



# Colchester+Ipswich Museums

## Appendix 1

## Business Plan 2018-2022

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## 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.<sup>1</sup> 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.

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<sup>1</sup> 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 diversify<sup>2</sup> the workforce to more closely reflect the demographic of Colchester and Ipswich<sup>3</sup> 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 Diversity<sup>4</sup> 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

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<sup>2</sup> 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)

<sup>3</sup> 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)

<sup>4</sup> 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.

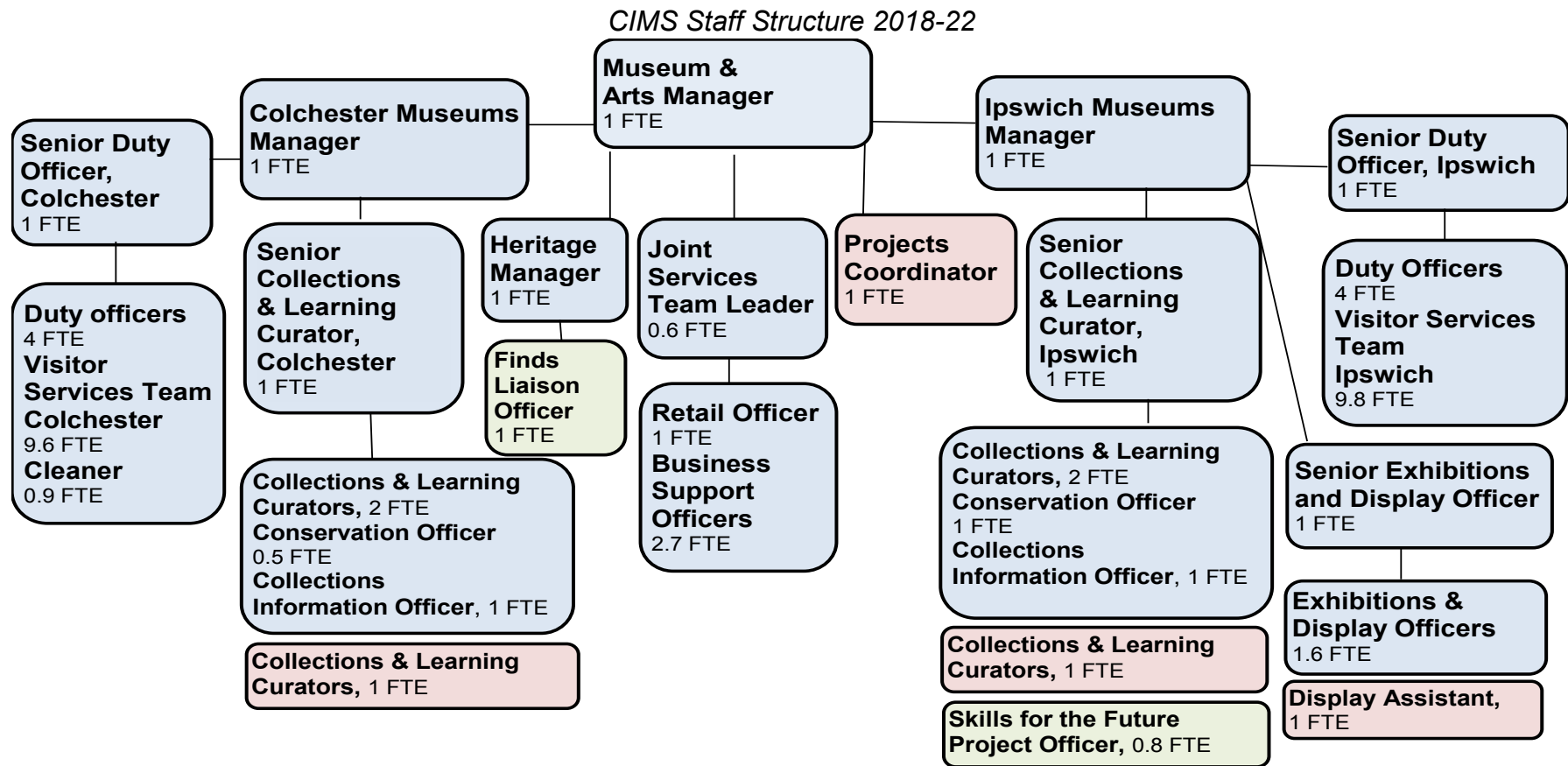
### Volunteers

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.



## 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
<b>Income</b>				
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
<b>Total Income</b>	<b>-2,422,250</b>	<b>-2,488,735</b>	<b>-2,508,473</b>	<b>-2,528,398</b>
<b>Expenditure</b>				
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
<b>Sub-total</b>	<b>2,288,700</b>	<b>2,359,185</b>	<b>2,379,785</b>	<b>2,400,585</b>
<b>NPO Expenditure</b>				
<b>Goal 1: Excellence</b>				
<b>Staff Expenditure</b>				
Display Assistant	27,000	27,000	27,000	27,000
Projects Coordinator	31,750	31,750	31,750	31,750
<b>Non-staff Expenditure</b>				
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
<b>Sub-total Goal 1</b>	<b>104,750</b>	<b>104,750</b>	<b>104,750</b>	<b>104,750</b>
<b>Goal 2: For Everyone</b>				
<b>Staff Expenditure</b>				
Collections and Learning Curator (Community) x2	63,500	63,500	63,500	63,500
<b>Non-staff Expenditure</b>				
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
<b>Sub-total Goal 2</b>	<b>83,500</b>	<b>83,500</b>	<b>83,500</b>	<b>83,500</b>
<b>Goal 5: Children and Young People</b>				
<b>Non-staff Expenditure</b>				
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
<b>Sub-total Goal 5</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>
<b>Total NPO Expenditure</b>	<b>199,250</b>	<b>199,250</b>	<b>199,250</b>	<b>199,250</b>
<b>Total Expenditure</b>	<b>2,487,950</b>	<b>2,558,435</b>	<b>2,579,035</b>	<b>2,599,835</b>
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
<b>Net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **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
<b>Aim 1: Audiences</b>				
<b>1.1</b>	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"> <li>• Ipswich: a 2% increase in visitors with a disability and a reassessment of access planning and engagement with people with very limiting disability</li> <li>• Colchester: a reassessment of the access plans and engagement with people with very limiting disability</li> </ul>	Tom/James/ Elle/ Ben?	March 2020

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		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
<b>1.2</b>	(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
<b>1.3</b>	(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
<b>1.4</b>	(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
<b>1.5</b>	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

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	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
<b>1.6</b>	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
<b>1.7</b>	(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
<b>1.8</b>	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		
<b>1.9</b>	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
<b>1.10</b>	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
<b>Future Development Plans (Audiences)</b>				
<b>2020/21</b>				
<ul style="list-style-type: none"> <li>• Visitor figures at all venues (except Ipswich Museum in event of HLF success) up 5%</li> <li>• CIMS awarded Autism Friendly Award</li> <li>• Catalytic exhibition in Ipswich attracts 15,000+ visitors</li> <li>• Action plan for improved access for disabled visitors being enabled</li> </ul>				
<b>2021/22</b>				
<ul style="list-style-type: none"> <li>• Catalytic exhibition in Colchester attracts 15,000+ visitors</li> <li>• To host a regional event for arts, libraries and museums that celebrates success and best practice in work with children and young people.</li> </ul>				

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

	Objective	Measure	Staff lead	Timescale
<b>Aim 2: Collections</b>				
<b>2.1</b>	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
<b>2.2</b>	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
<b>2.3</b>	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
<b>2.4</b>	Forward plan developed for Natural History Museum	Interpretation plan initiated utilising new information from EONS project	Tom/ Glynn	March 2020

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<b>2.5</b>	(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
<b>2.6</b>	(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
<b>2.7</b>	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
<b>2.8</b>	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
<b>2.9</b>	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
<b>2.10</b>	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
<b>2.11</b>	Movement of World Cultures collections.	World Collections relocated and documented.	Anna/ Bob/ Mel	October 2019
<b>2.12</b>	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		
<b>2.13</b>	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
<b>Future Development Plans (Collections)</b>				
<b>2020/21</b>				
<ul style="list-style-type: none"> <li>Ipswich Natural History Collection designation application completed</li> <li>World Cultures Collection the focus of a new interpretation plan engaging indigenous knowledge and to include digital outputs</li> </ul>				
<b>2021/22</b>				
<ul style="list-style-type: none"> <li>Collections research framework developed.</li> <li>Links made with university partners where relevant.</li> <li>World Cultures Collection accessed and being interpreted by, or with indigenous academic/ diaspora community support</li> </ul>				
<b>2022/23</b>				
<ul style="list-style-type: none"> <li>Programme of contemporary collecting to support identified gaps in the collections information in response to The Creative Case for Diversity.</li> <li>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.</li> </ul>				

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

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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
<b>Future Development Plans (Buildings and Heritage Sites)</b>				
<b>2020/21</b>				
<ul style="list-style-type: none"> <li>Ipswich Museum delivery stage begins subject to funding being awarded.</li> <li>Exploration of community engagement in town-wide heritage – e.g. community excavation or other form of volunteer led research</li> </ul>				
<b>2021/22</b>				
<ul style="list-style-type: none"> <li>Accreditation for all museum venues to be renewed.</li> </ul>				



<ul style="list-style-type: none"> <li>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.</li> <li>Application for funding to be made for NHM redevelopment if scheme deemed viable.</li> </ul>
<p><b>2022/23</b></p> <ul style="list-style-type: none"> <li>Delivery of capital development at NHM/ Hollytrees subject to 2021/22 fundraising/ planning</li> <li>Review of Christchurch Mansion/ Art Gallery – feasibility and need study for potential future investment</li> </ul>

	Objective	Measure	Staff lead	Timescale
<b>Aim 4: Workforce</b>				
<b>4.1</b>	(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
<b>4.2</b>	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
<b>4.3</b>	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

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<b>4.4</b>	(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
		Decolonialisation training delivered to all staff at Ipswich	Mel	March 2020
<b>4.6</b>	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
<b>4.7</b>	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
<b>4.8</b>	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
<b>4.9</b>	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

<b>Future Development Plans (Workforce)</b>	
<b>2020/21</b>	<ul style="list-style-type: none"> <li>• Host a trainee seminar as part of CIMS Skills for the Future project for trainees in the East of England.</li> <li>• 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.</li> <li>• New trainees recruited and previous trainees in employment.</li> </ul>
<b>2021/22</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• To consider and apply for future funding of trainee schemes following review</li> </ul>
<b>2022/23</b>	<ul style="list-style-type: none"> <li>• To further develop traineeships with external funding</li> </ul>

<b>Aim 5: Resilience</b>				
<b>5.1</b>	£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
<b>5.2</b>	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

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		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
<b>Future Development Plans (Resilience)</b>				
<b>2020/21</b>				
<ul style="list-style-type: none"> <li>• Further development of fundraising from new sources. Potential launch for fundraising membership and corporate schemes</li> <li>• Enabling of recommendations from venue catering review</li> <li>• Business planning and development of Arts Council England NPO application for beyond 2022.</li> </ul>				
<b>2021/22</b>				
<ul style="list-style-type: none"> <li>• Business planning for beyond 2022</li> </ul>				

- 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