

Burwell Museum Trust

Forward Plan

2019-2022

Date of next review: June 2022

This plan was reviewed in May 2019 and follows the
2016-2019 Plan.

1. Statement of Purpose

The object of Burwell Museum Trust Limited is to advance the education of the public in the history of Burwell by the provision of a museum.

This is supported by the following mission statement (agreed by unanimous Trustee approval, AGM March 2016):

The purpose of Burwell Museum and Windmill is 'to tell the story of the unique heritage of Burwell.'

2. Review of Strategic Objectives 2016-2019

2A: Raise the profile of the museum and windmill within 60 minutes' drive time through improved marketing and partnerships with other local organisations.

Visitor numbers have improved over the three years from 2869 in 2015 to 3715 in 2018 and we have attracted more people from outside the immediate local area, particularly to nationally advertised events such as Heritage Open Days. This was achieved by:

- Establishing a marketing calendar and extending online marketing
- Creating press releases for major events, publicising the museum using local radio, using the museum as a venue for community organisations such as the U3A and being part of museum networks
- Being part of national marketing for National Mills Weekend and Heritage Open Days
- Working with coach companies
- Having a stall at Burwell carnival
- Holding teacher groups and offering outreach sessions to go with handling boxes as well as school visits on site

We are still working on:

- Improving signage to the museum and finding ways to help people find it
- Promoting season tickets and the tea room, with gift packs or discount vouchers

We decided against:

- Being part of the carnival procession, as it takes too much effort for too little extra publicity
- Using the site for camping or sleepovers due to health and safety considerations

2B: To recruit a strong leader and maintain the enthusiasm of trustees as well as continuing a programme of volunteer recruitment to support the museum in the years ahead. Work in a coherent, well-managed way with shared goals.

The trustees remain enthusiastic and are in the process of taking part in a project to create an equality action plan which will drive future recruitment of trustees and volunteers. We have had a steady stream of new volunteers and are exploring ways

of recruiting further, for example by welcoming placements from East Suffolk college. This was achieved by:

- Employing an administrator and a freelance education officer all year and a Sunday museum assistant during the season
- Recruiting a new chair of trustees
- Recruiting volunteers to manage the mill, site maintenance and collections work
- Advertising for and recruiting volunteers throughout the year
- Communicating with volunteers through a weekly newsletter and annual discussion meeting
- Closing the museum's friends group and bringing all admin under museum staff management

We are still working on:

- Setting annual budgets
- Recruiting volunteers to manage volunteers, publicity and fundraising
- Considering transfer to a CIO (Charitable Incorporated Organisation)
- Recruiting new members to the board of trustees and making job descriptions and terms clearer
- Succession planning to ensure that any member of staff or volunteer can leave and others can take over their duties without difficulty
- Opening the museum AGM to all stakeholders

We decided against:

- Summer internships, as we cannot provide a full time experience for museum studies students

2C: Increase visitor numbers to the point where basic running costs, including the cost of permanent staffing, are covered.

Visitor numbers have continued to increase year on year, but income from visitors alone does not yet cover basic running costs. We continue to seek to increase income, particularly from adult group visits and at big events. We are working towards this goal by:

- Using the Hub for tea and talks sessions and giving talks about our local history resources
- Upgrading the tea room and offering refreshments as part of our group visit offer
- Offering the tea room as a venue for the local U3A, with support from the education officer
- Providing windmill tours at a small extra cost
- Providing and advertising tailored tours for community groups and schools
- Providing outreach sessions tailored to suit key audiences
- Making our free events larger and attracting donations and funding for these events

We are still working on:

- Increasing the number of season tickets sold
- Exploring the way we charge for entry
- Promoting gift aid
- Fundraising campaigns for the windmill

2D: Continue improving the museum’s visitor services on and off-site, with interesting programmes and a focus on unique, well-organised, hands-on experiences for families, schools and the wider community

Over the three years we have successfully delivered the “Mill for All Seasons” project and exceeded all of its targets for community involvement with the museum. A new education officer has extended our education and outreach programme, with a particular focus on attracting adult groups to the museum. We have a new health and safety plan and are seeking funding to extend this. This has been achieved by:

- Health and safety training for the administrator
- Installing an improved entrance kiosk with shop space and an electronic point of sale service which allows us to take card payments
- Providing evening opening hours for the village festival and access on non-public days for community groups
- Making links with local carers’ groups to offer group visits
- Making links with the history society, Parish Council and U3A
- Providing adult group visits for interest and social groups
- Recruiting an education officer and improving our schools and family learning programmes
- Raising awareness in local schools through Arts Award and Artsmark and working closely with our local primary school
- Advertising birthday parties and room bookings, overseen by education officer

We are still working on:

- Creating a full set of health and safety documentation and making all team members aware of the museum’s policies and rules
- Creating a better path to the mill and museum entrance
- Accessibility features such as hearing loops and online resources
- Offering adult family history sessions

We decided against:

- Using the kiosk as a display space for mill related artefacts, as generating income with shop space is more important for the museum’s survival
- Hosting evening research events in the Hub as there was no evidence of demand

2E: Improve the quality of the museum’s collection by acquiring new material relevant to Burwell and disposing of less-relevant, duplicate or poor-quality items from elsewhere

Over the last three years we have carried out a major audit and rationalisation of our collections and created much better systems for acquiring and recording collections objects and information. This has been achieved by:

- Carrying out a collections audit and rationalisation in line with the collections development policy
- Accessioning additional objects in the collection and disposing of a large number of objects which were not relevant to our collections

- Placing working exhibits such as the mill, vehicles, forge and telephone exchange at the heart of the museum's events programme
- Establishing the limits of the collection as geographical, looking for specific links to the village of Burwell, and collecting according to this policy
- Offering advice to those offering objects we cannot take so that local heritage is not lost
- Developing and delivering annual temporary exhibitions using the collection and Burwell stories as inspiration
- Repacking items in the stores according to the priorities identified in the audit
- Performing annual cleaning and condition checks of both display areas and storage rooms
- Extending regular monitoring of temperature and humidity to storage rooms and some display areas, and beginning to monitor light levels
- Recruiting regular volunteers for the collections management team and providing training in conservation housekeeping and integrated pest management
- Installing an improved security, fire and smoke alarm system
- Installing new and repaired windows to improve security and weather tightness of buildings
- Refreshing and redisplaying local history information in the Hub
- Updating the network server to ensure continuity of volunteer work

We are still working on:

- Clearing out and auditing the collections items in the builders' store
- Developing more working exhibits
- Ensuring that security, fire and smoke alarm systems are working as they should be
- Refreshing and redisplaying areas of the collection

3. Origins of Burwell Museum and Windmill

Following a meeting in July 1982 of interested Burwell residents, it was agreed to establish a village museum. A Trust was set up to do this and empowered to manage the Museum. This has been done and there are now five trustees, with plans to recruit more in the near future. Trustees meet every month to set Museum policy.

The Trust is both a company limited by guarantee and a registered Charity (no. 290431). Further, it has full Accreditation with Arts Council England which will be due for renewal in 2022

The Museum is situated off Mill Lane adjacent to Stevens' Mill, Burwell and the land is on lease from Burwell Parish Council for a period of ninety-nine years, until the year 2085.

The Museum was first opened to the public in April 1992 and since then both the size of the site and the number of buildings have been increased. Following the recent Heritage Lottery-Funded 'Fresh Wind in Our Sails' project, opening hours have been extended to Thursdays, Sundays and Bank Holidays from 11-5pm in the period Easter until the end of October. The museum has also increased evening and on-demand openings for visiting groups and included the Saturday of National Mills Weekend and an evening event during Burwell Festival in its events programme.

The Trustees can feel justly proud of the progressive developments and successes achieved over the last twenty-eight years. Much of this is due to a highly motivated team of Trustees who have led an equally committed group of people within the community. A measure of community support lies in the consistent commitment of more than 60 volunteers, most of them local, and in local attendance at events like National Mills Weekend 2018, which attracted 628 visitors in two days.

4. Brief Description of the Museum and Collections

The Museum comprises an eclectic mix of buildings, displays and room settings that combine to display the history of rural and farming life on the edge of the fens, specifically in Burwell but also the wider area

Summary of the Museum's buildings and collection (**see Appendix A for site map**):

The Barn: an 18th century timber-framed barn which was the first building to be erected on the site after being dismantled elsewhere and reconstructed as part of the museum. The displays are primarily 'sets' focused on domestic and farming life.

The Nissen Hut: This contains collections relating to both World Wars including a serviceman's bed and locker and a range of uniforms.

Forge and Wheelwright's shop (also known as Blacksmith's shop): Originally from the Haddenham Museum, this shop includes a working forge and a hand-operated wheelwright's lathe and tools.

The Waggon Sheds: These house carts and farm machinery.

The 'Hub': Housed above the museum workshop and the wagon sheds, this room was purpose built from locally reclaimed materials. Visitors can use the room to research local people and places, watch videos on rural life and use the archive of books and photographs of Burwell people activities and events. Census reports are also found here, as is the annual temporary exhibition. Access for disabled visitors is via a stair-lift.

The Upper Gallery Display Area (Burwell Life Gallery): This space provides a continuation of the rooms sets, featuring a village shop and a Victorian school room as well as a working, interactive, 1950s mechanical telephone exchange. Also housed here is a reconstructed cab from a 'Burwell and District' bus and a shop front with children's handling activities.

The Resources Building: This comprises a family room space, a meeting/education room, a vintage clothing gallery and an office.

The Roman Pottery: This contains a Roman kiln from Godmanchester, Cambridgeshire, a replica potter's wheel and pots.

The Vintage Vehicles Gallery: Houses the last remaining 'Burwell and District' bus as well as a range of vintage carriages and vehicles including a 1907 Holsman and a mobile butcher's shop.

Stevens' Mill: The grade II* listed tower mill stands just outside the museum gate. Following an extensive renovation funded by a Heritage-Lottery grant, access to the mill by guided tour is now available to visitors on museum open days and for groups by appointment.

Tea room: The tea room was completed in January 2015 as part of the heritage lottery project and contains a tea bar serving hot and cold refreshments. In 2018 the tea room raised over £1000 for the museum.

Kiosk: The newest addition to the museum was completed in 2017 with the last money from the museum's Friends group. The kiosk allows a volunteer to work and sell tickets in comfort and contains the museum shop.

The site also includes a relocated Shepherd's Hut and Summerhouse, purpose-built toilet facilities, an outdoor seating/picnic area and an outdoor play space.

Parking is currently not available to visitors on the site, although there is provision for Blue Badge Holders to stop in a paved area near the front of the museum. Visitor Parking is at Gardiner Memorial Hall, 200m walk from the museum.

The museum's website: www.burwellmuseum.org.uk gives information and access advice for visitors, plus contact details for office staff.

5. The Environment in which the Museum exists

Burwell Museum is a small volunteer-run museum focusing on domestic and farming life on the edge of the fens. It is independent, and receives no regular grant funding.

The museum recognizes that it is currently a challenging time for the sector nationally, with funding cuts to museums of all sizes and increased competition for volunteers' time. However, following the HLF project, the museum is looking positively to the future, planning ongoing volunteer development and projects to ensure that the museum's sustainability.

Burwell Museum works with the East Cambridgeshire District Council tourism officer and is a part of the East Cambridgeshire Museums Group, working towards meeting local tourism needs. Museum Trustees are aware of the priorities identified in the Local Area Agreement (LAA) and Parish Council Plan (PCP) and where possible, aim to meet the needs of people living within the local community.

Trustees, staff and volunteers can access training and advice through SHARE Museums East and various museum networks e.g. Cambridgeshire Heritage Education Group, Museums in Cambridgeshire, Association of Independent Museums and the Group for Education in Museums.

6. Museum People

6.1 Governing Body

The Museum is run by the Burwell Museum Trust which comprises a board of up to a maximum of eight trustees who meet monthly to make decisions about managing the museum, both in terms of practical day-to-day decisions and longer term policy decisions. Trustees may establish a quorum of at least 3 members for an emergency board meeting, or instruct sub-committees with terms of reference agreed by all Trustees, to achieve specific objectives e.g. collections reviews, or ad-hoc tasks e.g. building a new entrance kiosk.

The Trustees have specific areas of museum work to support:

- Chair (*also Line Manager for museum staff*)
- Treasurer
- Windmill
- Audiences and Community (currently also the Parish Council Representative)
- Collections (currently vacant)
- Site and Website Maintenance
- Legal/Local Government (currently vacant)
- Projects (including Fund raising, *currently vacant*)

The Museum is supported by a Curatorial Advisor who is the Curator of Ely Museum. She provides up to 80 hours professional advice and support to the trustees and the administrator per year and attends at least one Trustees' meeting.

6.2 Museum Staff

Since May 2017, the role of the Museum Manager has been shared between a part time Museum Administrator and volunteer departmental managers (see **Appendix B - Workforce Chart; Appendix C – Staff Role Descriptions**). When income allows, the museum also hires a seasonal, weekend museum assistant to manage Sunday/Bank Holiday opening.

The museum was gifted a legacy which Trustees designated as funding for a part-time Education Officer post from December 2016 to October 2017. Since November 2017 the Education Officer has continued to work for the museum, but on a freelance basis whereby the museum and education officer share any income from education activities on a 50/50 basis.

6.3 Museum Volunteers

The museum currently draws from a pool of 70 volunteers, who vary from regular weekly commitments to occasional help. The Museum relies on volunteers to provide many of the vital functions of the museum including manning the entrance kiosk, windmill and tea room during opening hours, maintaining the site and caring for/documenting the collections.

Volunteers are split into teams, managed by museum staff or a volunteer departmental manager:

Volunteer Management, Admin, Marketing, Fundraising, Education: Museum staff
Collections: Steve Crane
Finance: Dan Ryan, Treasurer
Site Maintenance: John Wisbey
Windmill: Colin Marshall
Vintage Vehicles: Currently vacant

Lead volunteers are invited by the Chair of Trustees to advise and, if relevant, sit in on Trustee meetings to ensure they are fully briefed and consulted on developments.

The museum asks every volunteer to complete an application, equal opportunities and photo consent form. They must also sign a volunteer agreement before beginning work, and if relevant to their role, apply for a DBS check (*this may take 6-8 weeks*). The museum offers an induction and relevant training to every new starter, as well as access to a rota, e-newsletter and two volunteer social events each year (End of Season party and start of year party and cleaning day).

6.4 Visitors

Over the three seasons covered by the last forward plan (2016-2019) visitor numbers have risen slowly but steadily. Adult group visits have risen dramatically and large events as part of the 2017-18 “Mill for All Seasons” HLF project saw record numbers, with 628 people attending National Mills Weekend. We are now using Audience Finder to track visitor feedback and have a very high rate of approval from visitors.

7. Finances

Burwell Museum is an Independent Museum and relies on donations, admission and fundraising alongside specific grants.

In 2017-18, the “Mill for All Seasons” HLF project allowed the museum to undertake further restoration work on the windmill, provide a large event for National Mills Weekend and pay for 20 days of education and outreach work by the Education officer.

Other grants from Cambridgeshire County Council, SHARE East, Shell, the Co-op and Tesco have provided for improvements to the kiosk, tea room and vintage vehicles gallery, an equality action planning project, collections work and equipment, Arts Award work with the local school and the start of a fund for a new path to the windmill.

For the year ending 31 st October 2018, the Museum’s income totalled £28,494. This is a reduction of 53% from the £43,716 of 2017. Of this, £9,246 came from restricted funds in the form of grants and £19,248 from unrestricted funds such as admissions, donations and fundraising events. Funds from grants was down 71% from the year ending 2017 (£15,867)- this is a combination of a difficulty in finding grants that the Museum is eligible for and a number of large projects that were funded through grants being completed. 2018 was a successful year for fundraising events, with profit up 9.5% to £3805, aided by good attendance at events such as National Mills Weekend. Museum income from admission, sales and refreshments stood at £10,417, a small reduction of 8.4% over 2017. Income from unrestricted donations was down to £4,994 from £10,231 in 2017, mostly due to the closure of the Friends of Burwell Museum and the transfer of their funds to the museum in 2017.

With charitable expenditure totaling £49,069, the Museum had an overall loss of £20,575. £13,268 of this was due to the theoretical depreciation of tangible assets, but this still leaves a cash shortfall of £7,307. This is largely a due to the spending of restricted funds from previous grants; repairs and maintenance and consultancy fees were the two largest sources of expense for 2018.

In order to remain financially sustainable, the museum must look at increasing income from visitor admissions and the shop, take more bookings, attract legacies and encourage support from local businesses, education and care organisations.

8. Current Issues

8.1 East Cambridgeshire Local Plan (2015) and Burwell 'Master Plan'(2012)

The Burwell Master Plan (or Parish Council Plan, 'PCP') was published by the Parish Council in 2012. This document states that the aging population (adults aged 75yrs+) is expected to double over the next 20 years, whilst the population of children under 14 and adults aged 25-65yrs are expected to decline slightly. However the Parish Council anticipate the addition of 28 dwellings per year to house incoming residents, the fourth largest increase in the district.

Especially significant to the museum are the plans to expand the primary school's capacity, improve access to cycle ways and paths and generate more local employment opportunities.

The East Cambridgeshire Local Plan for 2015 sets out local priorities until 2031 and includes a vision for Burwell which states that it will continue to be “a thriving rural community with a variety of local shops, services and employment that has retained its local village character and community support networks”. The museum has an important role to play both in retaining a sense of village identity and in creating and providing a range of community support events and groups.

8.2 Tourism in East Cambridgeshire

Burwell is the fourth largest settlement in terms of population in the district (with a population of 6,320), after the three market towns Ely, Littleport and Soham. The village is situated in the south of the district, 4 miles north of Newmarket and 11 miles north-east of Cambridge. Burwell has an attractive historic environment with two Conservation Areas, the earthwork remains of the 12th century Burwell Castle (a Scheduled Ancient Monument), Devils Dyke (also a SSSI) and nearly sixty listed buildings including Stevens' Mill. Burwell also lies close to Wicken Fen National Nature Reserve and the Newmarket horseracing industry.

Burwell Museum, like many other independent museums, suffers from both increased competition for visitors, from other museums as well as other leisure activities such as shopping, and the lack of a secure financial base. Specific difficulties lie in awareness and appeal of the museum and in access to it. Taking part in large local and national events will help to create more awareness, while a selection of free events is helping to improve access.

8.3 Access to the Museum

The difficulty of physical access to the museum is one generated predominantly by the site location of the museum and is therefore difficult to overcome. The museum is primarily comprised of farm buildings and the surrounding area is uneven and grassed. In 2010 the trustees secured funding to lay ecogrid pathways around the site, thus alleviating some of the worst difficulties.

Access from the paved road to the museum gate is up a grassed slope, making it difficult for those unsteady on their feet and particularly for those with pushchairs or wheelchairs. Improving this access by means of a pathway is something that the trustees are keen to accomplish once enough money has been raised, with sponsorship from the Co-op in 2018 providing an excellent start to the project funding.

The museum also suffers a difficulty with parking availability which makes access difficult. Blue Badge Holders are able to drop off their passengers at the cul-de-sac end a few metres from the museum gate (where access will be improved by the proposed pathways) but the majority of parking is several hundred yards down the road at Gardiner Memorial Hall. While this currently provides adequate parking, it would not provide space for a large increase in visitor numbers. The access to the museum from this parking is mainly along paved pathways and pavements, although the exit from the car park is up several steps. Better signage to the museum from the car park and outside the museum was introduced in early 2015 although this is still an area that visitor feedback illustrates needs further improvement.

The museum currently indicates the entrance to the car park with a small brown sign on a lamp post and an A-board on the high street. There are vinyl banners outside the windmill. For special events, the museum produces small vinyl banners and seeks permission from the Parish Council to display them on Pound Hill outside the Post Office.

8.4 Awareness and Appeal

The museum is aware that some local inhabitants still do not know of the existence of the museum or are unaware of what is on offer, despite much effort being focused on advertising and community outreach during the HLF project. Over the last three years the museum has worked closely with other community groups and organisations, particularly the Co-op, to raise awareness with free events, a strong social media presence and participation in village events such as the Burwell festival and carnival. Our leaflets are also included in the information pack given to new arrivals to the village.

8.5 Personnel

The museum is run entirely by the trustees and volunteers with the exception of a part-time administrator (10 hours a week) and a Sunday museum assistant during the season (7.5 hours a week). The museum is reliant on volunteers in order to open to the public and is therefore limited as to the amount of time that the museum can open and to the scope of projects and events that can be held. As the original group of volunteers dwindle, the museum is looking into new ways of finding more new volunteers and new ways of using them so that less commitment is involved.

8.6 Collections and Storage

The museum collection comprises social history relating to the fens, farming and life in Burwell village and the surrounding area. Between 2016 and 2019 a collections rationalisation project has taken place which means that the collections are now documented as far as possible and stored effectively.

The Collections Manager has updated all collections policies including the documentation procedural manual, which is incorporated into the induction and programme of training for collections volunteers.

The 'Hub' and the Environmentally Controlled Store (ECS) both hold paper records and photographs of Burwell and the vicinity.

The museum store is well-organised and objects are clearly labelled and packed according to Collections Trust guidelines.

Due to the nature of the museum being a primarily open site, it is difficult to minimise insect access to the collection, particularly the collection on display. In addition, birds and rodents can access the open buildings. Several museum volunteers are now employed in regular pest management and recording environmental conditions across the site. Reports are shared with the trustees.

9. Recent Evaluation

In 2018 the museum moved to Audience Finder to gather our evaluation, giving us a much better picture of our audiences and what they think of the museum. The vast majority of visitors (84%) said that they would recommend the museum to others, with many pointing out how knowledgeable and friendly the volunteers were and how extensive the collection was. 77% described the quality of the exhibitions and value for money as "very good", with 81% rating the whole experience as very good. Home made cakes and biscuits in the tea room were also very popular. 38% of visitors to the museum were 65 or older and visiting with children or other family members was a key motivation as well as wanting to learn something. The museum will continue to collect data for audience finder and incorporate what we find out about audiences into programming and audience development planning.

10. Planning for the future

10.1 Confirming our values

In November 2015, Trustees and key stakeholders began a process of re-evaluating the museum's core values and vision for the next three years. As the museum approaches planning for 2019-22, our core values and vision remain the same but our aims have been updated to reflect the situation the museum now finds itself in.

Burwell Museum Trust's Core Values:

Uniqueness - we provide our visitors with a unique, hands-on experience

Welcome - we provide a warm welcome and excellent customer service

Education - we promote an interest in and understanding of Burwell's agricultural, industrial and social heritage at a local, regional, national and international level

Community – we seek to include, engage and inspire our diverse local community through on and off-site activities

Excellence – we demonstrate excellence in collections care and interpretation

10.3 BMT's Vision for the next three years:

'To share and encourage the wider appreciation of the unique heritage of Burwell for future generations. To develop the museum and windmill into an excellent example of a 'working museum' that brings the past to life for visitors. To safeguard the future of the museum by ensuring it is a well-managed, community-focused organisation with the local support and partners required to do so.'

10.4 The Trustees and key stakeholders also agreed their Aims for 2019-2022:

- A. Make the museum easier to maintain and run
- B. Increase visitor numbers and create closer links with the school and other community groups
- C. Generate enough income to keep the museum running without regular grant funding
- D: Continue to record, protect and improve our collections
- E: Celebrate the bicentenary of the windmill in 2020 and generate funding for its continued upkeep as a working mill

11. Strategic Aims and Objectives 2019-2022

- A. Make the museum easier to maintain and run

Objective	Actions	People	Cost Sources of funding/advice	Date for completion
Recruit volunteers to manage volunteers, publicity and fundraising Develop existing board and volunteers and encourage training	Create role descriptions Recruit online Recruit through Clunch magazine Advertise SHARE courses	Administrator	Staff time	Role descriptions by end of June 2019 Recruitment ongoing as necessary
Consider transfer to a CIO	Research implications of CIO status Apply for funding	Trustees Administrator	Time and effort Cambridgeshire County Council via Museums Partnership Officer	2020
Recruit new members to the board of trustees and make job descriptions and terms clearer	Create role descriptions Meeting with Linda Brandish Recruitment drive	Trustees Administrator	Linda Brandish (consultant) Museums Partnership Officer	End of season 2019
Create instructions for museum jobs to improve on succession planning	Checklists for all staff and volunteer roles	Museum administrator	Staff time Resilience bid	Start of season 2020
Create a full set of health and safety documentation and make all team members aware of the museum's policies	Overarching policy agreed Risk assessments for all tasks	Museum administrator Mill manager	Staff time Heritage Engineering Network	Start of season 2020

Reduce grassed areas to cut down on grass maintenance time	Approach army cadets Create gravel areas under ploughs	Trustees	£3500 unless volunteer labour used Co-op or Tesco funding	2022
Explore new ways of recruiting and using volunteers Add more social events for volunteers	Explore volunteer makers	Administrator	£3500 for training and website setup AIM, Volunteer support organisations	2022
Create an equality action plan and explore ways of improving diversity of volunteers and visitors	Go through equality action plan and complete actions	Trustees Administrator	Staff time	2022

B. Increase visitor numbers and create closer links with the school and other community groups

Objective	Actions	People	Cost Sources of funding/advice	Date for completion
Improve signage to the museum and find ways to help people find it	Talk to neighbours Create better website instructions	Volunteers	Variable depending on signage Parish council or ECDC	Start of season 2020
Open the museum AGM to all stakeholders	Advertise date of AGM online Take invitation to Community lunch	Museum administrator	Staff time	AGM 2020
Create a better path to the mill and museum entrance	Apply for planning permission Online fundraising campaign Path built	Museum administrator Volunteers Contractors	£4000 plus money already raised from Co-op in 2018 Virgin money giving	April 2020
Explore options for making the museum more accessible for visitors with disabilities	Access audit Create disability forum	Museum administrator	Staff time Variable depending on recommendations County council Disability organisations	April 2021
Offer adult courses and family history sessions	Continue with U3A courses Investigate family history society Organise Sunday craft sessions Investigate evening courses or talks	Education officer Volunteers	Staff time Volunteer time Craft materials if we run out of what we have	2022
Increase school visits to 10 a year by 2022	Improve advertising Offer funding for transport if possible	Education officer	£3500 for transport for ten schools Staff time Potential supermarket bid	2022

C. Generate enough income to keep the museum running without regular grant funding

Objective	Actions	People	Cost Sources of funding/advice	Date for completion
Increase the number of season tickets sold	Advertise Offer as part of online fundraising Improve contact list	Museum administrator Sunday assistant	Staff time Should make money for other objectives	Year on year increase from 2019 to 2022
Create a business plan including annual budgets	Create plan for 2020 Revise plan for 2021 and 2022	Treasurer Sunday assistant	Staff time Potentially training costs Charity Finance Group SHARE	October 2019 October 2020 October 2021
Explore the way we charge for entry and promote gift aid	Research possibilities for gift aid Review entry prices	Treasurer Trustees	Trustee time	April 2020
Increase takings from the tea room and shop, particularly on special event days	Introduce stock checking methods to find out what sells Add local products to shop Review events programme to increase interest and visitor spend	Volunteers	Training costs Cost of shop stock Potential resilience bid SHARE	2019 Year on year increase in takings from 2019 to 2022
Extend education offer to make £3000 a year by 2022	Create education business plan Actively market museum to adult groups Create flexible offer for schools outreach Create after school craft club on a Thursday	Education officer	Education officer salary	2019 Year on year increase in takings from 2019 to 2022 to reach target

D: Continue to record, protect and improve our collections

Objective	Actions	People	Cost Sources of funding/advice	Date for completion
Clear out and audit the collections items in the builders' store	Set date for clearing and photographing objects	Collections manager Site team	Volunteer time University of Cambridge collections officer	October 2019
Develop more working exhibits	Investigate cost of fixing telephone exchange	Administrator Blacksmith	£10000 for windmill maintenance ACE or HLF bid	2022

	Restart blacksmith courses Get Austin running again Ongoing project to run mill without wind	Vintage vehicles volunteers Mill manager and volunteers		
Ensure that security, fire and smoke alarm systems are working as they should be	Apply for funding for fire alarm systems in barn and windmill Carry out recommendations from fire safety risk assessment Solve problem with smoke alarms	Administrator Trustees Site team	£3000 for fire alarm systems Resilience bid	2022 April 2020 then ongoing each year October 2019
Refresh and redisplay areas of the collection Create a policy on contemporary collecting and think about storage issues	Create volunteer roles to focus on specific buildings Training for volunteers on outdoor conservation Temporary exhibition each year	Volunteers	Potential need for extra display cases etc. Volunteer time SHARE museums East Cambridgeshire County Council small grants scheme	October 2019 2021 Annual

E: Celebrate the bicentenary of the windmill in 2020 and generate funding for its continued upkeep as a working mill

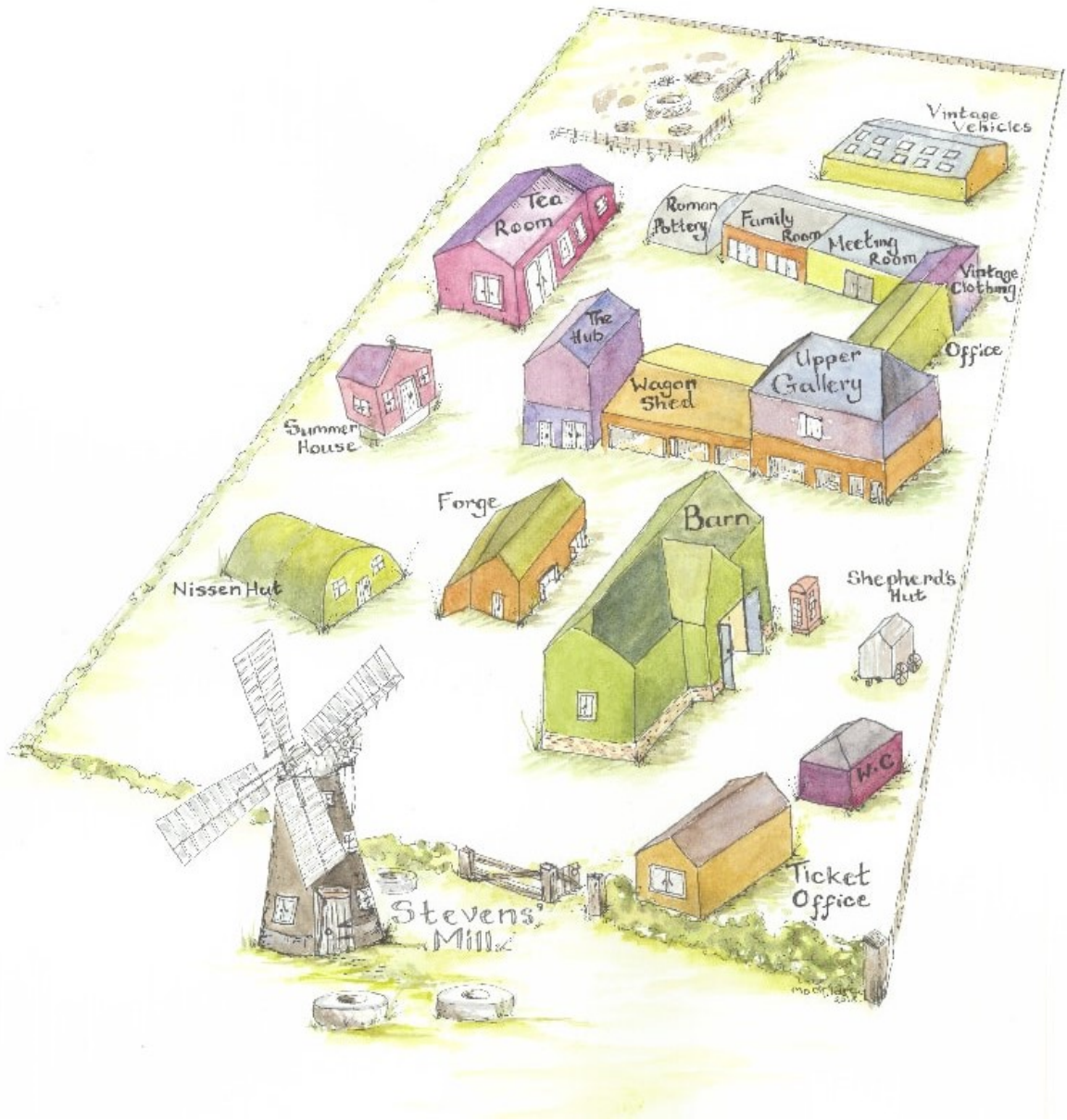
Objective	Actions	People	Cost Sources of funding/advice	Date for completion
Design fundraising campaigns specifically for the windmill	Create and promote candle campaign Set up online fundraising with Virgin Money giving	Administrator	Staff time Virgin money giving Local support	April 2020
Research and create a model or map of Burwell in 1820	Look through what we've got to see what would be possible Create or commission map	Administrator Collections manager	Potential commissioning cost – try to use volunteers	April 2020
Put in a funding bid which covers both the 2020 celebrations and upkeep of the mill for at least 3 years	Find suitable funding bodies Create bid	Administrator	Need to bid for at least £20000 HLF ACE Amey?	October 2019
Review and redevelop the workshop so that mill woodwork tasks can be	Photograph all machines and make sure they are	Administrator Mill team Site team	Not known until initial audit is done	October 2019

<p>completed safely and quickly there</p>	<p>covered by insurance Make list of what is needed in the workshop Consult with all users of the workshop to make sure that solutions are supported</p>		<p>Potential for donations in kind from tool manufacturers or similar</p>	<p>October 2019 October 2019</p>
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Signed on behalf of the trustees

Date approved: 201

Appendix A – Site Map



Appendix B – BURWELL MUSEUM WORKFORCE CHART

Trustees

Meets once a month. Have full voting rights

Staff

Museum Administrator and/or
Weekend Assistant

Additional Trustee Meetings

Meets as necessary. At least 3 trustees to form a quorum. Minutes to be taken. All Trustees to be aware of meetings and decisions.

Specialism Managers

Collections: Steve Crane
Finance: Dan Ryan
Marketing/PR: Staff
Events: Staff
Volunteers/Administration: Staff
Mill: Colin Marshall
Vehicles: Currently vacant
Online presence: Simon Heath
Site Maintenance: John Wisbey

Volunteers

All volunteers will complete an application form and induction. The museum may also seek references and ask the volunteer to complete a DBS check when working with members of the public.

Appendix C – Staff Role Descriptions

1.1 MUSEUM ADMINISTRATOR

General duties

- Oversee the week-to-week running of the museum including opening and closing the museum on a Thursday during the open season (Easter-October)
- Ensure that the museum is fit for public (visitors and volunteers) use: check safety measures, cleanliness, activities, risks, stock and provision of up to date information
- Take responsibility for maintaining clear communication between the trustees, volunteers; visitors and external agencies, including opening and directing mail to appropriate people
- Keep up to date correspondence, spreadsheets, calendars for all museum functions
- Support trustees and key volunteers in charge of specific areas of work within the museum with administrative tasks e.g. circulating press releases, coordinating annual membership renewals
- Support Treasurer with weekly banking tasks and updating financial records.
- Manage official returns of information and reviews with an up to date calendar system e.g. insurance improvements, charity commission updates, office for data and statistics data, fire safety checks, Risk Assessment Review, annual check of Emergency Plan, Child Protection Review
- Fill in for the trustee's meeting secretary when she is on leave and distribute minutes to a given schedule
- Act as duty officer for at least one Bank Holiday in the season – *role to be shared with Weekend Museum Assistant and Trustees.*
- Provide administrative support for the Museum's AGM (March)
- Order resources as required by volunteer teams as required and within given budget
- Oversee museum and Burwell stories websites and social media applications using volunteer support as required

Museum collections

- Coordinate the Museum's Accreditation renewal (every 5 years)
- Organise bookings for research visits to the Hub, including use of family history resources and websites.

Events organisation

- Manage administration of events, including risk assessment, maintaining food hygiene standards, production of events and marketing calendar, writing and distribution of museum leaflets, coordinating teams for event set-up/delivery/pack-down
- Assist trustees and volunteers with communication, planning and invoicing with external event participants/contractors
- Coordinate bookings including educational visits by schools and adult learning groups
- Coordinate annual events de-brief and next year's event planning meeting (Oct/Nov)

Volunteer Coordination

- Manage volunteer applications, database, induction process and training
- Ensure that volunteers are fully integrated into their teams and check they have appropriate tasks
- Organise and circulate the weekly volunteer update
- Manage the season front of house rota
- Organise the volunteer 'end of season' party and occasional volunteer activities
- Maintain volunteer files and databases, including mailing list and recruitment information
- Maintain regular contact with volunteer team managers to ascertain needs, including additional volunteer support and resources. Actively recruit new volunteers using traditional and online methods e.g. 'Do-It' or 'Reach Skills' websites.
- Keep records of volunteers and trustees who have current health and safety, food hygiene and specific task training e.g. rope work and work at height for mill team, manual handling, fire risk assessment training etc. Book and coordinate further training sessions when required.

Measurements of impact

- A.** Positive visitor evaluation, volunteer feedback and press response to indicate successful running of museum during open season
- B.** Help trustees to increase visitor numbers each season
- C.** Successful renewal of museum Accreditation in 2023
- D.** Meeting of key calendar deadlines e.g. returns of information, events programme published, marketing/press release distribution, risk assessment updates
- E.** Development of Volunteer Ideas Bank with proven action following successful ideas
- F.** Support trustees with development of income generating projects and grant applications, with the aim of regularly generating annual staffing and resource costs by 2022
- G.** Maintain volunteer numbers
- H.** Maintain low number of accidents/incidents on site
- I.** Document training opportunities and volunteer social events
- J.** Successful appraisal with Chair of Trustees at the end of October

1.2 SUMMER/WEEKEND MUSEUM ASSISTANT

Job Description

General duties

- Oversee the Sunday opening and closing of the museum during the open season (Easter-October)
- Ensure that the museum is fit for public (visitors and volunteers) use:
 - check safety measures are in place, cleanliness, activities, risks, stock, and provision of up to date visitor information
- Stand in for a front of house volunteer should it be required to fulfil the rota
- Give outstanding customer service and encourage the same high standards in others
- Action any administrative tasks given by the Museum Administrator/Trustees
- Support trustees and key volunteers on event days, also helping to deliver activities where required
- Support Treasurer with weekly banking tasks and updating financial records.
- Act as duty officer for at least one Bank Holiday in the season – *role to be shared with Museum Administrator and Trustees.*
- Help Administrator to update the museum and Burwell stories websites and social media applications as required

Events support

- Provide support to Administrator with event planning and distribution publicity materials and help with event set-up/delivery/pack-down
- Manage group visits on a Sunday
- Coordinate annual events de-brief and next year's event planning meeting (Oct/Nov)

Volunteer Coordination

- Provide volunteer inductions and front of house training as instructed by Administrator
- Contribute to the Administrator's monthly volunteer update
- Update the front of house rotas needed and find alternative volunteers when required
- Help to organise the volunteer 'end of season' party and occasional volunteer activities
- Help the Administrator to maintain admin files and databases, mailing lists and recruitment information

Measurements of impact

- Positive visitor evaluation, volunteer feedback and press response** to indicate successful running of museum during open season
- Contribute to the trustees' goal of **increasing visitor numbers** each season
- Maintain low number of accidents/incidents**
- Successful appraisal** with Administrator or a Trustee at the end of the season

Appendix D – BMT Governance Proposal *(reviewed and passed at AGM, March 2016)*

SUMMARY

- The Museum's Objects remain the same. The **Museum's Mission Statement now reads:**

'To tell the story of the unique heritage of Burwell.'

•The Role of Chair of Trustees

The Chair will serve a two-year term, after which they will be eligible for re-appointment for a further two-year term subject to a vote by Trustees. If the Chair stands down before the end of their term or if there are no nominations for Chair, an interim Chair or rota of Trustees will be agreed by the Trustees. The appointment of a new Chair will then be confirmed at the following AGM (March).

The Board of Trustees will have monthly meetings and call additional Board meetings as needed. The Board can form 'sub-committees' for special projects or areas of management.

- To ensure that all Trustees understand how special additional meetings and 'sub committees' for special projects will work.**

- Special additional meetings should be attended by at least 3 trustees in quorate. Minutes must be taken. All trustees should be aware of the meeting's purpose and date/time. The Treasurer should be in attendance if a financial decision is to be made.
- All sub-committees must have Terms of Reference established by the Board to guide and restrict their work.

- Trustees will continue to meet once a month** on the second Thursday of the month, 7.30pm.

- The **maximum length of service for a Trustee will be up to 3 terms of 3 years each with the following year off** i.e. 9 years maximum. Then trustees have the option of re-appointment if desired. During the year off, these people are encouraged to remain as active volunteers or supporters to a new post holder. This follows the process used at Ely Museum.

- From March 2019, the Trustee Board will comprise the following roles:**

- Chair of Trustees – Brenda Wilson
- Treasurer – Dan Ryan
- Trustee in charge of Audiences/Community- Brenda Wilson
- Trustee in charge of Legal/Local Government – Post currently vacant

- Trustee in charge of Windmill – Keith Brooking?
- Trustee in charge of Site and On line Maintenance – Simon Heath
- Trustee in charge of Collections – Post currently vacant
- Trustee in charge of Projects (inc. Accreditation and Fund raising) – Post currently vacant

•3 trustees are still required to form a Quorum.

Minutes will be circulated within 7 days of the meeting unless additional time (up to 14 days total) has been requested from the Chair. If a Minute-taker cannot be present, a member of staff or a Trustee will act as Secretary.

•Create 'Specialism Manager or Representative' roles for key volunteers who have the skills and knowledge needed to support the Executive e.g. Collections, PR.

Collections Manager - Steve Crane (reporting to Collections Trustee)

Finance Manager – Dan Ryan

Audience Development 1 (group bookings: schools/adult education)- RECRUIT

2 (informal learning/events) – RECRUIT

Mill - Colin Marshall

Site Maintenance– John Wisbey

Vehicles –

Volunteer Manager/Administration- Staff

Note: These individuals may be co-opted as Trustees in the future if willing or invited to report to the Trustees' meeting as required. Specialism Managers may be required to manage a small team of volunteers but will not be responsible for interviewing/induction of new recruits.

•Long-term plan to transfer to CIO status

The Trustees of Burwell Museum, following the advice of Governance Consultant Julie Cole, have decided against moving to the Charity Commission's latest template for Memorandum and Articles of Association. However, when the option becomes available, the Board would like to pursue the option of transferring to a Charitable Incorporated Organisation in order to simplify accounting and reporting to Companies House whilst providing limited Trustee liability. This will be written into the 2016-2019 Forward Plan under Aim 2 – Our People.

Appendix E – PESTLE analysis 2019

BURWELL MUSEUM PESTLE ANALYSIS

In support of Accreditation Section 1.4 – 'Environment in which the museum exists'

Political	Economic	Social
<p>P1. BMT operates within Burwell Parish and the East Cambridgeshire District. BMT aims to support the Parish and District Plans, particularly with regard to the growing population, environmental laws and regional employment level.</p> <p>P2. BMT currently has a Parish Councillor as a Trustee. They support partnership working and ensure the museum is kept up to date with local, political issues.</p> <p>P3. It is unlikely that a change of local councillors or government will impact on the museum.</p> <p>P4. BMT is part of the East Cambridgeshire Museums Group (ECMG) alongside representatives from Ely Museum, The Stained Glass Museum, Prickwillow Fen Drainage Museum and the East Cambridgeshire Tourist Office. ECMG have been successful with collaborative projects and funding bids. ECMG provide professional and political support to BMT.</p>	<p>E1. BMT is independent, and receives no regular grant funding. In 2018 the museum ran at an overall loss of just over £6000 due to staffing costs.</p> <p>E.2 East Cambridgeshire District Council currently waives non-domestic rates. This is not due to change from 2019-2022.</p> <p>E3. The museum currently employs a part-time member of staff and an extra Sunday assistant during the season. Funds must be sought for these posts but grants covering staff costs are becoming harder to secure.</p> <p>E4. The museum now has longer opening hours, larger IT infrastructure and resources requiring an electric supply. Increased energy rates are impacting heavily on the museum.</p> <p>E5. Due to increased overheads the museum reserve funds are diminishing. During 2019-2023 a key aim should be to increase income from new streams, grants and donations.</p>	<p>S1. Lack of housing to meet the needs of the growing population – set to grow by 8% in the next 10 years. % Over 65s rising, % of residents aged 25-66yrs declining. Increasing number of families with young children under 11yrs moving into the area.</p> <p>S2. Many of the museum's volunteers are retired but increasingly the museum receives applications from young people seeking employment. East Cambridgeshire has an increasing number of young people out of work. As volunteers, many of whom are from the original group of museum founders and supporters, retire, the museum will struggle to replace them with equally committed team members. A fresh approach to recruiting, managing and training volunteers is needed.</p> <p>S3. Burwell is a fairly affluent village but there are nearby areas of social deprivation and rural isolation around Newmarket and Ely.</p> <p>S4. Many Burwell residents work in Cambridge, Newmarket or Ely. The Museum should remember this when advertising and recruiting support.</p> <p>S5. The Museum has a high level of customer satisfaction and regularly asks for visitor feedback to help</p>

		improve services using Audience Finder.
Technological	Legal	Environmental
<p>T.1 BMT has a complex IT system and MODES Complete package with four licenses for volunteers/staff. At present there is only one member of the team with full administrator access and the skills needed to maintain the system, which is now outdated and failing to work consistently. A new IT support team and better established server system is needed as a priority in 2019.</p> <p>T2. BMT has many volunteers who work in technologically skilled areas e.g. windmill, vehicles, telephone exchange, forge. These volunteers are heavily relied upon for group visits, events and project work. They need new and younger team members to sustain their work in the future. BMT will also seek external, professional advice where needed e.g. millwrights, vehicle specialists.</p> <p>T3. Accidents caused by use of technology on the site will be mitigated by risk assessment and implementation of an emergency plan. Training will be given and new volunteers supervised by departmental managers.</p>	<p>L1. Following changes to the board of Trustees, BMT is more aware of its legal responsibilities and restrictions, particularly in terms of how it communicates change to the Charities Commission, Companies House and external stakeholders. The board is now better equipped to meet its legal requirements.</p> <p>L2. The Museum mitigates risks to its users by conducting risk assessments and working to a clear and up to date emergency plan. It is important that BMT continues to meet its health and safety requirements.</p> <p>L3. To meet insurance requirements, BMT has an alarm system and CCTV, but these are causing problems at the moment so will need to be monitored. BMT's insurance broker is made aware of any changes by written notification.</p>	<p>En1. BMT leases the museum site from the Parish Council. The current lease expires in 2063.</p> <p>En2. Despite recent, well-advertised projects, BMT still struggles with visibility in the community and giving visitors regular access to the site due to restricted opening, lack of parking and reduction in public transport to and from Burwell.</p> <p>En3. The museum site is largely open air and must be maintained by volunteers. To mitigate risks caused by poor maintenance e.g. overgrown grass, slips and trips on pathways volunteers and staff will conduct weekly site checks, identify problems and manage the site in a sustainable way.</p> <p>En4. The Museum has an Environmental Policy Statement that drives its working attitude and daily practices, including encouraging visitors to be environmentally friendly.</p>