income per annum that is in balance with other uses across the site.
- The Fitted Rigging House has now been brought into productive re-use, **generating c.£350k income per annum**. This seeks to close the Trust's annual funding gap whilst also improving the visitor experience to our 19th & 20th Century galleries; our revised library and reading room; and enhancing our volunteer work and rest facilities.
- A traffic management and car parking strategy has been implemented to great effect in-line with the improvements above to ensure a safe, pedestrian friendly environment that supports the mixed-use of the site.
- Following an increase in annual income, the Trust's Management and Maintenance Plan has been reviewed with new resources now available to ensure that appropriate charitable expenditure is assigned to the maintenance of our important heritage assets.

Development of our education reach by creating excellent, engaging and informative visitor experiences, appropriate partnerships and communications programmes that are relevant to 21st Century audiences

- The Trust now welcomes up to 190,000 visitors per annum to the most complete dockyard of the age of sail in the world.
- 12,000+ formal school visitors per annum.
- Standards of our visitor experience have been raised – achieving 2 Visit England Gold Awards in 2017 & 2018 and 7 TripAdvisor Certificates of Excellence
- Mobile Dockyard outreach programmes have now worked with over 10,000 people – taking the Historic Dockyard to some of the hardest to reach communities in the area.
- Our digital engagement strategy is now underway and over 600 objects have been digitised and are available on our website. Crucially, this forms the foundation for future digital engagement work – going beyond collections digitisation.

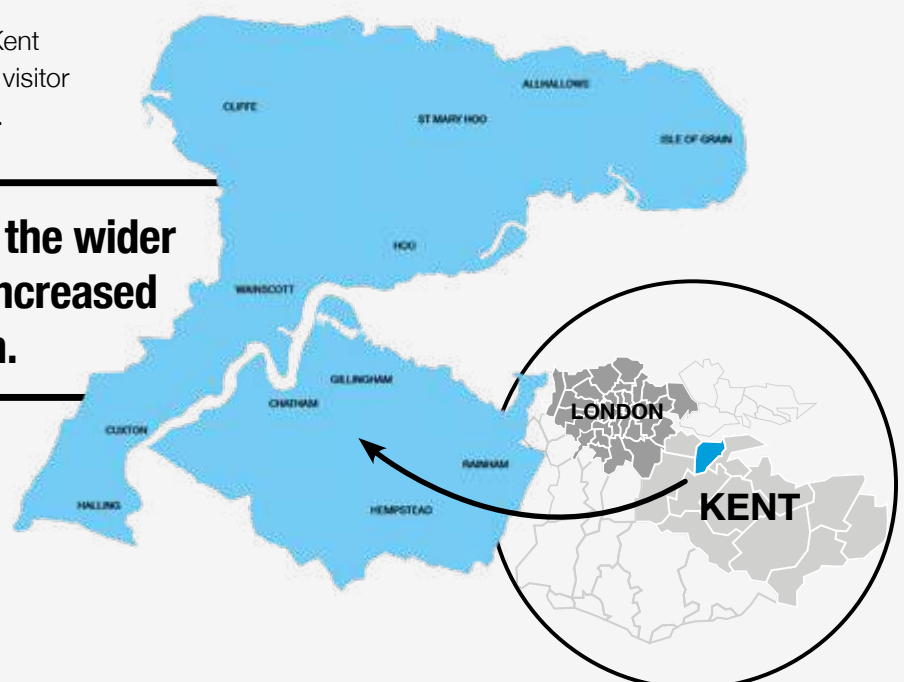
Further development of relationships with stakeholders and funders that subscribe to our long-term vision

- The Trust has raised its profile on a national scale through internationally significant events such as the Battle of Medway and Festival 400 celebrations – both of which have considerably enhanced Medway Council's wider strategy of putting Medway on the map.
- Recognition for the Trust's work has been achieved through numerous awards given over the past 4 years including the Historic England Angel Award for Best Large Preservation project and being shortlisted for the RIBA Stirling Prize 2017.
- Relationships have been strengthened with key stakeholders and funders through the delivery of the Fitted Rigging House project.
- Our Economic Impact to the wider Medway area has now increased to over £29m per annum.
- Active engagement with both Medway Council and the University of Kent (both key stakeholders) has led to the creation of a "Creative Hub" within Medway that will continue into the future.
- The Trust has maintained its Accredited Museum Status and has now become an Arts Council England National Portfolio Organisation, leading a consortium of Kent museums to recognise best practice in visitor experience and education in the region.

Investing in our people

- We have actively invested in ongoing staff development programmes, including succession planning for key roles within the organisation. We have invested in new roles over the past 5 years to ensure new skills continue to be added to our highly experienced team.
- Encouraging diversity is at the heart of everything we do and we are proud to have a diverse workforce made up of over 150 staff and over 300 volunteers.
- Recognising that the well-being of an organisation's staff team is of critical importance, a number of initiatives have been developed that focus on mental and physical health to improve staff welfare.
- Investing in professional staff development from leadership to operational and many role specific activities.

Our Economic Impact in the wider Medway area has now increased to over £29m per annum.



Be an entrepreneurial charity

- We define entrepreneurship as the ability to identify and assess opportunities, adopting and developing the best where these opportunities provide a financial or charitable return. This culture is embedded throughout our organisation and has led to the creation of a strategy of:

1,000 small improvements that collectively make a big impact – outlined further in this plan

- The Trust continues to be a financially astute charity – an approach that has seen the organisation overcome huge challenges to become financially self-sustaining on a revenue level in the past 35 years.
- A commercial approach to the management of operations within the Ropery continues to support the inherent costs of maintaining and operating a Victorian Factory space for the enjoyment and education of all our visitors.
- Catering and Retail returns following the completion of Command of the Oceans, which included significant improvements to retail and catering outlets, have now increased by 27% over a three-year period, supporting the development of enhanced customer service and wider charitable development.
- The site continues to be a major film location contributing significant income through locations fees and a partnership with Neal Street Productions (Call the Midwife) has seen the launch of the official Call the Midwife Location Tour, securing an additional £105,400 income per annum.

RECENT AWARDS AND ACCOLADES

RIBA South East Award 2017

RIBA South East Conservation Award 2017

RIBA South East Building of the Year 2017

RIBA Stirling Prize Shortlist

RICS South East – Best Project 2018

RICS South East – Best Leisure and Tourism Project

RICS National – Best Leisure and Tourism Project

Historic England Heritage Angel Award – Best Major Preservation and Conservation Project

Visit England Gold Award 2017

Visit England Gold Award 2018

Sandford Award for Education

KEiBA – Best Leisure and Tourism Project 2017

Medway Design and Regeneration Awards – Best Conservation Architecture Award 2017

Medway Design and Regeneration Awards – The Greatest Regeneration Impact in Medway over the last ten years.



**THE RIBA STIRLING
PRIZE SHORTLISTED
COMMAND OF THE
OCEANS PROJECT.**

Picture Credit: Rikard Osterlund

OUR STRATEGY

Our strategy is to embrace an ethos of excellence and is designed to move us towards delivering our long-term vision. We identify five corporate goals that underpin the strategy and are delivered through our operating plans.

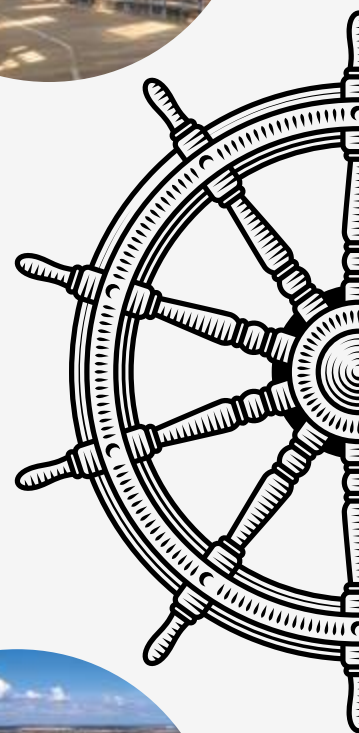
The strategy balances the preservation of our iconic buildings, ships, collections and heritage assets with the resources that they provide and the ambition to further develop our learning reach using an approach that is both physical and digital. Excellent governance and leadership are at the heart of all of this and the continued relationship with our key stakeholders will support delivery against these objectives. Underpinning this strategy is a commitment to continuous improvement, recognising that the investment in our people and encouraging an entrepreneurial approach will be the key to delivering success. Quite simply, our excellent team will always strive to achieve at a higher level in the future than anything that has gone before.

‘Preservation through Reuse’ remains the approach to delivery against our strategy.



OUR FIVE OVERARCHING STRATEGIC GOALS ARE:

- 1. Preservation of the most complete dockyard of the age of sail, enabling financial and environmental sustainability through balanced and appropriate re-use.**
- 2. Invest in the development of our learning reach by creating excellent, engaging, informative and enjoyable experiences that are relevant to wide ranging audiences and aligned to our charitable objectives.**
- 3. Further strengthen our relationships with stakeholders and funders that align with our long-term vision.**





4. **Investment in people and wellbeing –** supporting and developing our teams and their wellbeing, creating an entrepreneurial, high performing and inclusive culture which promotes diversity.



5. **Develop excellence –** our ethos throughout our lifecycle as an organisation has been one of entrepreneurship and developing a culture of investment – rather than “spending” – to create an environment of excellence for all users.

A number of individual objectives have been set (outlined further in this document) with the aim of meeting these overarching goals over the 5-year period of this Corporate Plan.

ACHIEVING OUR GOALS

A SLOOP OF THE VICTORIAN ROYAL NAVY, HMS GANNET WAS BUILT ON THE RIVER MEDWAY AT SHEERNESS IN 1878.



1. PRESERVATION

Preservation of the most complete dockyard of the age of sail, enabling financial and environmental sustainability through balanced and appropriate re-use.

The ongoing and sustainable preservation of the 80-acre Historic Dockyard site and its 47 Scheduled Ancient Monuments and Listed Buildings is a core charitable purpose and the key to unlocking all our objectives.



Chatham's Fitted Rigging House Project is a perfect example of how we can make our heritage buildings work in the modern world. As communities change, often these buildings struggle to meet our needs and fall into disrepair. This project is a blueprint for how to utilise our historic sites, so they can be preserved for generations to come.

MICHAEL ELLIS – MINISTER FOR ARTS,
HERITAGE AND TOURISM (JAN 2018 - MAY 2019)

We will meet this goal through:

- a. Excellent management and delivery of services to the residential estate with improved communications and further development of the Residents' Committee leading to increased satisfaction levels.
- b. Excellence in commercial property facilities management - increasing yields on properties where appropriate.
- c. Seeking increased investment in planned preventative maintenance to levels that lead to continuous improvements across the estate.
- d. Curation of use and investment in key strategic buildings to align Chatham Historic Dockyard Trust with key stakeholders and tenant needs to ensure maximum benefit is achieved – both financial and charitable.
- e. Considering all future uses of all our heritage assets to align with our strategic objectives and those of our stakeholders.

In meeting our Preservation goal, we have set the following objectives:

- Maintain and grow the use of the estate's heritage assets to generate diverse income streams ensuring that new uses do not adversely affect the harmonious balance.
- Continue to review commercial property portfolio and benchmark yields generated from each building to ensure that the returns from assets are being maximised.
- Develop an Environmental Impact Strategy that recognises the need to increase bio-diversity across our industrial site and focussing on the environmental impact of our work and the sustainable re-use of building as positive action to recycling embodied carbon (Target completion date - March 2022).
- Develop a detailed strategy to secure the restoration and future economic use of the Number 1 Work Base complex (Grade II*), currently one of the less well maintained and used assets (Target completion date for feasibility – Summer 2023).
- As income grows, increase the amount and proportion of expenditure devoted to the planned and preventative maintenance of our buildings, environment, ships and galleries.
- Develop a detailed feasibility study to bring the Lead and Paint Mill, Lower Boat House and the South-End of the Fitted Rigging House into a full sustainable use whilst maintaining the delicate balance of uses across the site (Target completion date for feasibility – March 2022).

2. DEVELOPMENT OF OUR LEARNING REACH

Invest in the development of our learning reach by creating excellent, engaging, informative and enjoyable experiences that are relevant to wide ranging audiences and aligned to our charitable objectives.

Recent investment in external professional support reviewed our core visitor product, our market potential and competition analysis which has refined our focus on areas of opportunity. Development of these ideas in line with increased marketing investment will lead to ever higher satisfaction and increased, but manageable, volumes. The evidence collated via the independent consultancy study indicates that in order to achieve our objective we must continue to develop the site as a place that families feel ever more comfortable and safe.

“

The Historic Dockyard Chatham Learning Team is a leading light in museum and historic site education. Their drive and pride in their achievements is an inspiration to others. Any school visiting can be certain that they will get an experience which enhances their work in school with activities delivered by a professional team and they remain at the centre of heritage education in Kent.

JUDGE – THE SANDFORD AWARD FOR EDUCATION

Building on the consultations with users and the research undertaken by our professional advisors, we believe that we can substantially develop our learning reach by creating excellent, engaging, informative and enjoyable experiences that are relevant to wide ranging audiences and aligned to our charitable objectives. Continuing to use the buildings, ships and galleries on site as our primary resource but increasing our focus on outreach via physical and digital means. The impact of COVID-19 will have an impact of the level of external resources available to support large-scale capital expenditure,

but our aspiration for future development remains unchanged. A greater emphasis is placed on utilising the assets we already have in place and developing over-ready projects which can be implemented when conditions allow.

We will meet this goal through:

- a. Recognising the need to satisfy new audiences, develop the museum further to create an environment that is playful, exemplary, relaxing, creative, diverse and destination-focused whilst improving the experience for existing users through telling compelling stories and developing engaging content.
- b. Investing in continuous improvement across the Historic Dockyard site – 1,000 small improvements that collectively make a big impact.
- c. Using our real and unique heritage assets as the foundation to improve all engagement whether real or virtual.
- d. Maintaining our position as a fully accredited museum, managing collections according to best practice.
- e. Recognising our independent status requiring cost and income to be balanced, develop a museum that is focussed on delivery against our Learning charitable objective in relevant and audience appropriate ways.
- f. Embracing and investing in digital technology and outreach programmes to enhance our learning message on site and to diverse audiences across the world - recognising that our core asset is the authentic experience of visiting the site.
- g. Further developing formal education programmes, outreach and activities – working in partnership with schools and local Universities.

In meeting our Learning goal, we have set the following objectives:

- Maintain accredited museum status and secure Arts Council England National Portfolio Organisation status for a 2nd term (2023 onwards) – reinforcing the Trust’s position as a leading museum on a national level whilst also playing a leadership role in wider cultural and museum activity in the South East, Kent and Medway.
- Develop and implement a digital engagement strategy by summer 2021 formed on the foundation of introductory work that has already taken place. Using digitised collections, along with inspiring stories, develop new audiences to engage with the Historic Dockyard, both physically as visitors and virtually as digital participants. By 2025, we will actively engage digitally with over 500,000 people.
- Continue to provide exemplar learning experiences through greater engagement with schools, family-focussed learning opportunities, the use of mobile outreach activities and continued partnerships with Medway’s Universities – reaching over 25,000 people per annum by the end of 2025.
- Use both self-generated income and innovative fundraising to:
 - > Further enhance the Ropery Gallery and surrounding complex to meet the standards of excellence in other gallery spaces across the site, increasing capacity and accessibility for all users by March 2022.
 - > Interpret our historic warships in more detail as examples of the work the Royal Dockyards and the role played by such ships through the three centuries they represent – integrating 19th and 20th Century collections to help tell the story.
- Building on excellent foundations, raise standards of our visitor experience, benchmarked against peers, to ensure sustained improvement across the site. Maintain our quality assurance accreditations from TripAdvisor (Certificate of Excellence) and Visit England Quality Assurance Scheme Gold (VAQAS) every year.
- Ensure that our buildings and the Dockyard environment, remain engaging parts of the visitor experience for all users, recognised through increased awareness from our visitors, measured through research undertaken after a visit has taken place.
- In line with the development of a new Environmental Impact Strategy, develop a series of educational programmes that will highlight our commitment to the environment and share our experiences of developing bio-diversity in urban landscapes. Programmes to be developed following the completion of the Environmental Impact Strategy in March 2022.



The Historic Dockyard at Chatham is an extraordinary site that charts Britain’s impressive naval history

STUART MCLEOD – NATIONAL LOTTERY HERITAGE FUND

3. RELATIONSHIPS WITH STAKEHOLDERS

Further strengthen our relationships with stakeholders and funders that align with our long-term vision.

A charity's reputation is its most important asset and Chatham Historic Dockyard Trust has worked hard to build excellent, mutually beneficial relationships. Our success as a charity depends on a number of external factors and engagement with key stakeholders is the key to unlocking our future potential.

We will meet this goal through:

- a. Strengthening relationships that are beneficial to Trust purposes and add value to all stakeholders.
- b. Actively engaging with our Local Authority (Medway Council) on the delivery of their Placemaking Strategy and in meeting aspirations around cultural and creative development.
- c. Aligning with regional strategic authorities (including Kent County Council, SELEP and Governmental Departments) to maximise opportunities that arise through the Lower Thames Crossing and other initiatives across Kent and the South East.
- d. Investing in our permanent campaigns to raise capital and revenue funding to deliver our objectives.
- e. Becoming a leader in excellence for heritage preservation and museum services across the South East through the development of our relationship with Historic England and Arts Council England as a National Portfolio Organisation.
- f. Building on our excellent relationship, work closely with the University of Kent to ensure our strategy aligns with their emerging Medway strategy and the development of Creative Hubs in Medway.
- g. Continue to develop our relationships with the network of Historic Dockyard commercial tenants, recognising their significance to the Trust's financial sustainability.



HMS Cavalier (1944) - The National Destroyer Memorial.

In meeting our relationships with stakeholders goal, we have set the following objectives:

- Continue to build our reputation as a leading preservation and education charity.
- Engage with Medway Council, in a leadership support capacity, in the development and delivery of their Placemaking Strategy, specifically:
 - > The bid for Medway City of Culture 2025
 - > Raising the national profile of Medway as a place
 - > The connection with other heritage attractions within the Medway Towns
 - > The creation of an emerging creative industries hub within Medway
- Work alongside the University of Kent, as the Historic Dockyard's largest tenant, to:
 - > Support their emerging Medway strategy and provision of an excellent student experience for all those studying at the Historic Dockyard.
 - > Secure an appropriate use for the Police Section House (adjoining the Historic Dockyard site) through the development of the "Docking Station", a creative hub that develops a tangible link between the main University of Kent campus and the Historic Dockyard. Targeted for completion by 2025 in line with Medway City of Culture aspirations.
 - > Develop further opportunities for funding with Arts Council England and engage closely to ensure maximum outcomes for both the University of Kent and the Historic Dockyard.
- Build long-term relationships with strategic funders who can share in our vision and support our goals for development.
- Support ongoing investment in a strong and structured communications strategy that engages with wide-ranging audiences, rebuilding annual visitor numbers incrementally to over 200,000 per annum by 2025.

“

We love the way the Historic Dockyard is embedding mental health throughout the employee life cycle, from recruitment to exit which is really important but very often not covered by employers

KAREN SHAW – TIME TO CHANGE

4. INVESTMENT IN PEOPLE AND WELLBEING

Supporting and developing our teams and their wellbeing, creating an entrepreneurial, high performing and inclusive culture which promotes diversity.

The Trust aspires to be a benchmark for diversity and inclusivity, representing all the communities and audiences we serve as well as demonstrating best practice related to wellbeing and support for both Physical and Mental Health. Our ethos is to promote an entrepreneurial, high performing and inclusive organisational culture with continued investment in talent management whilst always recognising the amount of time required to invest properly in people.

People have always been at the heart of the Dockyard and the local community has supported this special place for many generations. We are extremely fortunate today to continue to have an excellent workforce, made up of staff and volunteers. We will continue to be an open and welcoming organisation to people from all backgrounds and invest in our people to benefit our organisation.

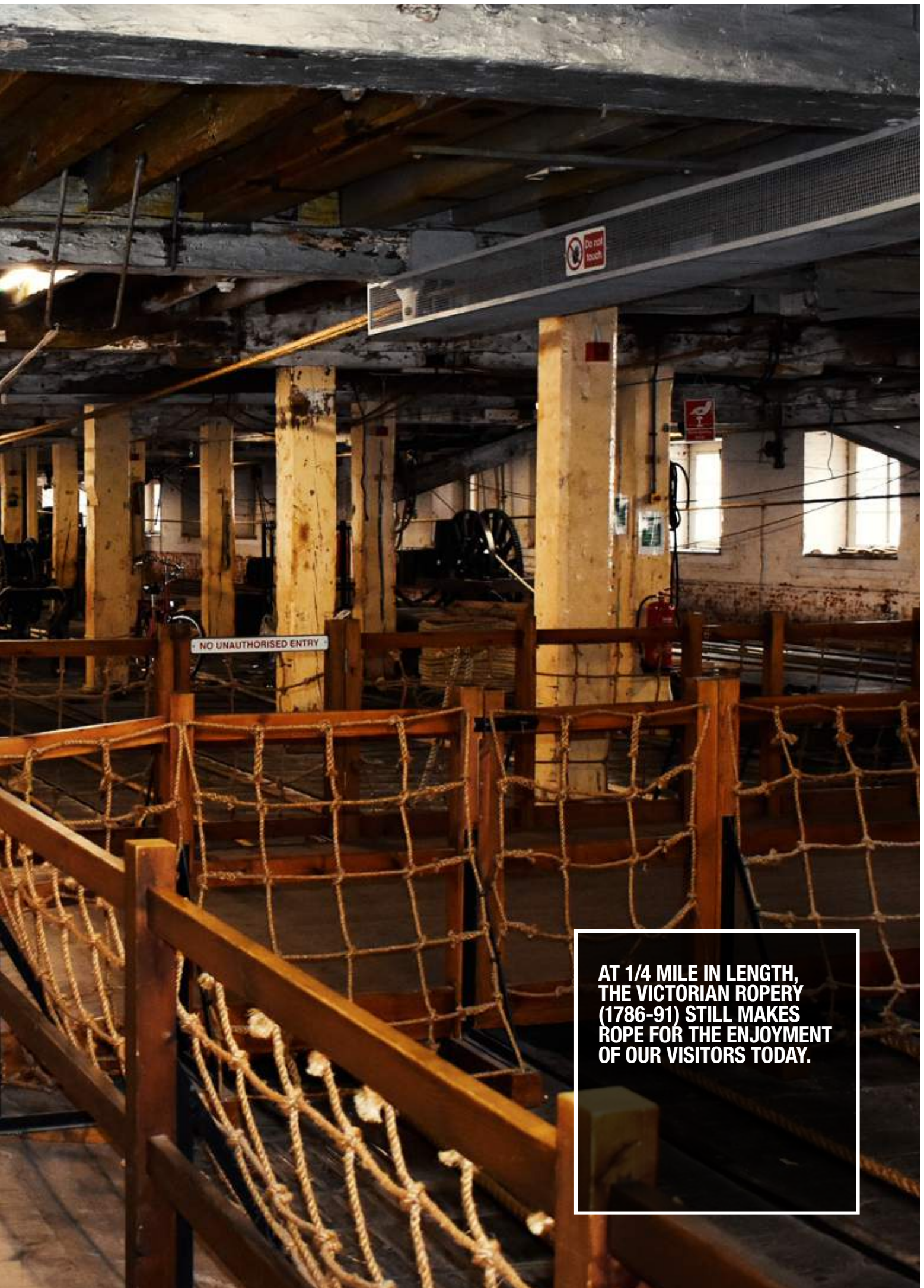
We will meet this goal through:

- a. Placing wellbeing, diversity and inclusion at the centre of all public initiatives.
- b. Investing in and developing our talent management and leadership development for our staff, focussing on succession, continuity and enabling career paths within our organisation.
- c. Maintaining our unrivalled record of staff retention and development as a benchmark within the sector, investing in our team's training, development and well-being with a renewed focus on business continuity, succession planning and retention.
- d. Growing and developing our volunteer support base, providing meaningful opportunities for career development and the wider well-being benefits offered by volunteering through investment in excellent volunteer management to ensure full engagement across the organisation.
- e. Further developing well-being initiatives to ensure the mental and physical health of our staff and volunteers is enhanced – leading to a healthier and happier workforce.
- f. Further enhancing our approach to Safeguarding – building on substantial work already undertaken, we will ensure that all users and our own staff are surrounded in an inclusive and supportive environment.
- g. Increasing the diversity (across all characteristics) of our workforce.
- h. Using the staff appraisal process, invest in all staff and volunteers to ensure our team can provide excellence in customer care and service regardless of the role they play within the organisation.
- i. Creating an ethos of supporting those with talent and ambition to thrive and flourish to corporate and personal benefit.

In meeting our **investment in people and wellbeing** goal, we are committed to ensuring that Chatham Historic Dockyard Trust remains a 21st Century organisation that values its committed staff and volunteer teams. That encourages them to exceed expectations across all areas of the organisation, leading to greater returns in both charitable benefit and financial success. With this in mind, we have set the following objectives:

- Develop and implement a Diversity and Inclusion Strategy which works to ensure that our communities and audiences are fully represented within our organisation's Governance, staff and volunteer teams; that we create meaningful experiences for people of all origins and backgrounds; and that we address the challenges of diversity and inclusion and the difficulty of navigating complex social issues. Strategy completion by October 2021.
- Undertake an annual staff/volunteer satisfaction survey that will measure the engagement and well-being of our teams.
- In 2022 – engage with an external team to review and benchmark the levels of engagement and satisfaction of our staff and volunteer teams.





**AT 1/4 MILE IN LENGTH,
THE VICTORIAN ROPERY
(1786-91) STILL MAKES
ROPE FOR THE ENJOYMENT
OF OUR VISITORS TODAY.**

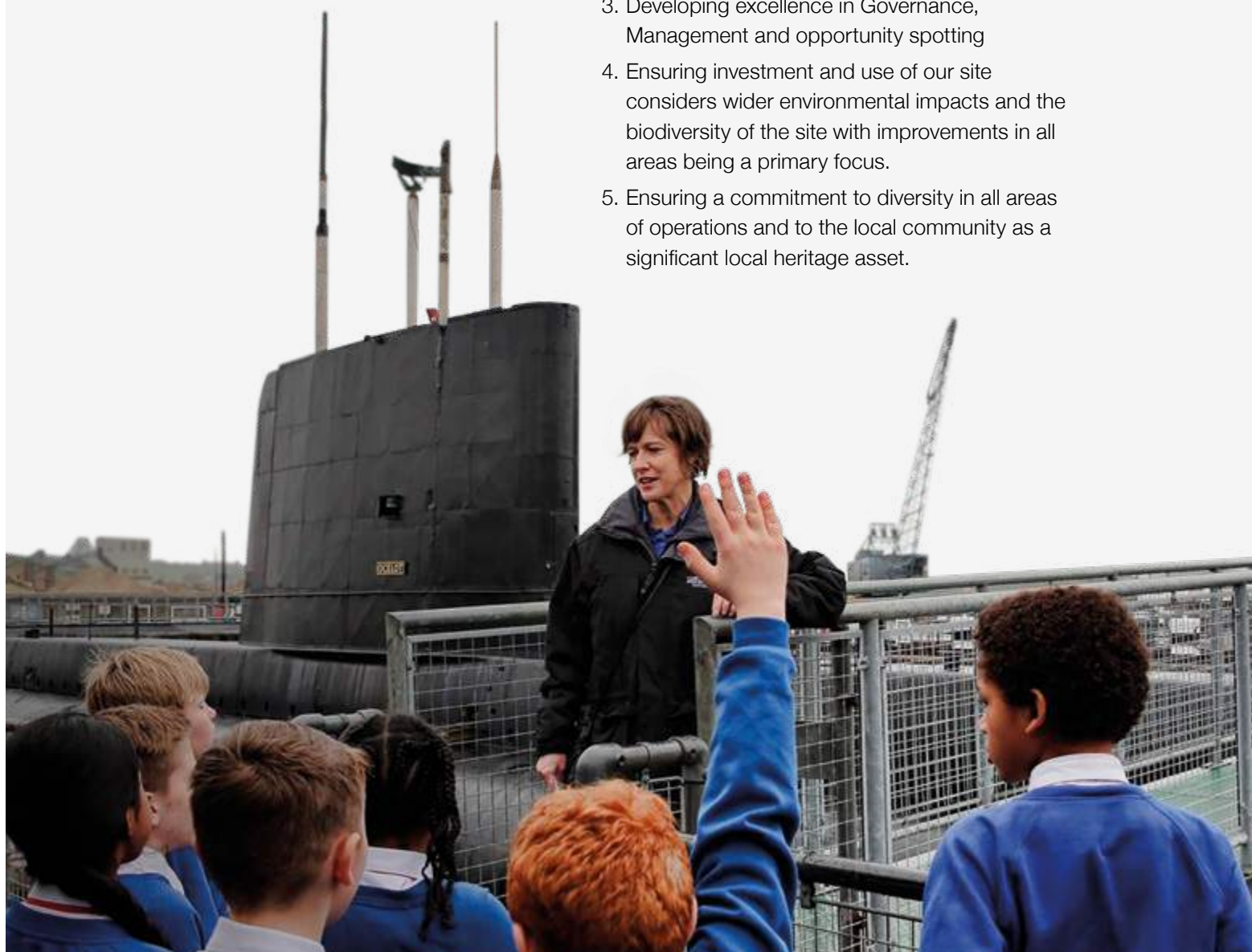
5. DEVELOP EXCELLENCE

Our ethos throughout our lifecycle as an organisation has been one of entrepreneurship and developing a culture of investment – not spending – to create an environment of excellence for all users.

An ethos of excellence underpins everything we do and has an impact on all the goals outlined above. We have always been an entrepreneurial organisation and developing excellence is the key to unlocking income and creative development across a number of areas. Excellence in governance is embedded into everything we do and our culture of excellent management and opportunity spotting is the basis for all future development.

We will meet this goal through:

1. Growing excellence in all areas across the charity including service, welcome, maintenance and trading activities supporting the Trust
2. Continuing to generate an ethos of entrepreneurship and independence through a programme of 1,000 small improvements that collectively make a big impact.
3. Developing excellence in Governance, Management and opportunity spotting
4. Ensuring investment and use of our site considers wider environmental impacts and the biodiversity of the site with improvements in all areas being a primary focus.
5. Ensuring a commitment to diversity in all areas of operations and to the local community as a significant local heritage asset.



“

So good, we're going back tomorrow! ... and we'll still be doing new things! Today I took my nieces to visit for the first time... They absolutely loved it. Where else could they have taken a tour of lifeboats through history (going on one, which thrilled them!), climbed into the bowels on a decommissioned submarine (such tiny beds!), been on a clipper, had a spot of great value, tasty lunch (fish and chips in a bucket with spade to play on the man made beach with!), and then been delivered a fascinating and fun tour of the the ropery? I would highly recommend the Historic Dockyard at Chatham, as I suspect there are still parts that - even after tomorrow - we would not have seen. Great value for money from a place that seems to care for the visitors. Go! Go soon! –

TRIP ADVISOR REVIEW

In meeting our develop excellence goal, we have set the following objectives:

- Maintain an entrepreneurial culture that creates and develops a broad range of opportunities that go beyond the financial into all areas of our operation.
- Support excellence in best service as this will lead to the best financial return – whilst always respecting the balance of users across the site.
- Develop an Environmental Impact Strategy, linked to wider global strategies, that recognises the need to increase bio-diversity across our industrial site and focussing on the environmental impact of our work and the sustainable re-use of building as positive action to recycling embodied carbon. This strategy will also demonstrate the importance of the re-use of our historic buildings, unlocking the embodied carbon within. We will complete this strategy by March 2022.
- Create excellence in all our trading activities, including:
 - > Continue to support the commercial sales of Ropery production, ensuring its manufacturing role remains as a key part of the heritage attraction whilst also providing excellent service to its trade customers.
 - > Review the trading operations (including Catering, Retail and Hospitality) by April 2021 to realise potential growth areas and implement a business plan for trading from 2021 onwards that increases significant financial return from trading operations by 2025 including:
 - Increasing spend per head in retail functions by 10%.
 - Increasing spend per head in catering functions by 10%.
 - Developing a strategy for increasing Hospitality sales representing an increase of 15% growth over 5 years.
 - > Increase returns from other third party uses of our site, including filming and facility hire – always ensuring there is no adverse impact on our other users across the site.
 - > Develop a programme of “1,000 small improvements that collectively make a big impact” which engage all staff and volunteers across the organisation in making small but meaningful developments that have a great impact. We will have completed 500 of these by March 2023.

EXCELLENT GOVERNANCE

Unlocking our Sustainable Future

Chatham Historic Dockyard Trust is committed to excellent governance and continues to undertake regular reviews of its structures and policies.

Chatham Historic Dockyard Trust is committed to excellent governance and continues to undertake regular reviews of its structures and policies.

It recognises the role of Trustees in setting strategy and holding the executive to account for delivery against strategy and specific operational plans. In a complex operating environment, the breadth of experience required from Trustees to ensure that obligations are met is extensive.

The Corporate Plan has been developed by Trustees in close association with the executive and also reflects a broad range of stakeholder

views. It is published at a time that follows a period of extensive investment in our unique historic site and at a pivotal point in the Trust's future.

Our previous Corporate Plan was developed in line with the appointment of Admiral Sir Trevor Soar KCB, OBE, DL as Chairman. His continued full engagement in developing future strategy has created a solid foundation and continuity to the Corporate Planning process. This will ensure the pace of development and delivery of outstanding services is maintained by a talented and professional staff team.

SECTOR LEADERSHIP

The Trust recognises the responsibilities that come from the investment of considerable sums of public funding, including that of National Lottery Heritage Fund and Arts Council England with regard to sharing knowledge, experience and understanding with the wider arts, heritage and museum sectors. It therefore supports and encourages its staff, particularly the Executive, to play an active role in sector leadership and national, regional and local bodies and organisations. These organisations include Visit Kent, Medway Place Board, Medway Cultural Education Partnership, and Kent Medway Museum Partnership.

The Trust is a partner in the Arts Council Funded South East Museum Development programme and since 2018 has led a four partner Kent museum-based Arts Council National Portfolio

Organisation. A consortium of four museums – The Historic Dockyard Chatham (lead partner), Canterbury Museums & Galleries, Guildhall Museum Rochester and Tunbridge Wells Museum & Art Gallery work together to deliver excellence in the use of collections and to inspire learning, creativity and wellbeing to existing and new audiences across Kent & Medway. The current NPO programme is now anticipated to continue until March 2023, with a new portfolio being funded by Arts Council England from April 2023. The Trust will seek to continue its partnership with existing museum partners and to build on the outstanding work already achieved and in doing so continue to support the wider museum community in Kent & Medway.

For over 400 years Chatham Dockyard and its people supported the Royal Navy by building, repairing and maintaining its warships.

TRUSTEES – BOARD OF MANAGEMENT

As at 28 February 2020

CHAIRMAN

Admiral Sir Trevor Soar KCB, OBE, DL

Sir Ian Andrews CBE TD	Board Member
Councillor Rodney Chambers OBE	Board Member
Mr Tony Corbett	Board Member
Mr Murray Hallam	Board Member
Mr Paul Hudson	Board Member
Mr Paul Jackson OBE	Board Member
Mrs Sandra Matthews-Marsh MBE	Board Member
Miss Sarah Roots	Board Member
Mr Pommy Sarwal	Board Member
Mr Duncan Wilson OBE	Board Member
Mr Andrew Fermor	Company Secretary

NON-EXECUTIVE DIRECTORS (TRADING SUBSIDIARIES)

Mr Bill Ferris OBE	Non-Executive Director (Master Ropemakers Ltd.)
Mr David Philip	Non-Executive Director (CHD Trading Ltd.)
Mr Maurice Storey CB	Non-Executive Director (Master Ropemakers Ltd.)

ADDITIONAL MEMBERS OF THE TRUST

The Rt. Hon the Secretary of State for Defence

The Rt. Hon the Secretary of State for Digital, Culture, Media and Sport (DCMS)

Mr John Spence OBE

MANAGEMENT TEAM

Mr Richard Morsley	Chief Executive
Mr Paul Barnard	Chief Operating Officer
Mr Stephen Billington	Head of Lifelong Learning
Mrs Lynnette Crisp	Head of Marketing & Communications
Mr Richard Holdsworth MBE	Director of Heritage, Public Engagement and Learning
Miss Olivia Horner	Head of Visitor Enterprise
Mr Nigel Howard	Director of the Historic Environment and Buildings
Mr Chris Knott	Financial Controller

FUNDERS & BENEFACTORS

Since 1984, many individual organisations, Charitable Trusts and Foundations have supported the Trust in its work. We are grateful to all our supporters, some of the most generous financial benefactors include:

- National Lottery Heritage Fund (NHLF)
- Arts Council England (ACE)
- Department for Digital, Culture, Media and Sport
- European Regional Development Fund
- Homes and Communities Agency
- BAE Systems
- Bernard Sunley Charitable Foundation
- Biffa Award
- The Doris Pacey Charitable Foundation
- The David Cock Foundation
- Historic England
- The Fidelity UK Foundation
- The Foyle Foundation
- Garfield Weston Foundation
- The Gosling Foundation
- The Headley Trust
- Sir John Fisher Foundation
- Medway Council
- The Michael Uren Foundation
- The Rochester Bridge Trust
- South East England Development Agency (SEEDA)
- Wolfson Foundation



The Chatham Historic Dockyard Trust

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