

COLCHESTER & IPSWICH JOINT MUSEUMS COMMITTEE

**TUESDAY
22 JANUARY 2019
GIPPING ROOM - GRAFTON HOUSE
IPSWICH
12.30 PM**

COUNCILLORS

COLCHESTER

B Oxford
T Young

IPSWICH

C Jones
P Smart

Substitutes:
N Barlow

Substitutes:
B Rudkin

A G E N D A

	PART 1
1.	Apologies for Absence
2.	<p>Unconfirmed Minutes of Previous Meeting (Pages 1 - 4)</p> <p>To consider the Minutes of the meeting held on 19 June 2018.</p>
3.	To Confirm or Vary the Order of Business
4.	Declarations of Interest
5.	<p>JMS/18/05 Performance Update (Pages 5 - 16)</p> <p>The Committee is asked to note the performance of the Colchester and Ipswich Museum Service for the period April to October 2018.</p>
6.	<p>JMS/18/06 2018/19 Budget for Colchester and Ipswich Museum Service (Pages 17 - 18)</p> <p>This report provides a brief update on the current financial position, as of October 2018, for Colchester & Ipswich Joint Museum Service for 2018/19.</p> <p>The report also summarises the current indicative position in relation to setting the 2019/20 budget for Colchester & Ipswich Joint Museum Service, and recommended financial contributions from Colchester Borough Council and Ipswich Borough Council, to be agreed through each Council's budget setting process.</p>
7.	<p>JMS/18/07 Colchester and Ipswich Museum Service Business Plan 2018-2022 (Pages 19 - 62)</p> <p>The Committee is asked to approve the refreshed Business Plan and Performance Targets for 2019/20.</p>
8.	<p>Proposed Dates of Meetings for 2019/20</p> <p>To confirm the dates of the meetings for 2019/20:</p> <ul style="list-style-type: none"> • Tuesday 18 June 2019, 12.30pm – Colchester • Tuesday 21 January 2020, 12.30pm – Ipswich

SOS02H.

**SHIRLEY JARLETT
MONITORING OFFICER**

14 January 2019

Any enquiries about this meeting should be addressed to
Linda Slowgrove - 01473 432511
Grafton House, 15 - 17 Russell Road, Ipswich IP1 2DE.
Website: www.ipswich.gov.uk



The information contained within these papers can be made available in alternative formats. Please use the contact details above for assistance

This page is intentionally left blank

COLCHESTER & IPSWICH JOINT MUSEUMS COMMITTEE

MINUTES

TUESDAY 19 JUNE 2018
NORTH COMMITTEE ROOM, TOWN HALL,
COLCHESTER
12.30 PM

Present: Councillors: C Jones, P Smart and T Young

1. **Election of Chair**

Resolved:

that, on the proposal of Councillor Jones and seconded by Councillor Smart, Councillor Young was appointed Chair for the 2018/19 municipal year.

2. **Appointment of Vice-Chair**

Resolved:

that, on the proposal of Councillor Young and seconded by Councillor Smart, Councillor Jones was appointed Vice-Chair for the 2018/19 municipal year.

3. **Apologies for Absence**

Apologies for absence were received from Councillor Oxford and Ann Hedges.

4. **Unconfirmed Minutes of Previous Meeting**

4.1. Re: Minute 20.4: Councillor Jones requested that the project brief template be sent to her again.

Resolved:

that the Minutes of the meeting held on 23 January 2018 be signed as a true record.

5. To Confirm or Vary the Order of Business

The Training Museum Programme (2015-18) presentation was delivered to the Committee Members prior to the meeting.

Resolved:

that, subject to the removal of agenda item 11, the Order of Business be confirmed as printed on the Agenda.

6. Declarations of Interest

There were no declarations of interest.

7. JMS/18/01 Performance Report

- 7.1. Mr Seaman (Colchester and Ipswich Museum Service Manager) reported that the bid to the John Ellerman Foundation had been successful, resulting in £87,255 of funding over 3 years.
- 7.2. Councillor Jones asked what information was used in the Visitor Assessment Quality Assurance Scheme (VAQAS) rating. Mr Steward (Ipswich Museums Manager) reported that volunteer mystery shoppers were used to provide feedback on the customer service provided by the Museums Service. Mr Seaman added that it was important that the staff customer service element was highly rated; any shortfall in the offer provided could support the case for further funding from external bodies.
- 7.3. Councillor Young questioned the low activity income for the Natural History Museum. Mr Hodgson (Colchester Museums Manager) reported that on 2 occasions the people delivering the activity session had been unable to attend at short notice; additionally, there could be an element of pricing resistance to charges made in a 'free to enter' museum.
- 7.4. Mr Hodgson reported that 1,036 Residents Passes for Colchester Castle had been sold, which provided free entry for future visits for 12 months; 78 free repeat visits had been made subsequently. Further promotion of the Resident Pass would be progressed with the new Marketing Officer.
- 7.5. Councillor Young asked whether postcode data was captured at the front of house when checking if a visitor was a Colchester resident. Mr Hodgson confirmed that this data was captured, but would need to be captured again following the implementation of the GDPR legislation.
- 7.6. Councillor Jones commented that future targets should take into account any planned closures. Ms Breadman (Assistant Director for Communities, Colchester) added that targets should also be adjusted for future exhibitions expected to attract a large public audience.

- 7.7. Councillor Smart reported that the Mayor of Ipswich would be holding her Mayor's At Home event in Ipswich Museum in July, which would provide an opportunity to raise the profile of this museum.

Resolved:

that the Performance Update report be noted.

8. JMS/18/02 Budget Update for the Colchester & Ipswich Museum Service

- 8.1. Mr Seaman outlined how the reserves had been utilised during 2017/18 and confirmed the carry forward reserves position of £37,630 as at the end of March 2018.

Resolved:

that the Budget Update be noted.

9. JMS/18/03 Annual Governance Statement and Internal Audit Report 2017/18

- 9.1. Ms McGrath (Corporate Governance Manager, Colchester) reported that there had been no governance issues reported during 2017/18.
- 9.2. Ms McGrath reported that the Colchester and Ipswich Museum Service had received a 'substantial' assurance rating from its 2017/18 internal audit, with three recommendations being raised during the audit, all of which were accepted and were being implemented.
- 9.3. Councillor Smart asked how practical it was to overcome the issue of having two separate officers to sign off Cash Taking Records and refunds. Ms Breadman commented that the recommendations from the audit were considered by Senior Management and could be challenged if they were not cost effective to implement. In this instance, refresher training would be provided to staff, emphasising the importance of the processes involved.

Resolved:

- (i) **that the Annual Governance Review of the Colchester and Ipswich Museum Service be noted;**
- (ii) **that the Internal Audit report for the Colchester and Ipswich Museum Service for 2017/18 be noted.**

10. JMS/18/04 Risk Management Process

- 10.1. Ms McGrath reported that the Risk Management Strategy had been reviewed as part of the annual review of the Risk Management Process and was considered to still be appropriate for the Colchester and Ipswich Museum Service.

- 10.2. With regard to the Strategic Risk Register, it was proposed to remove risk 1.10 relating to the move of the Museum Resource Centre to Heckworth Close as the move had been completed successfully, and this was agreed. The Committee was asked to consider whether the other risks in the Strategic Risk Register and their scores were still appropriate for the Colchester and Ipswich Museum Service.
- 10.3. Ms Breadman commented that, in light of the successful bids to the Arts Council England (NPO funding for 4 years) and Heritage Lottery Fund (Skills for the Future), the two strategic risks relating to external funding and resources be lowered. It was proposed that strategic risk 1.8 (External Funding Opportunities) be scored as 2x3 and strategic risk 1.9 (Delivery impacted by reduced resources) be scored as 3x3, and this was agreed.

Resolved:

- (i) that the Risk Management Strategy for 2018/19 be endorsed;**
- (ii) that the Strategic Risk Register for the Colchester and Ipswich Museum Service be updated in light of the comments made.**

11. Dates of Future Meetings

Resolved:

that the dates of future meetings for 2018/19 be confirmed as:

- Tuesday 22 January 2019, 12.30pm – Ipswich**

The Chair reported that this would be Mr Seaman's last meeting and thanked him on behalf of the Committee for his considerable contribution to the Joint Museums Service.

The meeting closed at 1.18 pm

Chair

Colchester and Ipswich Museum Service Joint Committee

Item
5

JMS/18/05

22 January 2019

Report of

Colchester and Ipswich Museum Manager

Author

Dr Frank Hargrave
07968 589798

Title

Colchester and Ipswich Museum Service: Performance Update

Report summarising performance for the period April to October 2018 for Colchester and Ipswich Museum Service

Executive Summary

- In December 2018, Ipswich Borough Council was awarded a first round pass and development funding by the Heritage Lottery Fund to support the proposed £8.3m project, '*Ipswich Museum: Inspiring a new generation*'.
- This is the first year of Arts Council National Portfolio funding and the support has facilitated significant new partnerships with community groups and the piloting of new autism-friendly relaxed openings at the Castle and Ipswich Museum. The NPO-funded major exhibition, *Kiss and Tell* opened in November with the fabulous loan of Auguste Rodin's sculpture, *The Kiss*. The exhibition attracted national BBC coverage and around 1600 people visited in the first week of opening
- Visitor numbers include paying and non-paying customers and across the service are forecast to be slightly lower than the challenging targets set for the year (7%). The extraordinary extended heatwave over the summer may have played a part in this but a good autumn and visitor figures for *Kiss and Tell* may go some way to redressing any eventual year end shortfall. Next year's major exhibition, *Bling* is anticipated to increase visitor numbers at the Castle.
- Income is anticipated to exceed targets. Increased admission prices (offset locally for residents by the annual pass offer) at the Castle and strong retail figures across all the venues, delivering a forecast income increase of £24,000 on last year.
- Ipswich visitor numbers have increased but sustaining high school visitor figures is proving challenging due to financial pressures on school budgets. A number of measures are being taken to arrest a decline in numbers.
- Loans, such as a Gainsborough portrait travelling to the National Portrait Gallery and then to Princeton University Art Museum, USA, made by CIMS to other organisations are anticipated to be seen by more than 200,000 people worldwide.
- A £87,255 grant from the John Ellerman Foundation is facilitating the study of the natural history collections of both Ipswich Museum and the Natural History Museum. It is hoped that this will lead to the Designation' by Arts Council England of Ipswich's natural history collection,

an important status that improves profile and opens up new funding opportunities. The study of the collections at the Natural History Museum will strengthen any future funding bid for the redevelopment of the museum.

- Transforming People to Transform Museums is a Skills for the Future programme funded by the Heritage Lottery Fund from 2018-2022. CIMS is the lead organisation for a consortium of four organisations hosting 12 trainees over the 3 years to develop core heritage and business development skills within local museums in and around Suffolk. The programme started in October and an enthusiastic cohort of trainees has been recruited.

1 Performance – Audiences

A full breakdown of performance for all venues is included in Appendix 1 of this report.

Whole service – All venues admissions to October 2018 (Including schools)	
Admissions (April – October 2017)	184,749
Target (April – October 2018)	185,464
Actual	170,193
Variance	-8%

Whole service forecast visitor numbers (including schools) (April 2018 – March 2019)	
Admissions 2017 - 18	275,740
Target 2018 - 19	277,800
Forecast actual	258,000
Variance	-7%

1.1 Visitor numbers

Numbers overall are slightly lower than the challenging targets set this year. Most of the shortfall is linked to admissions to the Castle although Hollytrees admissions are also slightly lower than anticipated. The hot weather of June and July is thought to have been a factor impacting upon these figures. The launch of the Resident Pass has proven positive as 2,939 Resident passes have been sold so far this year, representing 5,200 local people.

Admissions to Christchurch Mansion and Ipswich Museum have been stable with total figures forecast for both attractions anticipated to exceed targets, particularly with the launch of the *Kiss and Tell* exhibition at Christchurch Mansion in November.

Going forward more analysis of the visitor data at the Castle will help provide evidence of what may be causing fluctuations.

Admissions by venue April – October (excluding schools)					
Venue	Castle	Hollytrees	NHM	Ipswich Museum & Art Gallery	Christchurch
2017-18	49,515	39,385	17,457	33,169	29,719
Target 2018 -19	52,094	39,190	18,500	32,270	28,100
Actual 2018 -19	43,396	34,099	16,901	33,172	28,846
Variance	-17%	-13%	-1%	3%	3%

1.2 Schools admissions

Schools admissions, which include college students, are set to achieve target at Colchester Castle but have fallen away at all the other venues. It is an increasingly challenging market as school budgets are squeezed and travel costs rise but improvements to the schools packages, notably at Hollytrees, Ipswich Museum and Christchurch Mansion are anticipated to redress the declining figures over the next twelve months. New sessions are being developed as a result of the Learning Review conducted in Ipswich by external consultants and in consultation with the Teachers Advisory Panel. An application to Central Area Committee is being submitted to fund the development of three new core schools sessions for Christchurch Mansion, based on science, local history and art. The latter will be designed to facilitate pupils working towards and achieving a nationally recognised Discover Arts Award qualification. Engagement with Local Cultural Education Partnerships, groups of local cultural organisations and schools, in both Ipswich and Colchester should also help in the development of the learning provision.

At Hollytrees new sessions are scheduled to be launched in September 2019. In the meantime, managers will seek to improve booking processes across the service.

Takeover Day in Ipswich took place on 16th November 2018, with St Helen's Primary School building on the success of 2017. Facilitated by the Collections and Learning team, they took over the Mansion spaces, displaying work and conducting tours for parents and visitors. Their work before and during this day will result in each child achieving their Discover Arts Award.

Other activity in the first two quarters of the year included the attendance of staff at the Colchester Careers Convention providing careers advice for the sector to 103 pupils and 32 adults.

1.3 Audience evaluation

Since it became a National Portfolio Organisation, CIMS has seen a step change in the extent to which it identifies and records its audiences. It is now required to survey and evaluate at a much higher level than previously and ACE funding provides much of the resources to do that. As a result, a more defined picture of the visitor demographics is emerging, which, together with information from Mosaic will help guide audience development and marketing. Information evaluated for the first half of 2018/19 demonstrates a higher engagement of local people at Ipswich Museum, Hollytrees and the Natural History Museum. Although the Castle and Christchurch Mansion are attracting tourists and contributing therefore to the local economy, it is important that exhibitions such as *Kiss and Tell* engage local audiences and the Residents Pass continues to grow to ensure local public buy-in.

CIMS is also working hard to increase the number of people signed up to the museums newsletters in both towns. After six months, Ipswich had 853 subscribers, which is a 60% increase on the baseline of 533 established in March 2017. Colchester has 16,675, which is a 35% increase on the baseline of 12,357 also established in March 2017.

2 Performance – Income

Whole service – all venues admissions, schools, retail and other income to October 2018	
Total income (April – October 2017)	£394,853
Target (April – October 2018)	£421,665
Actual (April – October 2018)	£423,264
Variance	0.4%

Whole service forecast income – all venues admissions, schools, retail and other income (April 2018 – March 2019)	
Total income 2017 - 18	£624,788
Target 2018 - 19	£645,700
Forecast actual	£649,000
Variance	0.5%

2.1 Income

Income is forecast to modestly exceed targets delivering an increase of £24,000 on income generated in 2017/18. Retail has also remained strong despite lower visitor numbers. Spend per head at the Castle has increased from £1.28 to £1.39 as a result of newly introduced ranges and increased product mix. This compares very well with comparators such as Norwich Castle whose spend per head was £0.68 last year. Increases to retail income have also been achieved at Ipswich Museum and the Natural History Museum continuing to build on year on year uplifts.

Kiss and Tell offers a unique retail opportunity and a lot of work has gone into creating a range of merchandise to support the exhibition. The range has been developed on a number of themes and includes collaborations with local artists and manufacturers resulting in an exclusive range of 'Inspired by The Kiss' merchandise.

Improvements to the shop fit-out at the Natural History Museum, planned for the final quarter this year, will further strengthen the upward trend at that museum in anticipation of the increased income target for next year.

2.2. Additional income has also been generated through new initiatives such as *Knightzzz at the Museum* sleepovers. Further new activities are in planning for next year when the income target for these new initiatives will rise to £8,000.

Full comparative visitor income and data can be found in appendix 1

3 Programme – Exhibitions and Events

3.1 Ipswich Exhibitions

- *Kiss and Tell*, boosted through Arts Council England funding opened on 22 November 2018 featuring Rodin's *The Kiss* on loan from Tate. The exhibition features treasures from Ipswich Borough Council's collections, supplemented by those of Colchester and loans from national and regional museums. It has been marketed widely and the number of visitors to the exhibition are anticipated to exceed 15,000.

- Already exhibited in Ipswich has been an exhibition on *Contemporary Chinese Works on Paper* (28 April -17 May) which explored the rich diversity of contemporary Chinese drawing, printing and painting, showcasing 72 artists and over 100 artworks. The exhibition was curated by Xing Zhang, Robert Priseman and Marco Cali and was visited by 1171 adults and 141 children.
- 3000 people visited the *Annual Open Call* (23 June -23 September) which saw 330 works by 140 artists. The exhibition also had a small exhibition showing works by previous winners of the Anna Airy Award, an annual prize given to 16–20-year olds; some of these artists, for example Matt Darbyshire and Kate Reynolds, are now locally and nationally recognised.
- The Sudbourne Park Printmakers display (12 May - 30 September) saw 93 prints by 21 artists responding to the Ipswich collections and Christchurch Mansion. Six prints were purchased for the Ipswich collections, funded by the Friends of Ipswich Museums. These were by Jennifer Hall, Chrissy Norman, Tessa Newell, Jennifer Golding and Derek Chambers.
- *Women 100* (8 December 2018 – 5 April 2019). The 70-plus pastel drawings by Blanche G. Vulliamy (1869-1923) that show searchlights and London during the First World War will be displayed in full for the first time since the 1920s. Suffolk Suffragette Amy K. Browning's family are lending artwork to this Government Equalities Office funded exhibition. Ania Hobson, winner of the young artist BP portrait award, will show her portrait.

3.1.2 Colchester Exhibitions

- Significant for engaging diverse audiences was the community-focused exhibition, *We are Colchester* that opened at Hollytrees Museum in July. The displays explored the identities of Colchester residents through personal possessions and used a combination of objects loaned by Colchester residents and artefacts from the museum collections to challenge visitors' assumptions about people and social stereotypes.
- At the Natural History Museum the new exhibition, *Beast*, was installed in October drawing upon the mythology of monsters inspired by the natural world. *Quack!*, a temporary exhibition opened in May also helped encourage repeat visitors to the Natural History Museum, coinciding with the Castle Park initiative to discourage people feeding bread to the ducks.
- The temporary exhibition, *Colchester in the First World War* was installed in June at the Castle featuring a poster warning of air raids, a fragment of the Zeppelin airship, L33, brought down at Little Wigborough in 1916, and an Evacuation card issued to Colchester residents in May 1916.

3.2 Events and activity

CIMS is committed to delivering 45 events in both Colchester and Ipswich. These are primarily community events designed to engage diverse audiences for their respective locality and to encourage repeat visits. Christchurch Mansion and Ipswich Museum have already hosted 31 events and the venues in Colchester are on target. The programming is diverse and too numerous to detail them all here but highlights include:

3.2.1 Ipswich events

- *Mini Mammoths* remain a firm family favourite and represent a regular under 5's focus for local families. Under-5 activities are a burgeoning market for activities in Ipswich in particular and encourage repeat visits from loyal, local families. They will be high on the agenda for future activity plans.

- Holiday events included twelve *Around the World* activities during the summer whilst, October half term activities included storytelling and science sessions which attracted 297 visitors.
- Ipswich Museum hosted its first 'Silent Disco' and attracted 263 visitors who are likely to have represented a demographic usually unengaged by the museum service.

3.2.2 Colchester events

- At Colchester Castle events in the first half of the year included special after-hours tours of the castle tying in with the First World War centenary, a Roman-themed summer school and hands-on archaeology sessions. 2212 visitors also attended Heritage Open Day at the Castle.
- Hollytrees hosted a range of creative activities inspired by the collections, including *Fantastic Fans* and the *Hollytrees Peg People* in which children learnt about the people who lived in the house during the Victorian period and created them as miniature figures.
- The Natural History Museum attracts a loyal family audience and its events typically cater for this demographic. For the first half of the year these included *Fantastic Fossils*, an opportunity for people to find out more about local geology and the ever popular, *Go Live!* events that introduce live animals to families in the museum. Also catering to this audience are the newly developed *Mini Museum Explorers*, a new session for Early Years visitors that will feature regularly from February 2019.

3.3 Communities

2018/19 saw the start of CIMS' new role as an Arts Council England (ACE) National Portfolio Organisation (NPO). The support from ACE has facilitated new engagement with the Colchester and Ipswich communities as well as a much-improved evaluation process.

3.1.1 Community engagement – Ipswich

- YMCA, Volunteering Matters and the Suffolk Young People's Health Project are participating in the *Women 100* project. Participants will produce artwork for display within the exhibition and co-produce a school's workshop.
- Ipswich Museum will pilot an autism friendly relaxed opening in December with the intention of introducing monthly relaxed openings from early Spring. Staff will also be trained and autism friendly 'walk through' films of Ipswich Museum and Colchester Castle will be produced for the spring.
- Focus groups, leafleting in the Job Centre and partnership working with Suffolk Family Focus (DWP) and Suffolk Family Carers are increasing the diversity of audiences making use of the museums in Ipswich. Disadvantaged families are a particular focus for this work.
- Tracy Satchwill, artist for Ipswich and the Armistice project, facilitated workshops for over 150 care home residents and local pupils exploring what the First World War means today for people in Ipswich. Tracy produced a short animation that will be on show in the Ipswich at War gallery and a copy sent to every school in Ipswich.

3.1.2 Community engagement – Colchester

- On 18 August, staff from Colchester and Ipswich Museum Service attended *Colchester Has Pride*. The Pride flag was raised above Colchester Castle for the second year in a row.

- As part of the *Snapping the Stiletto* project, volunteer, Sian completed a documentation project focused on the life of Bertha Mason. The aim of the project is to bring to light new information about women in museum collections, who are often overlooked. This research will feed into the county-wide project, involving a touring exhibition and online content.
- Colchester Museums are developing relationships with several community groups that operate in the town. These include; Community 360, Outhouse East and Barnados.
- The Collections and Learning team have been working on the development of 'relaxed openings' at Colchester Castle, targeted to individuals with ASD.

4 Collections

4.1 External funding and collections development

The CIMS team successfully acquired a grant of £87,255 from the Ellerman Foundation to fund an Assistant Natural Science Collections and Learning Curator for three years to support the research and development of the Natural History Collections in Ipswich and Colchester. This work will support the potential capital development of Ipswich Museum and may also make the case for the 'Designation' of its important Natural History Collections. Designation is an Arts Council England scheme that opens up new funding avenues and improves the profile of collections. Currently, of CIMS' extensive collections, only Colchester's archaeology is Designated. The work may also help inform a potential development of the Natural History Museum and strengthen associated funding applications. The Assistant Curator has been recruited and began work in October focused initially on the Ogilvie collection of birds in Ipswich.

4.2 Ongoing documentation, collections care and conservation

Documentation, conservation, providing research access and the preparation for loans consumes a considerable amount of time for CIMS staff allowing the two boroughs to meet the requirements of Museum Accreditation and ensuring that their collections are appropriately cared for. As a result, the sheer quantity of work is too large to list in full but highlights for the first half of the year are detailed here:

4.2.1 Collections Care - Ipswich

- The Ipswich Collections and Learning team carried out a significance review of the archaeology, social history, world cultures and natural science collections as part of the HLF stage 1 bid.
- The digitisation of 500 works on paper in the Ipswich art collection has been completed. These are now available to view on the Public Catalogue Foundation's website Art UK.
- 1400 social history items were documented together with a further 700 archaeology objects which were conserved and photographed.
- An inventory of locations of the fine art collections has been completed, and the sculpture collection has been inventoried and storage improved.
- Over 3500 geology objects in the Bonery have been inventoried documented in the past 18 months
- In Ipswich there have been 32 acquisitions in the last six months, including works on paper, fungus illustrations, army equipment, Wolsey Pageant ephemera, Ipswich Town Football Club memorabilia, First World War letters and weapons from Suffolk Constabulary.
- A pastel portrait of Anne Fonnereau and an oil painting by Jacob Van Ruisdael have been specially cleaned and prepared for display.

- For the *Kiss and Tell* exhibition and thanks to funding from the Friends of Ipswich museums, eight large plaster casts have been cleaned, repaired and prepared for display in the exhibition. Smaller pieces have also been cleaned, such as North American masks.

4.2.2 Collections Care – Colchester

- In Colchester, funding has been identified to migrate all of the collections data to a fit-for-purpose, externally (Cloud) hosted system which will facilitate cross-team use of collections information and the publishing of collections online. This will significantly increase access to the collections, locally, nationally and beyond. It is expected to be operational within the first half of 2019.
- An assessment of preventive conservation is underway, with plans to train Visitor Services in Integrated Pest Management.

4.4 Loans

Loans from both Ipswich and Colchester this year are likely to be seen by an estimated 200,000 people from all over the world. Amongst the loans facilitated by the service are:

- *Margaret Gainsborough, the Artist's Wife* by Thomas Gainsborough, late 1770s, oil on paper laid down on panel, has been loaned to the National Portrait Gallery as part of their exhibition, *Gainsborough's Family Album* from 15 November 2018 to 3 February 2019 and will then travel to Princeton University Art Museum, USA (23 February – 5 June 2019). *Gainsborough's Family Album* is the first major exhibition bringing together all of the artist's family pictures and through this loan the object will be framed by professionals at the National Portrait Gallery.
- Loans from Colchester to Lyon Museum of archaeological material including coins of Cunobelin, an Iron Age scabbard and a lamp fragment will depart in November.
- Returning from loan to Ipswich are John Constable, *Wily Lott's House*, 1816, and Harry Becker, *Landscape with Horses Ploughing and Cutting Chaff in the Open*, both c. 1913-28 having been on display at Compton Verney in Warwickshire
- Returning from loan to Colchester is David Vinckboons *Flemish Village Merrymaking*, c. 1600-1610 having been on display at The Holburne Museum, Bath.

4.5 Research access

Research visits accessing both Colchester and Ipswich Collections have included researchers from Oxford University Museum of Natural History, the Natural History Museum, independent researchers, and the Hunterian Museum, Glasgow.

5 Workforce

5.1 Skills for the Future

Transforming People to Transform Museums is a *Skills for the Future* programme funded by the Heritage Lottery Fund from 2018 to 2022. CIMS is the lead organisation for a consortium of four organisations (CIMS, Museum of East Anglian Life, Palace House and the Long Shop Museum). CIMS will host twelve trainees over three years with a further fifteen hosted by the partner organisations. The programme supports trainees to develop core heritage and business development skills within local museums in and around Suffolk. The programme started in October 2018 and an enthusiastic cohort of trainees have been recruited.

5.2 Volunteers

As a result of the Arts Council- funded *Training Museum*, CIMS has seen significant change in its volunteer programme, following a newly developed procedure for recruitment and ensuring a meaningful experience and suitable placement for volunteers across the service. Volunteers have therefore had an improved experience matched to both their ambitions and those of CIMS. Volunteer support in the first half of the year already accounts for 3141 hours and will exceed 6000 for the year. This is an increase on the previous year of over 500 hours and is a 60% increase from 2015/16 when CIMS first started recording volunteer hours. There are now around 100 active volunteers currently supporting CIMS.

Appendix 1 – Comparative visitor and income data by venue

Table 1: Colchester Castle – Comparative visitor and income data

April – Oct 2018	Total Visitor *	School	Visitor income	School income	Tours income	Activity income	Retail income	Total income
2017-18 actual	61,066	11,551	202,853	50,682	13,400	2,644	63,455	333,035
2018-19 target	63,644	11,550	227,593	52,536	13,750	2,900	60,700	357,479
2018-19 actual	54,894	11,498	222,346	51,216	14,679	4,357	63,123	355,901
% of target	86%	100%	98%	97%	107%	150%	104%	100%

* Total Visitor = General Visitors + Schools

- i) The launch of the Resident Pass has been a success with 2,939 sold so far this year, representing 5,200 people. There has been little negative comment or resistance to the £2.20 increase to the adult ticket price and corresponding increases to the family Saver tickets. This is the main factor in visitor income being close to target. Although only 66 Memberships have been sold so far this year, half the number from last year, these will be entirely non-Borough visitors who represent a small, but significant group of stakeholders.
- ii) General visitor numbers were affected by the prolonged spell of hot weather in the early summer that continued into the school holidays. The target is challenging and the forecast for the year is 65,000 general visitors. A new Comms and Marketing Business Partner and the ongoing work of the Castle Commercial Team are vital to keeping performance buoyant. *Bling*, the major exhibition that will run from July 2019 to February 2020 will ensure that the visitor target is met next year.
- iii) Schools admissions, which include student groups, are set to achieve target. This is an increasingly challenging market as school budgets are squeezed and travel costs rise. Improvements to the schools package, particularly the renewal of the equipment used by visiting schools, is in the pipeline this year together with evaluation targeted at attracting new schools and maintaining those who already visit.
- iv) Activity income has been boosted by the introduction of activities such as the *Knightzzz at the Museum* sleepovers. Further new activities are in planning for next year when the income target will rise to £8k.
- v) Retail performance is strong with visitor spend currently at £1.39 compared with £1.28 this time last year. Newly introduced ranges and increased product mix has contributed to the additional spend per visitor. The Castle Commercial Team continue to look at ways of sustaining and enhancing visitor spend in the shop.

Table 2: Hollytrees – Comparative visitor and income data

April – Oct 2018	Total visitor *	Schools	Schools income	Activity income	Total income
2017-18 actual	39,813	428	1,502	642	2,144
2018-19 target	39,740	550	1,815	800	2,615
2018-19 actual	34,306	207	835	386	1,221
% of target	86%	38%	46%	48%	47%

* Total number of visitors entering Hollytrees which includes the Visitor Information Centre and schools

- vi) General visitor numbers are 14 below target, following a significant drop in July and early August on account of the prolonged hot weather.
- vii) As a result of the poor schools' performance this year, new packages will be developed in consultation with the Teachers Advisory Panel for introduction in September 2019.
- viii) Fewer paid for activities have been delivered in Hollytrees and the Natural History Museum. However, more paid for activities have been delivered in Colchester Castle which means that, overall, activities in Colchester will achieve their income target by the end of the year.

Table 3: Natural History Museum – Comparative visitor and income data

April – Oct 2018	Total visitor	Activity income	Retail income	Total income
2017-18 actual	17,457	343	6,146	6,488
2018-19 target	18,500	1,700	5,200	6,900
2018-19 actual	16,901	1,229	6,771	8,000
% of target	91%	72%	130%	116%

- ix) After a strong first quarter, visitor numbers have slipped back and about 500 fewer visits have been made compared with the same period last year. The likely outturn will be about 26,000 visitors for the year. Maintenance work on the tower and in the churchyard to control the vegetation will improve the external appearance of the building which will go a little way to encouraging visits.
- x) Retail spend is up against target and against last year's performance. Improvements to the shop fit out, planned for the final quarter this year, will further strengthen the upward trend in anticipation of the increased income target for next year.

Table 4: Ipswich Museum – Comparative visitor and income data

April – Oct 2018	Total visitor *	Schools	Schools income	Activity income	Hiring income	Retail income	Total income
2017-18 actual	35,794	2,625	6,743	2,449	1,440	21,486	30,626
2018-19 target	34,830	2,560	7,256	2,750	1,165	17,500	28,671
2018-19 actual	34,873	1,701	5,399	3,170	4,972	18,440	31,981
% of target	100%	66%	74%	115%	427%	105%	112%

* Total Visitor = General Visitors + IAS Visitors + Schools

" % of last year actual

- xi) General visitor numbers for Ipswich Museum are on target. There have been 5,304 visitors to the Ipswich Art Gallery between April and October, compared with 8,382 in the same period last year during which the very popular *Bagpuss* exhibition was held.
- xii) Hiring income is substantially ahead of target. It includes a donation of £2,707 from Ipswich Art Society for the hire of the Ipswich Art Gallery for their annual show.
- xiii) Retail income has achieved consistently good results throughout the period, aided by good quality and affordable merchandise being locally sourced to support the core themes: Victorian Natural History Gallery, Geology and Ipswich Museum Mammoth. The *Bagpuss* exhibition retail sales contributed a significant amount to the income last year, the sales from the IAG were included in the Ipswich Museum retail income, even with an uplift in sales last year, spend per head has increased during the year to date from £0.74 to £0.77.

Table 5: Christchurch Mansion – Comparative visitor and income data

April – Oct 2018	Total visitor *	School	Schools income	Activity income	Hiring income	Retail income	Total income
2017-18 actual	30,619	900	1,423	652	9,217	9,795	18,657
2018-19 target	28,750	650	1,900	900	9,800	8,300	20,900
2018-19 actual	29,219	373	1,046	1,932	7,294	9,252	19,525
% of target	102%	57%	55%	215%	74%	111%	93%

* Total Visitor = General Visitors + Schools

- xiv) Retail income performance is very slightly below last year but up against target. A lot of work has gone into creating a range of merchandise to support the *Kiss and Tell* exhibition launched at the end of November. The range has been developed on a number of themes and collaboration with local artists and manufacturers and will result in an exclusive range of Inspired by *The Kiss* merchandise.

Colchester and Ipswich Museum Service Joint Committee		Item 6
JMS/18/06	22 January 2019	
Report of	Colchester and Ipswich Museum Manager	Author Frank Hargrave 07968 589798
Title	2018/19 Budget for Colchester & Ipswich Museum Service	

1.0 Summary & Content

- 1.1 This report provides a brief update on the current financial position, as of October 2018, for Colchester & Ipswich Joint Museum Service for 2018/19.
- 1.2 The report also summarises the current indicative position in relation to setting the 2019/20 budget for Colchester & Ipswich Joint Museum Service, and recommended financial contributions from Colchester Borough Council and Ipswich Borough Council, to be agreed through each Council's budget setting process.

2.0 2018/19 Budget

- 2.1 As reported to the Joint Committee in June 2018, the level of reserves carried forward into 2018/19 was £37,630. The 2017/18 overspend arose from a major move of collections to Heckworth Close as well as some consultancy work and an unbudgeted Ipswich collections storage cost of £55,000 in Ipswich.
- 2.2 The storage cost in 18/19 had been met by an Ipswich Borough Council underspend. £15,000 has been allocated to the 2019/20 budget for an alternative storage solution currently being negotiated by Ipswich Museums staff.
- 2.3 As at the end of November, budget holders were forecasting a net overspend of £11,100. This is mainly due to planned installation of a new Collections Management System (CMS) for the service offset by small underspends and more Retail income predominantly delivered at the Castle. The new CMS will overhaul the documentation of the collections in Colchester and Ipswich and provide the opportunity to greatly improve digital public access.
- 2.4 Budget holders will work to reduce the overspend before the end of the year but if the £11,100 is sustained, it is recommended that the level of reserves currently at £37,630 be reduced accordingly. The remainder should be held for unexpected expenditure in 2019/20 and beyond.

3.0 2019/20 Budget

- 3.1 The summary of the 2019/20 Budget recommendations is as follows:
- The total CBC and IBC budget contribution to Colchester and Ipswich Museum Service for 2019/20 be agreed as £1,873,800.
 - The budget contribution for 2019/20 in relation to Colchester Borough Council be agreed at £1,026,000.

- The budget contribution for 2019/20 in relation to Ipswich Borough Council be agreed at £847,800.
- The total figure and the respective partner contributions be recommended to the Cabinet of Colchester Borough Council and the Executive Committee of Ipswich Borough Council for adoption.

4.0 Background / Supporting Information

- Under the terms of the revised Joint Museums agreement, each partner authority now retains the majority of its income. The income shown within CIMS for 2019/20 primarily relates to income from retail activities, events and grants.
- The budget includes an agreed 2% allowance for a pay award.
- An inflationary increase of 2.4% based on the September 2018 CPI rate has been applied to the contributions for each authority.
- The total contribution to CIMS is £1,873,800 of which CBC contributes £1,026,000 and IBC, £847,800.
- From 2018/19 IBC anticipated additional income from schools and hire totalling £40,000 over three years. Of this target, £7.3k is anticipated in 2018/19 and the remaining £32,700 are to be found through a mixture of savings and higher income.
- CBC have sought savings for 2019/20 totalling £24,000 identified in the changes below. A further £5,000 is also anticipated from admissions to the castle.

The proposed 2019/20 budget is set out below:

Budget 2019/20	Total
	£000
18/19 Contribution	1,853.3
Inflation increase 2.4%	44.5
Changes	
Ipswich Storage costs	15
CIMS Manager saving CBC	(8)
CIMS Manager saving IBC	(8)
Deepstore saving (CBC)	(4)
Increased income – retail and activities CBC	(12)
Increased income – activities IBC	(4.3)
Savings found from activities	(2.7)
19/20 Total Contributions	1,873.8
Total contribution increase incl. savings	20.5
Total contribution increase %	1.1%

Colchester and Ipswich Museum Service Joint Committee

Item 7

JMS/18/07

22 January 2019

Report of

Colchester and Ipswich Museum Manager

Author

**Frank Hargrave
07968 589798**

Title

Colchester and Ipswich Museum Service (CIMS): Business Plan Update

Museums Business Plan, approval of 2019/20 objectives

Background:

- 1.1 For planning and future external funding purposes, CIMS has a current four year Business Plan. Together with the Performance Update this provides the Joint Museums Committee with information regarding priorities and progress.
- 1.2 The Business Plan is refreshed each year to ensure it remains up to date and sets-out the budget and the objectives for the upcoming year. The business plan is approved annually by the Joint Museums Committee and Arts Council England in accordance with CIMS funding conditions.
- 1.3 The refreshed Business Plan 2018-22 is attached at Appendix 1. It contains updated annual objectives at section 13 to be agreed.
- 1.4 The service has a range of data linked to visitor numbers and income and Appendix 2 contains proposed new performance targets for the service for 2019/20.

2. Executive Summary:

- 2.1 The attached Business Plan and performance targets set out the background to the Joint Museum Service and its future direction. The plan supports the corporate priorities of Colchester Borough Council and Ipswich Borough Council as well as Arts Council England's National Portfolio Scheme of which the Service became a new member in 2018.
- 2.2 The full plan is included at Appendix 1. It has been updated to reflect the most up to date information available but the overall objectives and priorities remain largely the same.
- 2.3 The Performance Update Report (separate report) covers progress against many of the objectives set out in the Plan and performance of the service.
- 2.3 Key Highlights to note on progress through 2018/19:
 - Ambition for over 300,000 visitors across all venues by 2022 is set to reach 273,500 by the end of 2019/20 leaving 26,500 remaining over two years.

- Phase one of HLF Capital funding for Ipswich High Street Museum Redevelopment has been secured, the action plan now features more specific actions in relation to the next phase of the work.
- Autism friendly relaxed openings have been piloted and introduced on a monthly basis at Colchester Castle and Ipswich Museum
- Community engagement, critical to the National Portfolio programme is on track and includes the 'We Are Colchester' exhibition. In Ipswich the 'Women 100' project has engaged young women through YMCA, Volunteering Matters and Suffolk Young People's Health Project and includes an exhibition funded by the Government Equalities Office. In addition, Volunteering Matters group, Women Against Sexual Exploitation and Violence Speak Up will co-produce a learning offer for 16+ students and have a gallery within 'Women 100' to display their activist photographs.
- A learning review has been completed at Ipswich Museum and Christchurch Mansion from which a plan will be developed to address declining school numbers at these venues.
- The Roman walls and Priory street car park interpretation has been delayed but is set to be completed by April 2019.
- CIMS was awarded assessment centre status on 13/08/2018 for the Level 3 diploma in Cultural Heritage Studies.
- An HLF Skills for the Future grant application was successful and CIMS began a new project developing trainees. CIMS is the lead for four museum services in the region that will cumulatively train 9 trainees every year for three years.
- Current forecasts anticipate £423,119 of external funding in 2018/19, compared to £260,670 in 2017/18, substantially higher than the 5% increase targeted.

3. Recommendation:

- 3.1 It is recommended that Joint Museums Committee approve the attached refreshed Business Plan and performance targets 2019/20.

4. Accompanying Papers:

- 4.1 Refreshed Colchester & Ipswich Museum Business Plan 2018-22
- 4.2 Colchester & Ipswich Museum Service Performance Targets for 2019/20



Colchester+Ipswich Museums

Appendix 1

Business Plan 2018-2022

Contents

1. Background	2
2. Business Plan Introduction	5
3. Mission	6
4. Aims	7
5. Context	9
6. The Creative Case for Diversity and Equality Action Planning	11
7. Resource	12
8. Finance	15
9. Risk	16
10. Budget 2019/20 and indicative budgets 2019-22	19
11. Monitoring and evaluation	22
12. Outcomes from the 2018-22 Business Plan	22
13. Objectives 2019-2020	24

1. Background

This innovative local authority museum partnership between Colchester Borough Council and Ipswich Borough Council unites six significant venues: Colchester Castle, Natural History Museum and Hollytrees Museum in Colchester and in Ipswich, Ipswich Museum, Ipswich Art Gallery and Christchurch Mansion. Colchester and Ipswich Museums Service (CIMS) is a leading regional museum service with a significant track record of achievement. The service is the largest in both Suffolk and Essex and plays a high profile role in the East of England.

Our 6 venues are inspiring cultural learning destinations for all our visitors.

Colchester Castle: Built on the foundations of the Roman Temple of Claudius, it is the largest Norman keep ever built. This popular museum displays Colchester's nationally important collection of Roman archaeology.

Hollytrees Museum: A Grade 1 listed Georgian townhouse telling the story of Colchester's people since 1700. It houses the Colchester Visitor Information Centre, supporting marketing and cross promotion of the cultural offer in the town.

Natural History Museum: Housed in a medieval church, the museum focuses on the rich natural history of north east Essex. Popular with local families, it highlights key messages about wildlife habitats, biodiversity and climate change to encourage discussion and sustainable living.

Ipswich Museum: A much-loved, purpose-built Victorian museum that attracts over 50,000 visitors each year, the majority are repeat, family audiences from the local area. The museum displays nationally and internationally important collections including archaeology, natural history, geology, world cultures and local social history.

Ipswich Art Gallery: This temporary exhibition space is used to showcase the museum collections, local art and National loans. It provides a focus for town-wide art programmes such as the Annual Open Art Call and participates in SPILL.

Christchurch Mansion: At this magnificent grade 1 listed Tudor mansion, visitors explore Ipswich society from the Tudors to the Victorians, as well as temporary exhibitions of the fine art collection and national loans within the Wolsey Art Gallery.

The identity, profile and need of each town have helped shaped the 2018-2022 business plan.

Colchester is situated in the north east of Essex with a population estimated at 173,100 people. The main town is Colchester but there are many surrounding small towns and villages of which the largest are Stanway, Tiptree, West Mersea and Wivenhoe. People aged 16-64 make up 64% of the population of people living in Colchester. There are a significant number of affluent areas in Colchester but also a number that are disadvantaged with people facing poor health and unemployment. Colchester is ranked 182 out of 326 local authorities in England on overall deprivation (where 1 is the highest level of deprivation).

Ipswich is the county town of Suffolk and its largest urban centre with over 135,900 residents. It has a relatively young population with approx. 64% of working age, which is 4.5% more than the average for the rest of Suffolk. Ipswich is a multicultural town. At the last Census over 17% of the community are from non-white British ethnicities and over 70 languages are being spoken. There are over 9,500 children under 5, which is 23% of the total in Suffolk. Approximately 1 in 4 of these children live in areas of Ipswich categorised as being in the poorest 20% in the Country and is ranked 74 out of 326 local authorities in England on overall deprivation (where 1 is the highest level of deprivation).

Colchester and Ipswich Museum Service is managed by a Joint Museums Committee made up of elected Councillors from both Colchester and Ipswich borough councils. Collections and buildings remain in the ownership and are the responsibility of each relevant local authority and each authority ratifies decisions through its own democratic decision-making processes. CIMS' budget is made up of earned income, funding from both Colchester and Ipswich Borough Councils, underpinned by the Joint Museums Agreement (2015-2021). As a local-authority led museum service the members of the Joint Museum Committee are drawn from the relevant Portfolio Holder and elected representatives of each Borough Council. We are committed to regular consultation with our audiences and communities through focus groups, evaluation surveys and project activity. Our Equality Action Plan activity reflects this commitment.

CIMS attracts additional value-added external funding for capital, project and revenue funding including Arts Council England National Portfolio Organisation funding for the 2018-2022 programme and Heritage Lottery Fund Skills for the Future funding for the 2018-2022 project 'Transforming people to Transform Museums.

Ipswich Borough Council and Colchester Borough Council show sustained support for their museums and see the difference they make to local people and the visitor economy. Both Colchester and Ipswich will face significant economic and social challenges over the period of this business plan. The Museums will play an important role in enhancing residents' enjoyment, supporting skills development, promoting local pride and identity and attracting new visitors to the towns as part of the growing cultural economy.

Our audience research tells us that families are CIMS' strength. They make up around 25% of visitors for each venue. Ipswich Museum is particularly popular with local visitors with 57% from the town. 25% of visitors to Colchester Castle and Christchurch Mansion are from the wider county of Essex and Suffolk, respectively. The largest age groups visiting both the Castle and Ipswich Museum is 35-44 year olds but Christchurch Mansion has a higher percentage of older visitors. The smallest age category for all three is 16-24 year olds. The largest ethnic group for all museums is 'white'. Of the total number of visitors to Colchester Castle each year, 21% are school children on organised visits. This figure is 10% at Ipswich Museum and currently 2-3% at both Christchurch Mansion and Hollytrees Museum. This data is informing the long-term priorities of the Service and each year's objectives and operational action plan.

Colchester Castle was redeveloped in 2013/14 to much acclaim after a £4.3 million investment. In 2015/16 CIMS received £666,244 from the Arts Council England Resilience Fund for The Training Museum, an award-winning 3-year workforce transformation programme to open-up entry routes to the museums sector.

The Service was restructured in 2014/15 to balance its core finances and to embrace the opportunity to develop a new model of service delivery combining the traditionally separate collections and learning functions. This development is attracting significant interest and our progress will be evaluated and shared across the museum sector.

The Aspire partnership led by Tate saw the display of John Constable's iconic 'Salisbury Cathedral from the Meadows' for 2015 in Christchurch Mansion leading to a dramatic boost to its profile, reputation and number of visitors. This demonstrably strong and effective partnership will lead to further iconic works being borrowed from the national collections for the inspiration of local audiences, and the development of strategic Arts and Museum partnerships. In October 2017, the Thomas Wolsey: Ipswich's Greatest Son exhibition at Christchurch Mansion built on this success. It included loans from the V&A, National Archives and the National Portrait Gallery raising the profile of Ipswich and its collections through the exhibition and accompanying events programme. In 2018, the 'Kiss & Tell' exhibition, also at Christchurch Mansion and featuring Rodin's 'The Kiss' saw record visitor figures in the first two weeks of opening and attracted national media attention.

In 2016/17 IBC invested around £1m in Christchurch Mansion with major consolidation of the roof and fabric of the building as well as environmental control and security upgrades.

The development of Ipswich Museum remains a priority for IBC (Building a Better Ipswich 2017) with significant IBC capital funds committed to capital development for which round one support from the Heritage Lottery Fund was awarded in December 2018.

CIMS joined the Arts Council National Portfolio scheme in 2018. This business plan reflects the ambition for the 2018-22 programme as outlined in the application with NPO status and funding making a significant impact on the development of CIMS and its ability to reach more and a wider range of people.

2. Business Plan Introduction

CIMS is in a time of significant change. As with all public sector organisations, CIMS is working to meet growing expectations of its services from a reducing base of public funding. At a time of limited resources but growing expectations, CIMS must prioritise activities that contribute to the achievement of agreed corporate strategic goals.

The Business Plan for the period 2018-22 contains annual objectives for the following financial year to be agreed at the January 2019 Joint Museums Committee. The Business Plan will subsequently be refreshed each year to set-out the budget and the objectives for the upcoming year. The business plan will be approved annually by the Joint Museums Committee and Arts Council England in accordance with CIMS funding conditions.

The plan has been informed by each local authority partners' goals: Ipswich Borough Council's Corporate Plan 'Building a Better Ipswich' (2017) and Colchester Borough Council's Strategic Plan 'Rich Heritage, Ambitious Future' (2015-18) and audience research data.

This plan reflects the input of a range of stakeholders and users. The groups consulted are:

- Staff consultation through a series of staff workshops.
- The Friends of Ipswich Museums and The Friends of Colchester Museums
- The Teachers Advisory Panels in Colchester and Ipswich
- Portfolio Holders for IBC and CBC and senior officers of both local authorities.
- Consultations with both Arts Council England and Heritage Lottery Fund.
- Visitors through Audience Finder questionnaires including event and exhibition evaluation.
- Evaluation from externally funded projects e.g. visitors to the Aspire programme as a part of the successful partnership with Tate.

3. Mission

The joint museum service preserves, interprets and makes accessible the material culture of both Colchester and Ipswich for the benefit of residents and visitors to both towns. It is a museum service with regional and national reach contributing to the cultural regeneration of both towns and the wider region.

Colchester and Ipswich Museums will inspire creativity and learning through the innovative use of venues and collections that appeal to and connect with audiences locally, regionally and nationally.

We want our Museum Service to enrich the lives of all our residents, increase their knowledge and understanding and feed their aspirations and imaginations. Visitors will have access to all the Museums have to offer and will enjoy and value what they experience during their visits resulting in a significant and positive impact upon their lives.

4. Aims

Audiences

Our aim is to provide visitors with an enjoyable, educational and memorable experience which inspires them to visit again and also encourages others to visit. We need to work hard to identify and attract new and diverse audiences, ensuring that we have something to offer everyone and that local people feel a sense of ownership and pride in their Museums and services. CIMS plans respond to demand with new exhibitions delivering an increase in the number and range of people visiting venues. Children and young people are an important audience for CIMS and make up a quarter of our visitors. Our plans for 2018-22 reflect our commitment to families through autism-friendly events, early years and work with disadvantaged families. For schools, we will build on feedback to make improvements to our primary-session delivery, develop new resources to support STEM subjects and raise the profile of careers in museums. Adult learning provision will be developed and enhanced to respond to growing need, such as the increasing number of people suffering from mental health issues through the provision of our reminiscence service and support for the Cultural Heritage in Mind sessions in Ipswich. Our programme will be shaped by our visitors, partnerships, focus groups and volunteers to take active steps to removing any barriers to participation in our programme and to enhance the quality and reach of projects, events and exhibitions.¹ Community collaboration and increased digital marketing activity will see CIMS reach more people, resulting in increased number of visitors to each town.

Collections

The Joint Museum Service manages collections that are of national and international importance. Caring for them, interpreting and displaying them in innovative and interesting ways and ensuring they are valued and accessible is fundamental to our effectiveness. The service will safeguard, preserve, document, research and develop the collections of both Borough Councils. Growing digital information and access will raise the profile of our collections, resulting in more requests for loans and a greater focus for research. Outreach projects will test new methods of inspiring audiences in the collections, informing our collections development plans and future programme that will aim to sustain new audiences.

¹ The Arts Council England definition of equality is ensuring individuals or groups of individuals are not treated differently or less favourably because of a characteristic that they share. However, this does not mean treating everyone the same. It means making sure that no one is disadvantaged from participating in art and culture because of barriers that disproportionately affect people who share the same characteristics as them.

Buildings

The Service will create attractive, accessible and stimulating environments for learning, engagement and enjoyment. There is an ambition for capital development projects in each town, seeing an increase in local audiences in addition to visitors from the wider region and beyond. Robust formative evaluation and audience development plans will inform the programme for each venue.

Workforce

The museum team is highly skilled, demonstrates best practice and takes an active role in sharing learning and teaching others. We will diversify² the workforce to more closely reflect the demographic of Colchester and Ipswich³ residents, and to provide a rich range of opportunities for people to participate in the work of museums. We will make active steps to respond to Arts Council England's Creative Case for Diversity⁴ both through the development and delivery of the 2018-22 programme and through our Equality Action Planning such as changes to the recruitment, management and training of staff and volunteers. The workforce will be supported to meet the challenges and opportunities of a continually evolving local authority Museum landscape. The team will work closely with CBC and IBC colleagues to support the delivery of the corporate goals of both Borough councils.

Resilience

CIMS will realise the potential of the joint service to run efficiently and effectively. It will identify and bear down on costs and seek to increase income levels from existing and new sources. To strengthen the resilience of CIMS there will be a specific focus on developing the team's fundraising, commercial and digital skills. The Arts Council England National Portfolio funding will bring

² CBC diversity policies clearly state that we will not discriminate against the people we employ, or those people seeking employment with us, on the grounds of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, or marital/civil partnership status. These are known as 'protected characteristics' under the Equality Act. (CBC Equality and Diversity in Employment Policy August 2015 p1). IBC will champion equality, diversity, community cohesion and human rights under all nine of the following equality strands: Race, Sex, Disability, Sexual Orientation, Religion or Belief, Age, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity. (Ipswich Borough Council Comprehensive Equality and Diversity Policy July 2010 p.2)

³ IBC will aim for a workforce that is representative of the community it serves – across all levels and grades. By ensuring there are no barriers to progression or positions and by employing the best person for the job the Council will aim to reflect the strength of diversity in the Borough. (Ipswich Borough Council Comprehensive Equality and Diversity Policy July 2010 p.4)

⁴ Diversity is about recognising, respecting and valuing people's differences to contribute and to realise their full potential by promoting an inclusive culture for all.

commercial opportunities, specifically for retail and sponsorship and by 2022 we will have established formal links to local businesses to this end.

5. Context

Political

CIMS has benefited from sustained support since it was formed in 2007. Changes to organisational priorities could impact the level of support CIMS receives. The service is subject to consideration of wider priorities including levels of funding. The Business Plan includes ambitious plans to build CIMS' profile and reputation for high quality services amongst residents and local politicians.

Economic

Recognising the existing and growing financial pressures on Local Authority finances, CIMS has conducted scenario planning to model a variety of funding reductions to identify other opportunities to support the service e.g. external funding, internal efficiencies and building a more commercial culture within CIMS. This will enable a higher level of delivery than from core funding and current earned income alone.

Social

Heritage plays an important role in Colchester and in Ipswich, contributing to strategic plans to build thriving and enjoyable towns for residents and visitors. Each town has pockets of affluence but there are also significant areas of deprivation that create inequalities. Residents have the opportunity to shape the CIMS programme by participating in focus groups, curating community displays and contributing content. In the delivery of this plan CIMS will work alongside colleagues in each council to connect with local partners and community groups, including neighbouring arts and cultural organisations.

Technological

Colchester Borough Council's ICT infrastructure is moving to a Cloud environment. By 2019, information about the museum collections will be hosted on a Cloud-based Collections Management System, with links to the website and initiatives to support visitors to self-serve. CIMS will build on its current use of digital technology for the interpretation of collections and associated stories, reflecting current best practice in the sector and utilising partnership opportunities with local universities.

Legal

The Joint Museums Agreement commits each authority to support CIMS from 2015-21. By 2021 this agreement will have been reviewed. The CIMS venues are each Accredited museums and meet the required national standards as administered by ACE. The next Accreditation round is in 2019/20.

Environmental

The current environmental policy outlines the Service's active steps to reduce carbon emissions. Digital transformation is improving the sustainability of CIMS and 2017-22 will see a measured improvement in the number of ways people access our service and collections, and the energy efficiency of buildings. In 2017 an energy efficient extension was built onto an existing store. These commitments will be reflected within CIMS Sustainability Plan each year.

6. The Creative Case for Diversity and Equality Action Planning

Over the 2018-22 programme, there are specific Equality Action Plan objectives for CIMS. These relate to the museum service activity and are further strengthened by Colchester Borough Council's Equality Action Planning and 'positive action'. We will make active steps to encourage and enable people with protected characteristics to participate as visitors, volunteers, staff and consultees when shaping the development of museum activity. Our 2018-22 programme has a particular focus on people from socio-economically disadvantaged backgrounds and those that recognise themselves as having a disability.

The 2019/20 Equality Action Plan objectives are as follows:

- 1: Autism-friendly events take place at Colchester Castle and Ipswich Museum.
- 2: To research and introduce 3 new focus groups to shape the future programme and museum developments: family, community and disability access.
- 3: Co-curated displays take place in CIMS venues in collaboration with the community focus groups and local arts partnerships and are used to promote volunteering opportunities.
- 4: Research and plan a project working with disadvantaged children and families in Colchester and Ipswich.
5. A display involving stored collections will be held in each town, to provide greater participation and access to the collections.
6. Collections Information is reviewed to identify gaps in relation to The Creative Case for Diversity and to inform future participation projects and programming.
7. Traineeships and volunteer opportunities with a focus on display, retail and digital collections are introduced through the delivery of the 2018-2022 Skills for the Future programme.
8. Staff training to ensure staff feel confident and prepared in supporting specific audience needs required for community outreach projects.
9. Learning from The Training Museum recruitment processes is shared internally and with Council staff to inform future projects and applied to future recruitment of staff and volunteers.

7. Resource

Buildings

- **Colchester**

Colchester museums administrative, storage and staffing base has relocated from a converted industrial space to a purpose built extension of an existing store. The move has brought together the collections under one roof with improved conditions and security. The displays in Hollytrees Museum and the Natural History Museum will be invested in to enhance visitor participation. Colchester Castle will be maintained through a planned programme of building repairs.

- **Ipswich**

In 2016/17 Christchurch Mansion received major structural repairs and upgrades to its environmental controls and security. In December 2018 Ipswich Borough Council were awarded round one support towards a redevelopment of Ipswich Museum. 2019/20 will see the progression of plans in preparation for a round two application to the HLF to support an £8.5m project that will improve displays, facilities and visitor participation.

Systems

The Museums websites will have integrated back-office payment systems that will enable online visitors to book exhibition and event tickets and view merchandise, providing increased opportunities for upselling and audience development. CIMS collections data will be migrated and hosted on a new Collections Management system to enable greater levels of digital access. Action plans will be developed to review and where necessary improve the efficiency, use and security of internal and external systems.

Volunteers

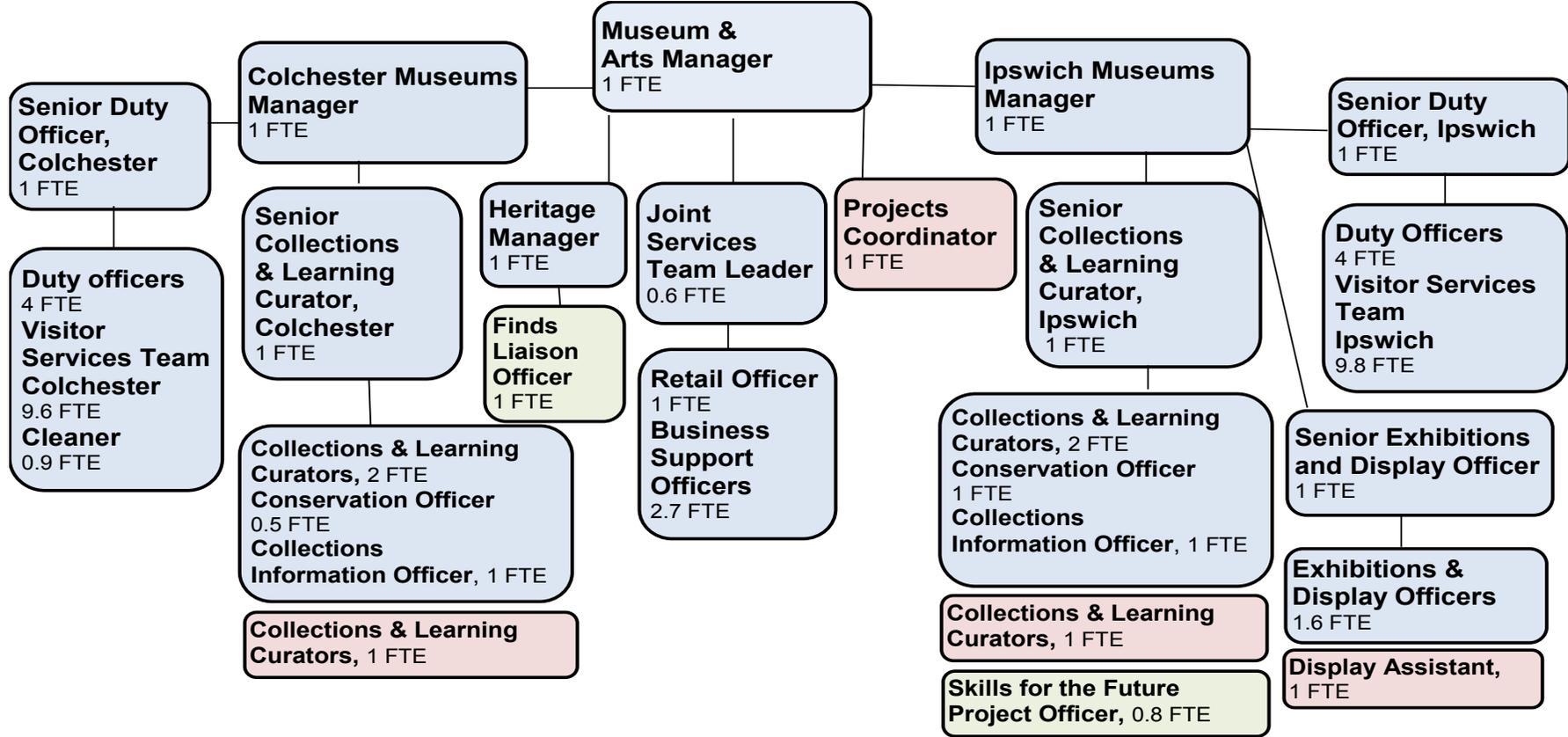
CIMS has a growing volunteer programme designed to provide a variety of tasks to interest a wide-range of people. In 2017 we have seen an increase in the number of hours contributed by volunteers. Profile data tells us that in 2017/18 the age range of our volunteers has been more balanced with proportionally less students and retired people and a slight increase in ethnic diversity and disability compared with 2016/17. In 2017, the service held Volunteer Makers training and will be piloting the use of this software in 2018/19. The 2018-22 programme will develop volunteer opportunities alongside activities to enable us to build on this success and provide new ways for different people to engage with their museum service, contribute and learn skills.

Workforce

CIMS has a dedicated workforce development programme. CIMS Staff regularly attend, host and deliver SHARE Museums East training and 4 members of staff are mentors to other museums in the region. Colchester Council is an 'Investor in People' with a Learning and Development Programme, Talent Management programme and staff incentive scheme supporting the skills and culture needed to enable CIMS to deliver this programme.

At the beginning of 2019, CIMS had 51.8 full-time equivalent (fte) posts with an additional 16 fte posts externally funded through projects or further investment. Arts Council England NPO fund an additional 4 posts (red) for the 2018-22 period, HLF fund a project post for the Skills for the Future project (2018 – 2021) and the British Museum fund much of the Finds Liaison Officer position as part of the national Portable Antiquities scheme. Each town benefits from dedicated staff resource and facilities, while drawing on the strength of the merged service to enable a number of shared posts to manage developmental activity for all venues.

CIMS Staff Structure 2018-22



8. Finance

Colchester and Ipswich Museums Service form part of Colchester Borough Council's overall finances and therefore benefits from its financial capacity and corporate processes. The forthcoming annual budget is reported at the Joint Museums Committee meeting in January and the financial out turn to the June JMC each year.

Future budget forecasts from 2020/21 to 2022/23 are include in section 10 below.

With continued pressure on Local Government Budgets CIMS has engaged proactively with both Ipswich and Colchester Borough Council to look at how it can support future budget challenges while retaining ambitious plans for the future.

For 19/20 the overall contribution total contribution to CIMS is £1,873,800 of which CBC contributes £1,026,000 and IBC, £847,800. The contribution includes a 2% pay award for staff and 2.4% inflationary increase.

While there can be no absolute guarantee from either authority that future budget pressures will not impact on the level of contribution, the approach discussed and favoured is linked to driving up income and sustainability rather than cuts to a heritage offer that both towns hold very dear.

Colchester Borough Council does not produce cashflow forecasts for any of its services. A cashflow statement is produced as part of the end of year account. The Council has significant cash balances overall (on average in excess of £20million each day) and is able to ensure cash is available to meet all expenditure requirements as and when they arise.

9. Risk

The long and short term objectives of the 2018-22 programme will be achieved through the joint service's alignment to the corporate governance risk management process. This adopts best practice in the identification, evaluation, cost effective control and monitoring of risks across all processes. The responsibility to manage risk rests with every elected member and officer, with a clearly defined structure for the coordination and review of risk information and ownership at JMC meetings.

Impact Table

	Very Low	1	Low	2	Medium	3	High	4	Very High	5
PROBABILITY	<10%		10 – 25%		25 – 50%		50 – 75%		≥75%	
Impact	Minimal - no interruption to service delivery < £10k		Minor - temporary disruption to service delivery £11k - £25k		Significant - interruption to part of the service £26k - £75k		Severe – full interruption to service delivery £76k - £100k		Catastrophic – complete service failure ≥£100k	

Minimum Score = 1

Maximum Score = 25

Low risk = 1 – 4

Medium Risk = 5 – 11

High Risk = 12 – 25

Risk No	Risk	Consequence	Control	Owned by	Risk Level	Reviewed
1.1	Due to financial constraints one of the partners changes their funding arrangements for the partnership	Decrease in service provision / failure of the partnership	Full understanding of current partnership agreement in both Authorities and benefits of the partnership. Transparency and joint agreement of CIMS budget setting and management process.	Chief Operating Officer / Director – Colchester & Ipswich	Medium 8 June 2018	
1.2	A change in political administration, or other circumstances, leads to a partner withdrawing from the partnership.	The partnership is dissolved as per laid out Governance arrangements. Review of existing and future external funding arrangements. TUPE of Ipswich based workforce to IBC. Impact on knowledge and skills of workforce. Financial and operational efficiencies of joint service lost.	Continue to evaluate the strategic direction of the service and ensure that the benefits of the joint arrangement are highlighted. Regular IBC and CBC PFH briefings by Museum Managers Liaison between Senior Managers at (IBC) and (CBC). Key decisions agreed at CBC Cabinet and IBC Executive. Structure to reflect skills needs across both Town.	Chief Operating Officer / Director – Colchester & Ipswich	Low 4 Jun 2018	
1.3	External funding opportunities are not realised due to lack of resources, ambition or	Maintaining the Service with Core Authority funding alone will limit improvements, innovation and income, where applicable. The	The eligibility criteria for funding should be regularly reviewed and assessed. Good communication should be maintained with funding bodies. Embed the new structure and work closely with Local Authorities to realise	Assistant Director of Community Services, Colchester & Head of Culture	Low 4 Jun 2018	

	changes to eligibility criteria.	reputation of the service suffers due to lack of investment and ability for growth and visitor numbers and experience could be impacted across the venues.	ambitions, with clear priorities and linked resources.	and Environment Services, Ipswich		
1.4	Delivery impacted by reduced resources, but continued increase in priorities and ambition.	Service delivery declines and opportunities are missed. Leading to a loss of confidence in the service. Negative effect on staff morale and reduced staff support for service. Reduced visitor experience and impact on income.	Structure to provide more venue focussed management and clarity of priorities. Review of service and deliverables within new funding constraints. Regular and clear performance management arrangements in place for venues, with monitoring and review steps in place for both staff and venue performance.	Manager of Joint Museums Services & Ipswich and Colchester Museums Managers	Medium 9 Jun 2018	

10. Budget 2019/20 and indicative budgets 2019-22

Under the terms of the 2015-2021 Joint Museums Agreement (JMA), each partner authority retains the majority of its income and therefore the income shown within CIMS primarily relates to income from retail, activities and grants.

	2018/19	2019/20	2020/21	2021/22
Income				
Colchester Borough Council	-1,025,400	-1,026,000	-1,036,260	-1,046,623
Ipswich Borough Council Contribution	-827,900	-847,800	-856,278	-864,841
Arts Council England National Portfolio Funding	-199,250	-199,250	-199,250	-199,250
HLF Skills for the Future funding	-142,500	-142,500	-142,500	-142,500
J Ellerman - Evolving Our Natural Science	0	-29,085	-29,085	-29,085
English Heritage Funding for maintenance of designated heritage sites (Colchester)	-17,000	-16,000	-16,000	-16,000
British Museum Funding for Portable Antiquities Scheme Finds Liaison Officer (for Essex)	-22,300	-26,200	-26,200	-26,200
Earned Income - Retail	-146,000	-153,000	-154,000	-155,000
Earned Income – Vending, licensing, consultancy, paid for activities and donations	-26,900	-33,900	-33,900	-33,900
Interest earned from reserve funds	-15,000	-15,000	-15,000	-15,000
Total Income	-2,422,250	-2,488,735	-2,508,473	-2,528,398
Expenditure				
Employees	1,623,100	1,660,700	1,677,300	1,694,100
Premises Related	187,700	176,200	177,200	178,200
Transport Related	8,800	7,800	8,800	9,800
HLF SFTF Spend	142,500	142,500	142,500	142,500

J Ellerman - Evolving Our Natural Sciences spend		29,085	29,085	29,085
Supplies and Services	287,300	300,200	301,200	302,200
Third Party Payments	39,300	42,700	43,700	44,700
Sub-total	2,288,700	2,359,185	2,379,785	2,400,585
NPO Expenditure				
Goal 1: Excellence				
Staff Expenditure				
Display Assistant	27,000	27,000	27,000	27,000
Projects Coordinator	31,750	31,750	31,750	31,750
Non-staff Expenditure				
Cataytic exhibitions display budget	20,000	20,000	20,000	20,000
Collections in the Cloud digital research	10,000	10,000	10,000	10,000
Arts and Cultural collaborations and research	6,000	6,000	6,000	6,000
Events: special, evening and exhibitions				
Materials and equipment	4,000	4,000	4,000	4,000
Freelance fees	4,000	4,000	4,000	4,000
Hospitality	2,000	2,000	2,000	2,000
Sub-total Goal 1	104,750	104,750	104,750	104,750
Goal 2: For Everyone				
Staff Expenditure				
Collections and Learning Curator (Community) x2	63,500	63,500	63,500	63,500
Non-staff Expenditure				
Reaching local audiences/digital marketing pilots				
Advertising - radio, print and online	3,000	3,000	3,000	3,000

Digital - e-marketing, social media and online	4,000	4,000	4,000	4,000
Print - direct mail, leaflets and distribution	3,000	3,000	3,000	3,000
Recruitment for volunteers and NPO funded staff				
NPO funded staff - promotion and assessment	1,000	1,000	1,000	1,000
Volunteers - promotion and assessment	1,000	1,000	1,000	1,000
Audience finder development	3,000	3,000	3,000	3,000
Workforce development	5,000	5,000	5,000	5,000
Sub-total Goal 2	83,500	83,500	83,500	83,500
Goal 5: Children and Young People				
Non-staff Expenditure				
School Pathways development				
Consultancy	2,000	2,000	2,000	2,000
Teacher supply costs	2,000	2,000	2,000	2,000
Equipment and materials	1,000	1,000	1,000	1,000
A Place for Family activity				
Consultancy	4,000	2,000	2,000	2,000
Equipment and materials	1,000	2,000	2,000	2,000
Participant expenses	1,000	2,000	2,000	2,000
Sub-total Goal 5	11,000	11,000	11,000	11,000
Total NPO Expenditure	199,250	199,250	199,250	199,250
Total Expenditure	2,487,950	2,558,435	2,579,035	2,599,835
Earned Income - Admissions, Hires and Education	-478,700	-501,500	-502,500	-503,500
Income retained by CBC at YE	-413,000	-431,800	-431,900	-432,100
Income retained by IBC at YE	-33,300	-34,300	-35,300	-36,300
Net	0	0	0	0

11. Monitoring and evaluation

CIMS is an award-winning service that recognises the performance and achievements of its staff, encouraging reflective practice and evaluation. Regular staff reviews will identify individual and team development needs to deliver this plan. The CIMS Management Team, supported by Heads of Services and Chief Operating Officers in both Councils, will be responsible for the delivery of the 2018-22 programme.

Plans have been informed by a range of evaluation methods including Audience Finder surveys, special event/exhibition exit surveys, Mosaic postcode analysis, as well as external project evaluation and VAQAS customer service reports. We will measure and report our performance against the objectives, timing, budget and any relevant National or Local Performance Indicators. Annual audits and internal reviews are carried out across the museum service, as part of Colchester Council's corporate practice. Additionally IBC audits CIMS' management of the Ipswich collections.

CIMS is committed to monitoring diversity, from Volunteers to Councillors and demographic data is known for 71% of staff. We will continue to profile survey annually, comparing our data to the wider museum sector and local audience segmentation.

In 2019/20 we plan to introduce the use of Arts Council England's Quality Evaluation Framework that uses a set of metrics to improve our understanding of how well the intention of our activity aligns with the perception of audiences and peers. The data is intended to improve performance and to provide evidence of need to potential future funders.

12. Outcomes from the 2018-22 Business Plan

This 2018-22 Business Plan will be delivered through the implementation of an annual Action Plan agreed at the January JMC each year. CIMS plans to have achieved the following outcomes by 2022:

1. Audiences:

- The joint service will achieve visitor numbers consistently over 300,000 pa through investment in displays, exhibitions, events and effective marketing to existing and new audiences.
- To have worked with Colchester and Ipswich marketing teams to communicate and promote the museums offer to new and existing audiences. e.g. Using email distribution list effectively.

- Schools numbers will increase across all venues with a particular emphasis on growth following investment in Ipswich Museum.
- Christchurch Mansion will be developed as a complementary service to Ipswich Museum attracting increasing numbers of local residents and visitors from the wider region.
- Colchester Castle will grow its visitor numbers and increase its capacity to generate income.
- CIMS will have developed and delivered a range of cross-arts programmes with Arts partners in both towns to attract new audiences, e.g. Temporary exhibitions and events with Firstsite and arts festivals in Ipswich.
- We will have developed excellent work with family groups, involving a family panel and specific project work e.g. with disadvantaged children and families. We will support the wider arts and cultural sector to build their family provision.

2. Collections:

- The majority of collections will be on-line and more publically accessible using a range of digital interpretation.
- The backlog of documentation at Ipswich will be significantly reduced.
- Major exhibitions featuring loans from National Museums will have been mounted in both towns.

3. Buildings:

- Ipswich Museum will be the subject of major capital investment.
- All sites will be maintained and fit for purpose as a part of an agreed maintenance schedule.

4. Workforce:

- CIMS will offer high quality Apprenticeship and Trainee placements and will have grown its reputation as a training provider.
- The service will play a central role in the tourism and regeneration activities of both Boroughs.
- The service will develop its commercial skills to increase levels of earned income.

5. Resilience:

- CIMS will be a resilient service with sustainable income sources and effective management of financial risks.
- CIMS commercial development plans will have been implemented to meet service income targets.

13. Objectives 2019-2020

	Objective	Measure	Staff lead	Timescale
Aim 1: Audiences				
1.1	To increase the number and range of visitors to venues.	Colchester Castle - 10% increase on 2018/19 performance (aided by Bling)	Tom/ Pip	March 2020
		Hollytrees – 5% increase on 2018/19 performance	Tom/ Claire	March 2020
		Ipswich Museum and Ipswich art Gallery – 5% increase on 2018/19 performance	James	March 2020
		Christchurch Mansion – 7% increase on 2018/19 performance (aided by tail end and legacy of Kiss & Tell)	James	March 2020
		One large-scale, audience focused event in Colchester and in Ipswich.	Tom/ James/ Mel/ Glynn	March 2020
		Events supplemented by bookable community sessions, targeting different local audiences, piloted in each town	Tom/ James/ Mel/ Glynn	March 2020
		-Continue growth in diversity of audiences, notably; Ensuring audiences continue to represent ethnic minority communities -To better represent our communities affected by disability: <ul style="list-style-type: none"> • Ipswich: a 2% increase in visitors with a disability and a reassessment of access planning and engagement with people with very limiting disability • Colchester: a reassessment of the access plans and engagement with people with very limiting disability 	Tom/James/ Elle/ Ben?	March 2020

		Wider range of visitors demonstrated by segmentation data for each venue and mapped against town demographic data using Mosaic in accordance with audience development plan. Target of 380 surveys per venue is met		
		Develop new audience development plan drawing upon Audience Finder and Mosaic data	Frank/ Tom/ James	May 2019
		10% increase on the number of visitors from outside Essex as a result of Bling Catalytic exhibition.	Tom	March 2020
		Campaign to promote Bling exhibition in Colchester. The target is to attract 45,000 visitors to the exhibition.	Tom/ Glynn	March 2020
1.2	(Equality Action Plan 1) Autism-friendly events take place at Colchester Castle and Ipswich Museum	Attract a total of over 200 people to 12 relaxed opening events held across Colchester Castle and Ipswich Museum.	Sophie/ Elle	March 2020
		95% of CIMS staff Autism-Friendly trained	Sophie/ Elle	March 2020
1.3	(Equality Action Plan 2) To research and introduce 3 new focus groups to shape the future programme and museum developments: family, community and disability access.	Focus groups in place in Colchester and Ipswich and have met twice in 2019/20 contributing to content and events planning	Anna/ Glynn	March 2020
		Audience development plans reflect contribution and impact of panels on programme.	Anna/ Glynn/ Tom/ James	May 2019
1.4	(Equality Action Plan 3) Co-curated displays take place in CIMS venues in collaboration with the community focus groups and local arts partnerships and are used to promote volunteering opportunities.	A minimum of one co-curated display and one public project involving stored collections will be held in each town per year.	Anna/ Glynn	October 2018
		20 new volunteers directly recruited through community activity in Colchester	Lib	March 2020
1.5	Children and young people's achievements in arts and cultural	30 students engaged by Arts Awards projects in Colchester and in Ipswich	Anna/ Glynn	March 2020

	activity are celebrated by supporting Arts Awards projects, Artsmark and Local Cultural Education Partnerships	Participate in National Takeover Days engaging schools in Colchester and Ipswich	Anna/ Glynn	March 2020
		CIMS venues used to host Artsmark events – minimum of 1 in each town every 2 years.	Lib	March 2020
1.6	CIMS Early Years provision is promoted in collaboration with Children’s Centres and the Family Focus Group.	Under 5s programme to continue to develop (mini-mammoths, toddler takeovers etc.) growing this audience by 5% in Ipswich Museum, and Colchester venues.	Anna/ Glynn/ Mel	March 2020
1.7	(Equality Action Plan 4) Research and plan a project working with disadvantaged children and families in Colchester and Ipswich.	Programme of work developed with Suffolk Family Focus, Wellington Children’s Centre and Suffolk Family Carer engaging 15 families experiencing disadvantage and unemployment	Elle/ Anna	March 2020
		Pilot project conducted, working with identified partner organisations in Colchester	Glynn/ Ben	March 2020
1.8	Review and improve primary school sessions across CIMS.	Reorganise education bookings systems with online portal	Jenny	June 2019
		New learning sessions introduced to Ipswich Museum	James/ Anna	March 2020
		New learning sessions introduced to Christchurch Mansion	James/ Anna	
		New learning sessions piloted at Hollytrees	Glynn	Dec 2019
		Learning sessions refreshed at Colchester Castle	Pip/ Glynn	Sept 2019
		10% increase in numbers of schoolchildren visiting Ipswich Museum/ Art Gallery on 2018/19 figures	James/ Tom/ Jenny/ Anna/ Glynn	March 2020

		10% increase in numbers of schoolchildren visiting Christchurch Mansion on 2018/19 figures		
		2% increase in numbers of schoolchildren visiting Colchester Castle on 2018/19 figures		
		10% increase in numbers of schoolchildren visiting Hollytrees on 2018/19 figures		
1.9	To review and improve the marketing/publicity of museums in partnership with Colchester Borough Council and Ipswich Borough Council marketing teams.	Marketing strategy in place for each town that aligns with new audience development plan	James/ Tom	June 2019
		Website refreshed and audience focused	Frank/ Lib	June 2019
		Facebook likes exceeding 5000 for both Ipswich Museums and Colchester Museums	Katharine/ Megan/ Elle/ Christian	March 2020
		National press coverage acquired for at least two stories, e.g. Bling, research and conservation projects	Frank/ Glynn/ Anna/ Philip/ Bob/ Cym	March 2020
		Documentary pitches made to BBC	Frank/ Glynn/ Anna	March 2020
1.10	University research partnership contributing to visitor experience/ engagement and profile	AHRC application/s made – e.g. ‘Bodies in the Bailey’	Frank/ Glynn/ Anna	June 2019
Future Development Plans (Audiences)				
2020/21				
<ul style="list-style-type: none"> • Visitor figures at all venues (except Ipswich Museum in event of HLF success) up 5% • CIMS awarded Autism Friendly Award • Catalytic exhibition in Ipswich attracts 15,000+ visitors • Action plan for improved access for disabled visitors being enabled 				
2021/22				
<ul style="list-style-type: none"> • Catalytic exhibition in Colchester attracts 15,000+ visitors • To host a regional event for arts, libraries and museums that celebrates success and best practice in work with children and young people. 				

<ul style="list-style-type: none"> NPO application made <p>2022/23</p> <ul style="list-style-type: none"> Catalytic exhibition in Ipswich attracts 15,000+ visitors Audience engagement plans enabled according to Audience development plan and new NPO programme
--

	Objective	Measure	Staff lead	Timescale
Aim 2: Collections				
2.1	Collections showcased alongside national loans	Exhibition of Colchester and Ipswich collections featuring in major NPO exhibition, 'Bling' at Castle and supplemented by national loans.	Glynn/ Tom/ Jane	July 2019
2.2	A new cloud-based collections management system will be introduced to enable greater use of the museum collections.	Migration of collections data (approx. 200,000 + records and images) for Colchester and Ipswich Museums from Modes to Adlib	Glynn/ Rory/ Izzy	March 2020
		Other avenues for online access to collections explored (e.g. ArtUK) during transfer to Adlib	Anna/ Glynn/ Rory/ Izzy	December 2019
		Development of a Digital Collections Strategy, to explore use of and engagement with collections on new platform, including Collections Online, Digital Asset Management Strategy, etc. Consulting audiences on how and what they wish to engage with, and developing a roadmap for future digital developments.	Philip/ Anna/ Glynn/ Rory/ Izzy	March 2020
2.3	EONS: John Ellerman Foundation Funded project developing Natural History Collections	Document and improve storage for two Natural Science collections	James/ Kate/ Sophie	March 2020
		Designation application made for Ipswich Natural History Collections	James/ Philip/ Anna/ Kate	December 2019
2.4	Forward plan developed for Natural History Museum	Interpretation plan initiated utilising new information from EONS project	Tom/ Glynn	March 2020

2.5	(Equality Action Plan 5) A display involving stored collections will be held in each town, to provide greater participation and access to the collections.	At least one display of stored collections held in each town, engaging people from disadvantaged backgrounds.	Glynn/ Anna	March 2020
2.6	(Equality Action Plan 6) Collections Information is reviewed to identify gaps in relation to The Creative Case for Diversity and to inform future participation projects and programming.	Project plan developed through collaboration between collections working group and community and disability focus groups.	Anna/ Glynn	December 2019
2.7	Display standards will be maintained and enhanced in all venues	Visitor satisfaction levels for display at 80% or above for all venues, evidenced by audience finder surveys	Tom/ James	March 2020
2.8	Collections better understood and interpreted	Research projects initiated with at least two partner universities with full cost recovery and visitor-focused outcomes included	Frank/ Glynn/ Anna	March 2020
2.9	Outward loans raising profile of CIMS and reaching large audiences	At least three international loans arranged with objects conserved and prepared to high standards and seen by 100,000+ people worldwide	Philip/ Bob/ Cym	March 2020
2.10	Threats to collections mitigated by active and passive conservation programming	Conservation surveys conducted at all museums: -Identification of threats -Responsive projects initiated -Integrated pest management and environmental monitoring maintained through year -Review of stores across service -Conservation work on priority collections	Glynn/ Anna/ Bob/ Cym	May 2019 August 2019 March 2020 March 2020 March 2020
2.11	Movement of World Cultures collections.	World Collections relocated and documented.	Anna/ Bob/ Mel	October 2019
2.12	World Culture Collection proactively used, interpreted and accessed by researchers	Physical access provided	Anna/ Bob/ Mel	March 2020

		Interpretation plan developed for HLF round 2 application drawing on indigenous knowledge and programme of activity for wider engagement		
2.13	Disaster planning is well advanced	Finalise disaster plan for castle and train staff accordingly. Draft disaster plans for MRC, Hollytrees and NT Museum and circulate for review. Disaster plan updated for Ipswich Museum	Philip/ Cym/ Anna	September 2019
Future Development Plans (Collections)				
2020/21				
<ul style="list-style-type: none"> Ipswich Natural History Collection designation application completed World Cultures Collection the focus of a new interpretation plan engaging indigenous knowledge and to include digital outputs 				
2021/22				
<ul style="list-style-type: none"> Collections research framework developed. Links made with university partners where relevant. World Cultures Collection accessed and being interpreted by, or with indigenous academic/ diaspora community support 				
2022/23				
<ul style="list-style-type: none"> Programme of contemporary collecting to support identified gaps in the collections information in response to The Creative Case for Diversity. Research bid developed in consultation with stakeholders, such as an application to the Arts and Humanities Research Fund or new funds for designated collections where relevant. 				

	Objective	Measure	Staff lead	Timescale
Aim 3: Buildings and Heritage Sites				
3.1	To develop stage 2 planning documents for Ipswich Museum capital development.	HLF Stage 2 funding application submitted.	James	By March 2020

3.2	The museum takes active steps to improve environmental sustainability in accordance with plans.	Environmental policy and plan followed and reported on to ACE sustainability partner to deadlines.	Philip/ Lib	March 2020
3.3	Standards of security at the museum buildings and stores will be monitored and upgraded where required to reduce risk of theft, accidental damage or loss.	Internal quarterly meetings to manage security at venues in both towns.	Philip	June 2018 – March 2020
		Participation in national and local security networks and attendance at relevant meetings'	Philip	March 2020
		No loss or theft of the collections.	Philip	March 2020
3.4	Colchester Castle is maintained as a scheduled ancient monument.	Follow Colchester Castle's 10-year maintenance plan. Set maintenance work dates for year.	Tom/ Pippa	March 2020
3.5	To secure sustainable storage for Ipswich collections not on display.	Implement short and long-term actions of the review of stored collections in Ipswich in conjunction with capital development plans for Ipswich Museum.	James/ Anna	July 2019
3.6	Enhance the interpretation of archaeological sites and monuments in Colchester	Complete interpretation of the Roman Wall	Philip	April 2019
		Introduce new interpretation in Priory Street car park as part of the redesigned facility.	Philip	April 2019
		Create projection of Temple of Claudius for Castle floodlighting	Tom	August 2019
3.7	Engage the public in the wider heritage of Colchester and Ipswich	Archaeological/ Historical investigation of bespoke areas of town history through university led research and community participation, e.g. 'Bodies in the Bailey'	Philip/ Frank	March 2020
3.8	Development of Natural History Museum	Initial plans and feasibility studies prepared for the development of Natural History Museum	Tom/ Frank/ Glynn	March 2020
Future Development Plans (Buildings and Heritage Sites)				
2020/21				
<ul style="list-style-type: none"> Ipswich Museum delivery stage begins subject to funding being awarded. Exploration of community engagement in town-wide heritage – e.g. community excavation or other form of volunteer led research 				
2021/22				
<ul style="list-style-type: none"> Accreditation for all museum venues to be renewed. 				

<ul style="list-style-type: none"> Stakeholder discussions regarding the Hollytrees Museum Garden Room conversion to a temporary exhibition space for community projects and used to share findings from the disadvantaged families project. Application for funding to be made for NHM redevelopment if scheme deemed viable.
<p>2022/23</p> <ul style="list-style-type: none"> Delivery of capital development at NHM/ Hollytrees subject to 2021/22 fundraising/ planning Review of Christchurch Mansion/ Art Gallery – feasibility and need study for potential future investment

	Objective	Measure	Staff lead	Timescale
Aim 4: Workforce				
4.1	(Equality Action Plan 7) Traineeships and volunteer opportunities with a focus on display, retail and digital collections are supported through the delivery of the HLF funded Transforming People to Transform Museums project.	4 Trainees complete a Level 3 diploma in Cultural Heritage Studies, each delivering a public project and undertaking an external placement during their traineeship.	James / Taryn	November 2019
		4 Trainees recruited in accordance with the TPTM Training Plan	James / Taryn	October 2019
		2 volunteer roles are recruited in each town in accordance with the TPTM Training Plan	James / Lib	March 2020
4.2	The Cimovation fund, a small internal grants programme, will be run with a focus on projects that support staff, volunteers and audiences to develop skills in fundraising, business and digital.	Over 5 applications received and at least 3 projects funded in 2019/20.	Lib	October 2019
		Outcomes shared with staff, volunteers and within wider sector through staff briefings in each town and through social media.	Lib	July 2019
4.3	CIMS volunteer programme is developed to enable more, and a wider range of people to volunteer.	Pilot of family volunteer scheme through Heritage Open Days 2018	Elle	September 2018
		5% increase in number of volunteer hours contributed to the service based on 2018/19 baseline.	Lib	March 2020
		The number registered with CIMS Volunteer Makers website exceeding 300.	Lib	March 2020

4.4	(Equality Action Plan 8) Staff training to ensure staff feel confident and prepared in supporting specific audience needs required for community outreach projects.	Autism training and refresher training delivered in each town by partners/specialists to all staff	Elle/ Glynn/ Anna	March 2020
		Over 50% of staff and volunteers feel their skills have increased since the previous year using evidence from CIMS annual skills survey.	Lib	February 2020
		Training for all VS staff in regards working with families and under 5's audiences	Tom/ James	March 2020
		Decolonisation training delivered to all staff at Ipswich	Mel	March 2020
4.6	Staff, trainee and volunteers trained to make effective use of new Cloud-based Collections Management System to enhance opportunities for community participation, save time and share best practice within the sector.	Training from procured Cloud-based Collections Management System provider to a minimum of 10 individuals.	Anna/ Glynn	March 2020
4.7	To continue to address the documentation backlog and to enable full potential of the collections to be realised through the 2018-22 programme.	Targets for the Ipswich collections documentation agreed subject to available resources.	Anna	April 2019
		IBC Audit approval	James	January 2020
		External funding secured to increase staff resource on the documentation backlog.	James / Lib	March 2020
4.8	To improve documentation and management of the collections stored at Heckworth Close to facilitate greater public access and research.	Documentation and improved location management systems for priority collections	Glynn	March 2019
		Implement review of stored collections at Heckworth.	Glynn	November 2019
4.9	New generation of trainees developed across CIMS and partner museums through HLF funded scheme, Transforming People to Transform Museums (TPTM)	4 trainees fully trained in the areas of display, retail and documentation.	Taryn	March 2020
		9 trainees developed through partnership	Taryn	March 2020

Future Development Plans (Workforce)	
2020/21	<ul style="list-style-type: none"> • Host a trainee seminar as part of CIMS Skills for the Future project for trainees in the East of England. • Review of delivery of CIMS Skills for the Future Transforming People to Transform Museum project to inform future staff, volunteer and trainee development, future funding applications and ongoing apprenticeship opportunities through the Councils. • New trainees recruited and previous trainees in employment.
2021/22	<ul style="list-style-type: none"> • To conduct a workforce skills survey and analysis of skills development since the introduction of The Training Museum and NPO funding over the previous 7 years. • To consider and apply for future funding of trainee schemes following review
2022/23	<ul style="list-style-type: none"> • To further develop traineeships with external funding

Aim 5: Resilience				
5.1	£10,000 in first year core funding raised from new fundraising sources	CIMS Fundraising strategy developed.	Frank	May 2019
		Development Trust feasibility explored.	Frank	June 2019
		Donations sought and new model applied.	Frank/ James/ Tom	October 2019
		Potential HNWI donors identified and approached	Frank	March 2020
		Learning from wider sector. Options appraisals for use of different databases to support sponsorship and corporate membership schemes.	Lib/ Jenny	October 2019
		Business sponsor for Bling exhibition 2019.	Frank	June 2019
		Trusts and Foundations identified for support.	Frank	March 2020
5.2	Matchfunding for Ipswich Museum Development	Fundraising strategy for development prepared.	Frank/ James	June 2019
		c.£350,000 to be raised from Trusts and Foundations.	Frank/ James	March 2020
		Public fundraising campaign launched including online provision set up.	Frank/ James	March 2020

		c.£150,000 to be raised from public donations and other sources to be identified.	Frank/ James	March 2020
5.3	Castle offers reviewed and changes implemented to increase uptake on previous year.	Review and monitor Resident Pass and Membership scheme to increase uptake by 5% on previous year (2018/19).	Tom / Pippa	March 2020
		Offers (Group-on/English Heritage/ Family Days Out) to be identified and implemented to contribute to admission target.	Tom / Pippa	March 2020
5.4	Income generation opportunities identified and developed.	Income targets for activities and retail met	Tom / James	March 2020
		Colchester and Ipswich commercial groups meet quarterly to plan and review activity and progress.	Tom / James	Ongoing
		Series of events planned and delivered to accompany Bling exhibition	Tom/ Glynn/ Pip	November 2018
		4 income generating events, including sleepovers, held in Colchester Castle.	Pip/ Glynn	March 2020
		3 income generating activities delivered in Ipswich	Saskia/ Anna	March 2020
		Retail products sourced / developed to accompany Bling exhibition	Claire	July 2019
5.5	Review of catering provisions of all venues	Feasibility studies conducted with a view to potential income and challenges posed by historic structures	Frank/ Tom/ James	March 2020
Future Development Plans (Resilience)				
2020/21				
<ul style="list-style-type: none"> • Further development of fundraising from new sources. Potential launch for fundraising membership and corporate schemes • Enabling of recommendations from venue catering review • Business planning and development of Arts Council England NPO application for beyond 2022. 				
2021/22				
<ul style="list-style-type: none"> • Business planning for beyond 2022 				

- Review of Castle income to inform any future development needed to sustain and grow income levels

2022/23

- Assessment of CIMS activities that could be commercialised – e.g. conservation/ training/ teaching

This page is intentionally left blank

APPENDIX 2 - CIMS BUSINESS PLAN 2019- 2020

Visitor and Income Targets 2019/20 (CBC / IBC Income Budgets):

	2018/19 Visitor Targets	2019/20 Visitor Targets	2018/19 Income Targets (CBC/IBC)	2019/20 Income Targets (CBC/IBC)	Notes
Castle:			£	£	
• General Admissions	75,600	76,000	318,000	323,000	Income target reflects successful introduction of Resident Pass
• Schools	21,000	21,000	97,400	97,400	
• Tours	-		19,000	19,000	
Total	96,600	97,000	434,400	439,400	
Hollytrees:					
• General Admissions	52,500	47,000	-	-	Decrease reflects current performance
• Schools	1,500	1,500	5,000	4,000	Income reflects weaker performance. Schools package to be renewed in year.
Total	54,000	48,500	5,000	4,000	
Natural History Museum:					
• General Admissions	28,000	28,000	-	-	
Total	28,000	28,000	-	-	
Ipswich Museum:					
• General Admissions	50,000	52,000	-	-	
• Schools	6,000	4,500	17,000	17,500	Income and schools targets rebalanced in light of current performance figures
Total	56,000	56,500	17,000	17,500	
Christchurch Mansion:					
• General Admissions	42,000	43,000	-	-	
• Schools	1,200	1,000	3,500	4,000	Income and schools targets rebalanced in light of current performance figures
Total	43,200	44,000	3,500	4,000	

APPENDIX 2 - CIMS BUSINESS PLAN 2019- 2020

Ipswich Venue Hires:					
• Ipswich Museum			2,000	2000	
• Christchurch Mansion	-		16,800	16,800	
Total	-		18,800	18,800	
CBC Total	178,600	173,500	439,400	443,400	Increase of £4k for 2019/20
IBC Total	99,200	100,500	39,300	40,300	Growth in income of £1k in second year of £40k increased income target, leaving £25,700 to be achieved in third year.

Activities and Retail Income Targets 2017/18 (CIMS budget):

	2018/19 Income Targets (CIMS)	2018/19 Income Target (CIMS)	Notes:
Castle:	£	£	
• Activities	4,000	8,000	Targeted investment anticipated to double income.
• Retail	95,000	100,500	Target reflects growth in performance of shop and Christmas grotto.
Total	99,000	108,500	
Hollytrees:			
• Activities	1,000	2,000	Development of programme planned
Total	1,000	2,000	
Natural History Museum:			
• Activities	2,000	2,000	

APPENDIX 2 - CIMS BUSINESS PLAN 2019- 2020

• Retail	8,000	9,500	Target reflects growth in performance
Total	10,000	11,500	
Ipswich Museum:			
• Activities	4,300	4,800	
• Retail	28,000	28,000	
Total	32,300	32,800	
Christchurch Mansion:			
• Activities	1,200	5,000	Development of programme planned
• Retail	15,000	15,000	
Total	16,200	20,000	

Income targets reflect the current performance and opportunities for growth. Charges reflect market sensitivities and value for money propositions. Increased income is derived from a mix of pricing adjustments and growth in volume of visitors and/or transactions.

This page is intentionally left blank