



# Coldharbour Mill

**Strategic Business Plan 2019-2023**

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Approved by the Board of Trustees

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## Table of Contents

<b>CONTEXT</b> .....	<b>5</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>7</b>
<b>CHARITABLE OBJECTS</b> .....	<b>8</b>
<b>VISION &amp; MISSION</b> .....	<b>8</b>
<b>DEVELOPMENT PILLARS</b> .....	<b>9</b>
<b>PILLAR 1: TRANSFORM THE VISITOR EXPERIENCE</b> .....	<b>10</b>
<b>PILLAR 2: DEVELOP AN INTEGRATED TEAM OF STAFF AND VOLUNTEERS.</b>	
<b>PILLAR 3: PRESERVE, EXPAND AND USE OUR COLLECTIONS AND BUILDINGS</b> .....	<b>13</b>
<b>PILLAR 4: AUDIENCE DEVELOPMENT &amp; COMMUNITY ENGAGEMENT</b> .....	<b>15</b>
<b>PILLAR 5: GAIN NATIONAL &amp; INTERNATIONAL RECOGNITION</b> .....	<b>17</b>
<b>PILLAR 6: UNDERSTANDING THE IMPACT OF THE MILL ON THE ENVIRONMENT</b> .....	<b>17</b>
<b>PILLAR 7: ACHIEVE FINANCIAL SUSTAINABILITY</b> .....	<b>18</b>
<b>PILLAR STRATEGIES</b> .....	<b>22</b>
<b>CONCLUSIONS</b> .....	<b>25</b>
<b>ANNEX</b> .....	<b>26</b>
HIGH LEVEL RISK REGISTER .....	26
SOURCES .....	27
EXTERNAL & INTERNAL SITUATION.....	27
INTERNAL SITUATION.....	29



## CONTEXT

Coldharbour Mill is one of the oldest working woolen mills in the UK having been in continuous production since 1797. Originally owned by world-renowned textile producers Fox Brothers, the Mill took fleece from all over the world and transformed it into yarn, cloth and textiles. Located in Devon it is considered instrumental in bringing the industrial revolution to the South West. Today it is largely unchanged from this period, containing the original water wheel, steam complex and machinery installed during this time and used until the Mills closure and conversion to charitable status in 1984.

The Mill's collections are unique, in addition to the machinery, buildings and steam complex, it also holds valuable insights into the impact of the industrial revolution on society. Its archives of papers, letters and registers show how local communities adapted to the changes in production methods. The building and much of the machinery is 'accessioned' by Arts Council England. **Historic England** sees it as **“one of the best-preserved textile mill complexes in the country.”**

### **Production**

Today the Mill remains in daily production, using heritage looms and machinery to produce 100% wool knitting yarn and textiles that are sold through Coldharbour Mills Trading Company. It also provides specialist services such as carding and commission weaving.

### **Museum**

The Mill is an independent Arts Council accredited museum currently operating on a seasonal basis, with the exception of production and group & educational tours. This is set to change during the course of this plan as the Mill increases it's opening days to 363 (closed Boxing day and Christmas Day). It also opens during this period for special events such as steam days. The new café is expected to open all year.

### **The Estate**

Covering 12 acres the Mill has extensive grounds in addition to the Grist and the Victorian Mills at the center. These grounds, Mill ponds and Leat are a haven for wildlife with an increasing amount available to the community to enjoy free of charge. There is also now a popular independent Café increasing awareness of the Mill and engaging a more diverse sector of the community.

### **Collections & Exhibits**

The Mill's collections and exhibits are unique and over time the collection has increased, to illustrate the Industrial Revolution and meet the charitable objectives. The water wheel is fully operational and a beam engine has also been restored and reinstated in the Engine House further charting the development of steam power.

### **Pattern Archive**

Contained at the Mill are a large number of Fox pattern books, dating back to the late 1700's. This resource charts the changing fashions of the gentry and also the impact of the first and second world wars when Coldharbour Mill supplied over 7 million yards – or just under 4000 miles - of cloth for uniforms.

### **Quaker Roots**

Bought by the Fox Family in 1799, this innovative Quaker family was seen by many as a role model for staff making support available to their workers reflecting the success of other companies such as Cadbury's and Rowntrees were achieving in the North. The Mill also charts how supporting the war effort shook their Quaker values at the heart of the Fox family.

### **Charitable Status**

Now operated as a registered charity the small team supported by numerous Volunteers work tirelessly to preserve the Mill and bring to life the Industrial Revolution for everyone. The governance structure reflects the changing environment we operate within, with the trustees providing challenge and support to the senior management to ensure the Mill's future is secure. The focus is on increasing self-reliance by utilising the assets of the Mill. Volunteer involvement is closely tied to each of these areas supplying over 15000 hours or 71% of labour in 2018, rising from 4300 in 2016. The Mill currently attracts over 7000 visitors per year.

With such a unique proposition, this strategic plan has captured the dedication of the staff and volunteers and looks forward, clarifying the strategic focus of all areas of the Mill. From this the path for the future of the Mill has been set.

## EXECUTIVE SUMMARY

The competition in the heritage market place is led by the National Trust both locally, regionally and nationally, vast improvements have been made at the RAMM in Exeter and The Tiverton Museum following extensive investment.

The focus of this plan will be the updating and transformation of the museum and estate to meet the expectations of the visitor in the 21<sup>st</sup> century. Emphasis will be on business and commercial principles to drive change and improvements and create sufficient profits for reinvestment and deliver increased experiences for the visitor, whilst keeping the charitable objective of preservation, restoration and education of textiles and wool through the industrial revolution.

Extending the leadership and culture of the Board and the CEO's commercial relationship building approach to deliver resilience will be extended throughout the organization, each post will be required to generate sufficient income to exceed its costs and substantially contribute to the costs of maintaining and improving the estate, underpinning and valuing the contribution of the volunteers continuing the move from a bimbling group of friends into a truly focused and commercially viable National Heritage site.

The timeline of progression to date can already be mapped out on the Income and Expenditure graph as follows:

- 2014 - New commercially minded Chair appointed
- 2015-2016- New Professional and commercially astute Trustees are recruited
- 2017 - A Chief Executive Officer is appointed 2 days per week
- 2018 - Chief Executive Officer increased to an average of 2.5 days
- 2019 - Commercially remunerated Chief Executive 3 days per week to deliver ambitious redevelopment and expansion

This plan sets out unique and dynamic objectives to deliver long term resilience through the building of a mill community, creating pathways for people to interact with the mill from workshops to visitors, from memberships to legacies, and from donors to community groups using the public spaces.

This plan focuses on preservation and restoration, alongside extensive reinterpretation of the museum, exhibits and estate, the latter of which will require a multi-million pound grant.

## CHARITABLE OBJECTS

As a registered, incorporated charity (number 1123386), the legal Objects of the Museum Trust are:

- a. to provide for the advancement to public education (in particular in the woolen industry) by the provision of a public working museum comprising such exhibits or items as may from time to time be comprised in the trust fund and to preserve the same as a collection (“the collection”)
- b. to preserve Coldharbour Mill at Uffculme in the county of Devon for the public benefit as a building of historic and architectural value.

## VISION & MISSION

In 2018 the vision and mission was agreed by trustees which underpins all activities at the mill.

Coldharbour Mill is one of the best-preserved textile complexes in the country.

By conserving the past, our mission is to educate and inspire future generations.

Our Vision is to bring to life the story of the industrial revolution.



## DEVELOPMENT PILLARS

In support of the Mill's need for sustainability and resilience, the Board agreed 7 principle pillars for the Mill's development.

1. Transform the visitor experience.
2. Develop an integrated team of staff and volunteers
3. Preserve, expand and use our collections and buildings.
4. Audience development and community engagement
5. Gain National and International recognition.
6. Reduce the impact of the Mill on the environment.
7. Achieve financial sustainability.

To achieve this we will...

- Provide inspirational experiences, resources and events to create an environment that promotes health and wellbeing
- Achieve international recognition of the estate, collections, exhibits, and to promote the preservation of heritage skills creating a lasting legacy
- Provide an internationally acclaimed knowledge and resource centre for the industrial revolution.
- Be an educator of textile heritage and the industrial revolution.

...underpinned by

- An ethical, open, nurturing and transparent culture for staff, volunteers, visitors and the wider community supporting health and wellbeing recognized through achievement of awards and accreditations and the transformation effect on the lives of individuals.
- An environment that is appealing to all visitors to the Mill, engaging all ages and interests.
- A positive carbon footprint by recognising the environmental impact of the Mill's activities in delivering the charity's prime objectives through the reinstatement of ecosystems, biodiversity projects and the development of environmentally sustainable systems.
- Financial Security, sustainability and future resilience to ensure the mill is able to deliver its core objectives of lifelong learning and preservation for future generation.

...and measured through:

- a. 6 months running costs set aside as reserves, as recommended by the Charity Commission guidelines, by 2023
- b. 10,000 school pupils a year by 2023;
- c. 9,000 visitors a year by 2023;
- d. 33,000 hours of volunteering opportunities by 2020;
- e. £4.62M raised by 2023 to conserve and restore the fabric of the estate & visitor experience;
- f. £9M raised to revitalise the collections and exhibits;
- g. Carbon neutral by 2023

## PILLAR I: TRANSFORM THE VISITOR EXPERIENCE

The public museum sector, often with free entry, has seen significant investment from public funds increasing both visitor expectations and standards of museums in general. As an independent museum the experience needs to be deemed worthy of the entrance fee.

The current experience is varied with long periods where machinery is not operating and the mill appears static. To deliver the Mill's vision and inspire engagement, significant improvements are needed with more machinery in operation more often, and as funding becomes available new areas of the Mill will be opened up to provide additional visitor experiences and increase visitor numbers.

The complete revitalisation of the Mill requires a team with solid international experience, who can ensure that the exhibitions will be full of atmosphere, relevant and innovative; and that they will also include filmic dramaturgy, theatrical lighting and the latest interactive technology. Work has already commenced, and outline plans have been drawn up with Kvorning Design Kommunikation. The initial cost estimate for this is £9m and is shown in the project list, with further development needed.

The unique outdoor areas and the Mill's series of rooms and halls will come alive through innovative exhibition design, graphic design, displays, showcases, AV-media, interactive design, and film production – and extensive use of light and sound effects.

The heritage site, the exhibitions and experience will require careful consideration, working analytically with stakeholders, the building contractors and future audiences.

The route and the flow through the exhibition halls will be experienced as a dramatic, filmatic sequence. Utilizing production design methods and analytical tools of film media to stage the exhibitions using physical design, graphics design, colours, motion pictures projected onto walls – as well as implementing the newest digital solutions and advanced AV-and interactive elements.

## **PILLAR 2: DEVELOP AN INTEGRATED TEAM OF STAFF AND VOLUNTEERS**

Staff and volunteers at the Mill are one of the greatest assets, their specialist knowledge of the machinery, steam complex and collections ensure that the Mill can continue.

For the Mill to succeed, growth of both the internal team and volunteers need to be sustained although the percentage split between the two versus revenue will remain constant.

While volunteers by their nature tend to be transient, the core staff of the Mill has been constant and close knit. As the team grows, a shared ethos surrounding an open culture and a commitment to transparency, innovation, integrity and a warm learning environment will be supported and driven using the Investors In People framework.

Volunteers remain at the heart of the mill, currently providing 71% of all resource and more volunteers will need to be engaged over time to deliver the plan. With the majority of volunteers falling between 50-74 and 16-24 age brackets this remains the primary targets for the Mill.

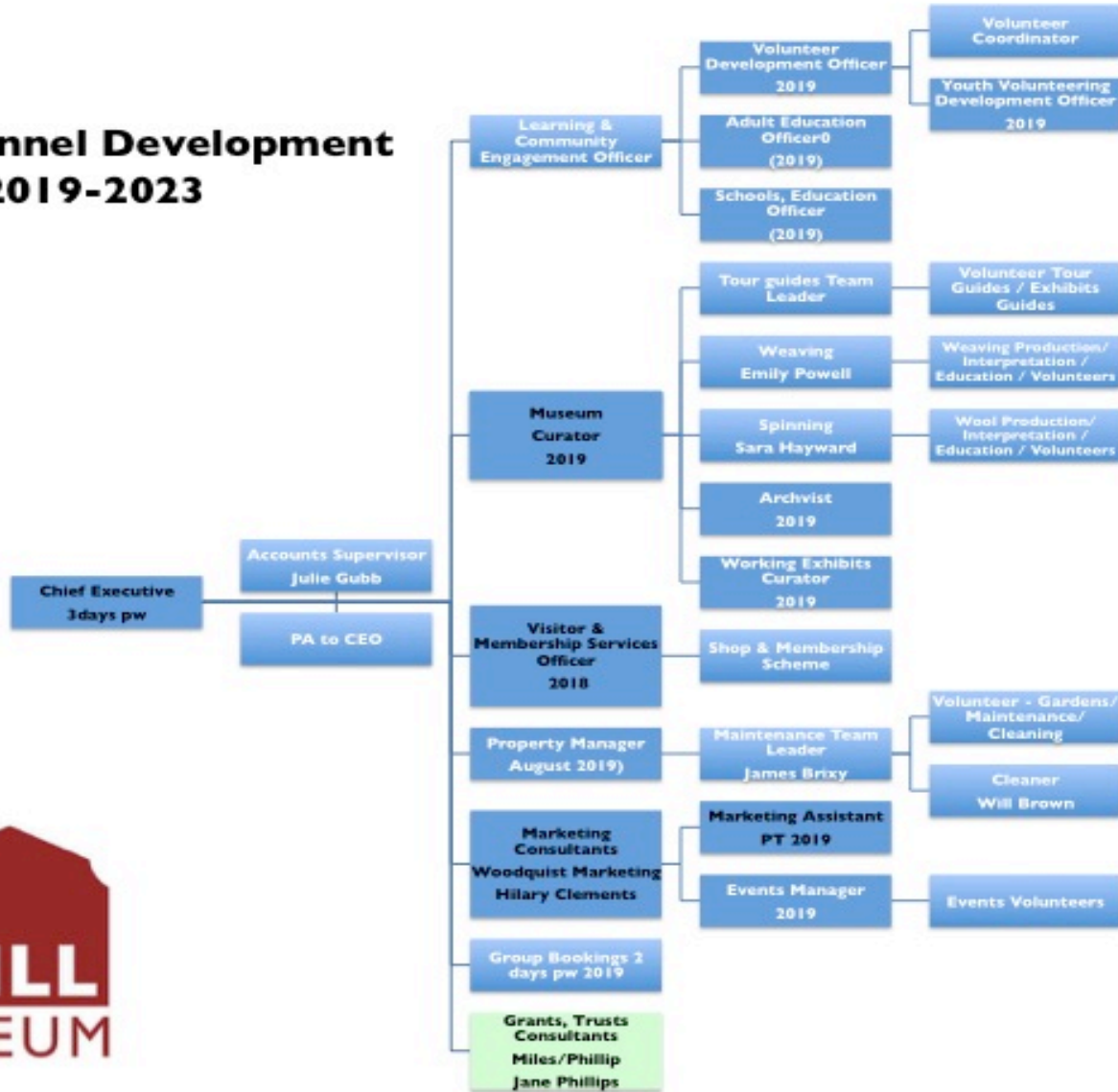
Nationally the trend of the number of people formally volunteering (at least once a month) is slowly reducing, falling from 31% to 27% of adults in the last 5 years, which means we need to offer a structure that will offer volunteer and engagement opportunities which recognises volunteers, both informally through thanks, formally driven through the Investors In Volunteering framework and personally through the positive impact that the Mill can have on their lives.

Evaluation and evidencing social impact through the Association of Independent Museums' toolkit and also adopting the short Warwick scale of evaluation will be key to demonstrating this positive impact both internally but also in recruitment and for funding applications.

An operational structure as outlined below will require approximately £0.5m of payroll costs. This plan puts in place the foundations to deliver this sustainably. The extent of the volunteering resource ambition requires a management team that understands the commercial requirements to deliver financial sustainability and to develop volunteers and meet their aspirations.

Over the course of time we will create opportunities for volunteer management roles alongside providing routes to employment.

# Personnel Development Plan 2019-2023



## PILLAR 3: PRESERVE, EXPAND AND USE OUR COLLECTIONS AND BUILDINGS

Maintaining and restoring the fabric of the Victorian grade 2\* listed estate is a core activity of the charity objectives to preserve the past. These projects provide life-long learning opportunities for all as well as building a community of stakeholders, and engagement through volunteering, staff development, skills acquisition and knowledge transfer. These are not classed as revenue and are only undertaken if appropriate, ring-fenced funding is secured.

2019-2021			
	<u>MAT</u> <u>CH</u>	<u>GRAN</u> <u>T</u>	<u>TOTAL</u> <u>COST EST</u>
L5 conversion inc Workspaces, archive, reading room, fire escape	115000	140000	£255,000
Website			£18,000
Interactive Education Space			£300,000
EPOS & CRM			£20,000
Victorian greenhouse & Chimney Fan Housing			£110,000
Offices move			£10,000
CCTV, Alarm and Environmental Control			£40,000
Outdoor Stage			£20,000
Play area phase 2			£15,000
Audio Tour guides			£45,000
Mill Pond Phase 2 silt removal and waterway restoration			£60,000
<b>TOTAL FOR YEAR</b>			<b>£893,000</b>

2020-2022			
Hydro Project in Archimedes screw			£250,000
Waterwheel Switchgear			£50,000
Lower Leat Wall Restoration			£15,000
Grist Mill Restoration			£170,000
Car park and Mill Yard lighting, signage and surfaces			£130,000
Play area Phase 3			£15,000
Mill Pond Phase 3 Board walks, eco systems and signage			£100,000
<b>TOTAL FOR YEAR</b>			<b>£730,000</b>

2021-2023			
Visitor Route (shop / Café / Toilets / Reception / Exhibition)			£750,000
Mill Pond Phase 4 Adventure park			£165,000
<b>TOTAL FOR YEAR</b>			<b>£915,000</b>

2022-2024			
Dutch Barn Restoration			£30,000
Mill Pond Phase 5			£100,000
<b>TOTAL FOR YEAR</b>			<b>£130,000</b>

Revitalisation Project 2020-2030			
Revitalisation of Mill and customer experience (KVORNING VISION)			£9,000,000
<b>TOTAL FOR YEAR</b>			<b>£9,000,000</b>

BEYOND 2023			
Archive and Research Centre, workshops, welfare new building			£1,000,000
Secondary Café including exhibition space and toilets new build			£950,000
<b>TOTAL FOR YEAR</b>			<b>£1,950,000</b>

## **PILLAR 4: AUDIENCE DEVELOPMENT & COMMUNITY ENGAGEMENT**

There is a growing awareness of the role and potential of museums supporting health and wellbeing and also social, environmental, economic and educational impact on the community in which it operates. Audience development will feature heavily in the ongoing work of the museum to ensure that the mills and its collections, staff and volunteers understand and respond to the needs of the existing and new audiences.

For the Mill this is at the heart of its culture, providing a hub that reaches and enriches all areas of the community. This growing number of people currently interacting with the Mill stands at over 7,000 per year, but will grow to over 24,000 by the end of the plan.

Over the past 2 years a culture has been created that engages this growing community. Good governance from the board and strong executive leadership has changed the culture, focus and direction meaning that in a short period of time the Mill is interacting with an ever increasing and diverse audience. It is now seen to support physical and mental health at all stages of life.

During the course of this plan, to support this the Mill will adopt the Association of Independent Museums and Arts Council England's Evidencing Social and Environmental Impacts in Museums guidelines as a method to measure the outcomes. The Mill is also a member of the NVCO (National Council for Voluntary Organisations) and during the course of this plan the Mill will achieve Investors in Volunteering standard.

### ***The Transformational effect***

The mill is committed to a culture of inclusion and opportunity by creating pathways in a nurturing environment which allows everyone to flourish, in doing so, the mill recognizes that individuals' involvement may be transient as they become better equipped to take advantage of opportunities.

### ***Trustees***

In the last 3 years there has been a conscious decision to change the make-up of the Board of Trustees which has improved significantly, with over 80% of the Board having joined in that time, changing the culture of the Mill to one that is commercially astute and committed to its ongoing development and succession planning, regularly holding its meetings, skills reviews, training and strategy days, and recruitment or cooption of people with the skill sets required to deliver the Mill's ambitious plans and vision. Focus is now on securing the skills lacking and succession planning.

### ***Staff***

This ambitious plan requires good personnel who share the Mill's passion and ethos; the structure of the Mill's staff resource has grown from 2.25FTE in 2016 to 4.7FTE in 2018, with plans in place to further develop this structure to 20 FTE by the end of this plan, creating more employment opportunities, both directly and indirectly in the rural community. This plan also allocates resources for continued professional and personal development.

### ***Volunteers***

Volunteers are at the heart of the Mill, currently providing 15,000 hours which is 71% of total staffing for the Mill. Already launched is an ambitious plan to create 33,000 hours of opportunities to attract more volunteers by 2020 and 50,000 hours by 2023.

The aim of this plan will also put in place a structure for managing in excess of 300 volunteers providing a framework for shared ownership, involvement and innovation and empowerment creating opportunities for skills' acquisition, transfer and lifelong learning through audience interaction, restoration, administration and governance.

### Visitors

Extending the reach of the Mill's audience is a key element to the Mill's future resilience and the work on revitalization will ensure that the mill museum is at the forefront of informing visitors about textiles, wool, power and the industrial revolution through innovative, interactive and thought provoking engagement opportunities. Visitor numbers can be expected to more than treble following a complete reinterpretation of the museum following on from 2023.

	2019	2020	2021	2022	2023
<b>General Admissions</b>	3,800	4,700	5,900	7,700	9,000
<b>Group Visitors</b>	750	1,000	1,250	1,750	2,500
<b>Educational Visits</b>	2,000	3,500	5,500	7,500	10,000
<b>Members</b>	536	893	1,250	1,607	1,964
<b>Volunteers</b>	190	300	400	450	500
<b>TOTAL</b>	<b>7,276</b>	<b>10,393</b>	<b>14,300</b>	<b>19,007</b>	<b>23,964</b>

### Supporters

There is an abundance of assets at the Mill that provides opportunities to create lasting relationships with donors and funders, building a network of support alongside visitors and membership opportunities that appeal to general visitors through to corporate donors and philanthropists. Key to the building and the success of these relationships will be the continued adoption of good governance, honesty and transparency alongside shared ownership, involvement and innovation in delivering the charitable objective of preservation and education.

### Local Community

Building a community with the Mill at the heart extends beyond those who visit and use the Mill. The Mill is committed to the restoration of the mill pond area, creating a unique historical resource and bio-diversity project that is free at the point of use for locals, visitors, community groups, schools and other educational establishments whilst at the same time engendering community involvement in its development and sustainability.

### Virtual Community

To create a virtual community that can support the mill through donations, legacies, accessing archives, commercial sales, resources for education, whether that be wool, textiles, energy productions, Fox family or Quakers.

### Partnerships

To seek partnerships with other organisations and businesses to maximize the impact of the Mill's resources and its collections, making it a relevant resource and an innovative exciting opportunity for funders.



## **PILLAR 5: GAIN NATIONAL & INTERNATIONAL RECOGNITION**

- Historic England – Coldharbour Mill is one of the best preserved textile mill complexes in the country
- Pattern collection – Gain national recognition of the collection

To achieve the national and international presence required for the Mill to grow, we will develop the Mill as a centre of excellence supported by partnerships with national museums and Universities.

Raising the profile of the Mill through active participation and leadership through the Southwest Federation of Museums regionally, and the Association of Independent Museums nationally.

By gaining awards for our Volunteering and Education programmes, and as a leading tourist attraction, regionally and nationally by 2023.

Coldharbour Mill will be seen as the authority on the Industrial Revolution within the textile trade. Utilisation of partners such as Visit England will further spread the word.

The trading company will also be instrumental to gain recognition – promoting our products and services and in so doing increase understanding of what the Mill does.

These will be supported by regular and targeted communications.

## **PILLAR 6: UNDERSTANDING THE IMPACT OF THE MILL ON THE ENVIRONMENT**

As a Victorian factory, Coldharbour Mill is a high user of energy. We will engage with The Carbon Trust to understand the carbon impact of the Mill and produce and implement an action plan to be carbon neutral by 2023 delivering projects such as the Archimedes screw to supply both the mills and its tenants with renewable energy and also provide an additional visitor experience as well as creating a sustainable income stream.

The Mill has already achieved a number of milestones such as setting recycling targets, and changing to recycled paper for all printed marketing. Already planned is the planting of over 400 trees in the grounds, and we are committed to only using natural fibres in the manufacture of our textiles.

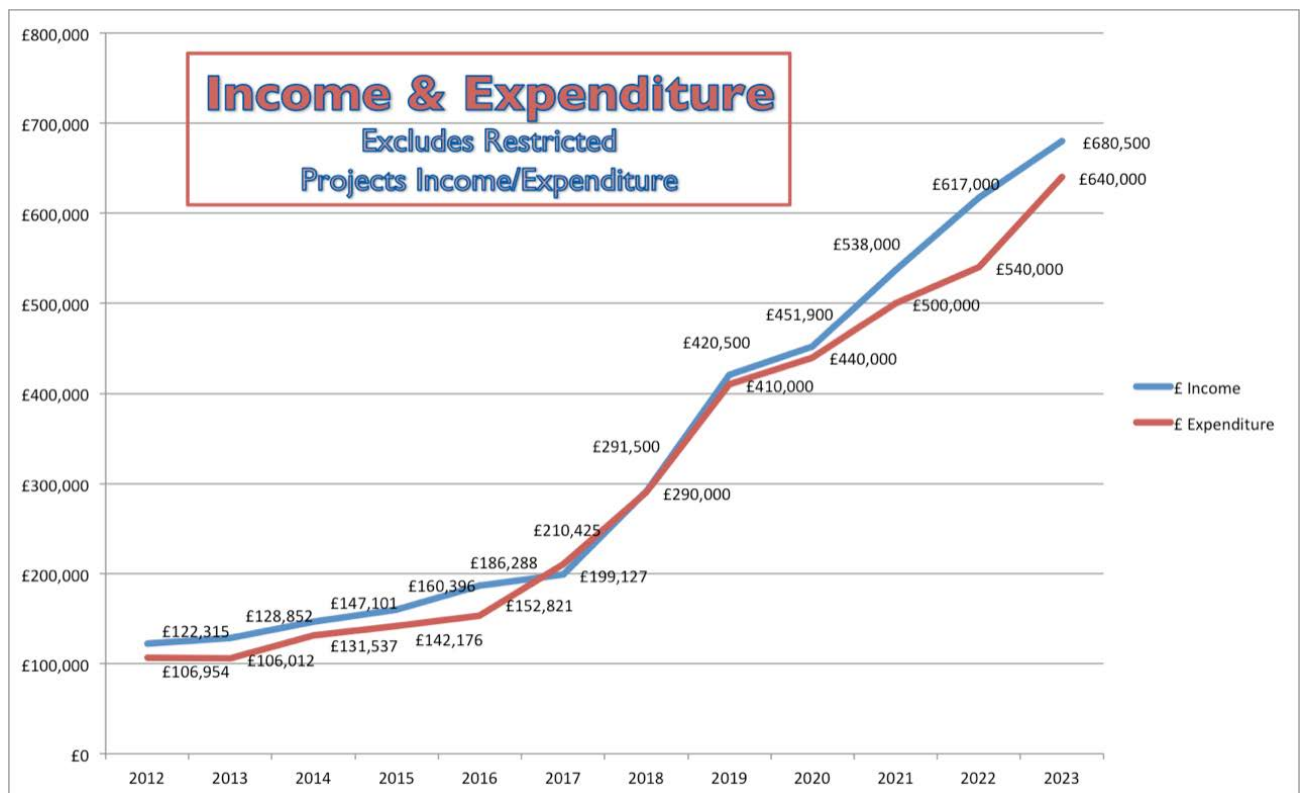
Our vision is to be recognised through awards and accreditation as a leading authority on best practice for environmental sustainability within the museum sector.

## PILLAR 7: ACHIEVE FINANCIAL SUSTAINABILITY

Historically the Mill has relied heavily on small grants and donations to deliver piecemeal restoration and improvements to the fabric of the Mill and commercially letting as much space as possible often detrimental to the visitor experience but this did provide an income stream so that the Mill could continue operate in a limited capacity. With a caretaking culture of the Mill, only 2.25 FTE employees were engaged from 2008 to 2016.

In 2018 the organisation has grown to 4.7FTE and this plan takes into account future growth to 12FTE employees.

The expansion of core costs will be met through additional grants and donations, which enables the building blocks for the growth of the organisation, and these will remain fundamental through the period of this plan after which sufficient commercial income should be achieved to maintain the resources and investment needed. The Board recognised this in 2017 and a professional Grants & Trust bid company was retained.



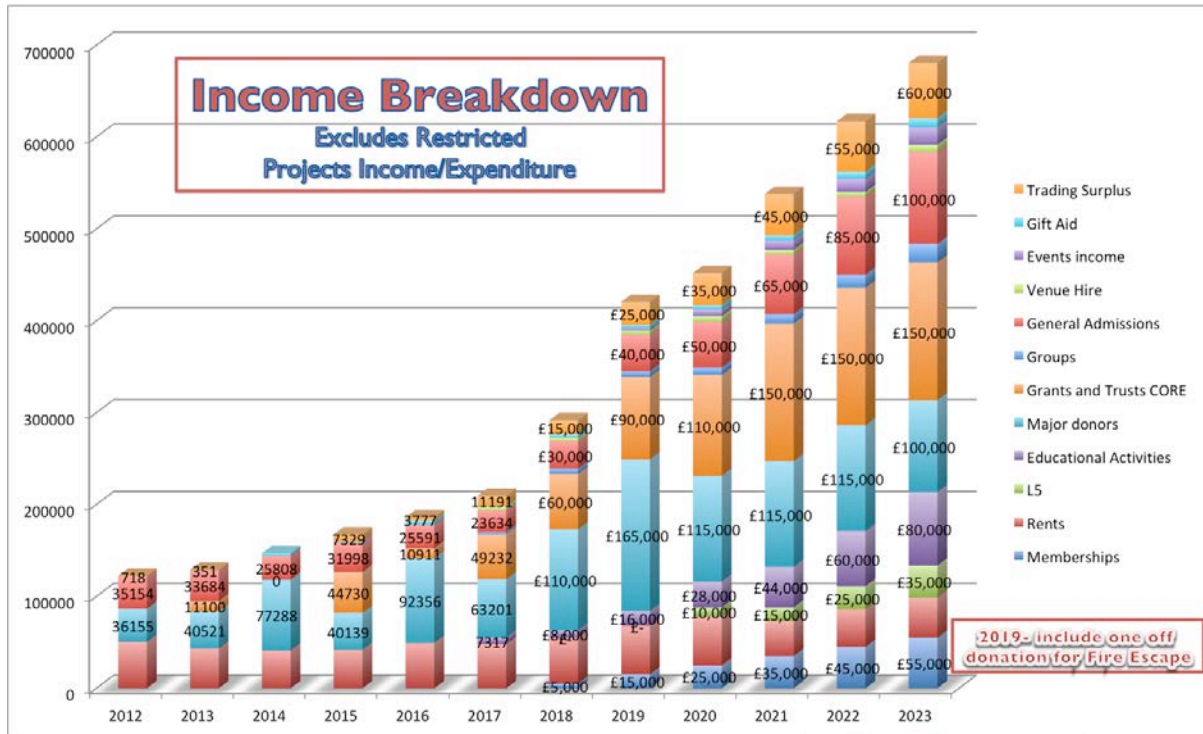
The above income and expenditure graph shows how additional income will be matched with additional investment through to 2020, after which surpluses are created to fulfill the new reserves policy.

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
£ Income	£122,315	£128,852	£147,101	£160,396	£186,288	£199,127	£291,500	£420,500	£451,900	£538,000	£617,000	£680,500
£ Expenditure	£106,954	£106,012	£131,537	£142,176	£152,821	£210,425	£290,000	£410,000	£440,000	£500,000	£540,000	£640,000
Wages	56889	57286	51045	54881	75758	76580	75000	175000	195000	245000	275000	350000
Expenditure	50065	48726	80492	87295	77063	133845	215000	235000	245000	255000	265000	290000
Wage %	46.51%	44.49%	34.78%	32.81%	40.73%	36.56%	25.73%	41.62%	43.15%	45.54%	44.57%	51.43%

The above table illustrates the historical context and the planned budgets for this plan to deliver.

The main increases in expenditure can be simply categorised as follows:

- Wages & Salaries as FTE posts increases
- Increased costs in professional fees for the marketing, Grants and Trusts writers and the contract for the CEO to deliver this dynamic plan.
- Maintenance and Marketing.



The main income growth areas as shown on the Income Breakdown Graph are:

- Admissions from a low of 23K in 2016 to £100K in 2023
- Core grants and trusts from a low of 11k in 2016 to £150K per year from 2021
- Major donor income is accounted as static for the next few years (though this will be a major growth area) with the exception of 2019 when funding has already been pledged to renew the fire escape, and the costs of this have been accounted for also.
- Educational activities from a low of under £3K in 2016 to £80K by 2023.

Commercial letting's income will decline as more of the estate is given over to the visitor experience subject to affordability. At the same time, opportunities will present themselves to reacquire the past Mill cottages that could provide a sustainable long term income and be self funding – eg buy to let scheme.

In this section no account has been taken of the project costs and restricted income for those purposes, this is because they do not provide a surplus to the P&L, however they will inflate both the income and expenditure lines in future years as projects are launched and completed. Due consideration will need to be given to the effects of these on the balance sheet, on whether the Trust should activate its VAT account and whether a consummate depreciation schedule should be adopted.

Key areas of growth that have not been accounted for are commercial income, from use as a wedding venue, training and development, paranormal tours and as a film set for example.

Greater emphasis will be placed on the training of staff and volunteers on Gift Aid, the ability to maximise this revenue stream cannot be understated and is often not offered or taken up through misconceptions of eligibility.

## PILLAR STRATEGIES

	2019- 2021	2020 - 2022	2021-2023	2022-2024	Beyond 2023
Transform the Visitor Experience	<ul style="list-style-type: none"> <li>• Agree Museum redesign and interpretation vision</li> <li>• EPOS and CRM Delivered</li> <li>• Interactive Education Space</li> <li>• Play Area Phase II and outdoor stage</li> <li>• Audio Tour Guides</li> <li>• New Website</li> </ul>	<ul style="list-style-type: none"> <li>• Carpark and Mill Yard lighting, signage &amp; Surfaces</li> <li>• Play Area Phase III</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor Route Development</li> <li>• Adventure Park</li> </ul>	<ul style="list-style-type: none"> <li>• Kvorning Project Implimentation</li> </ul>	<ul style="list-style-type: none"> <li>• Secondary Café</li> <li>• Archive and Research Centre</li> </ul>
Develop an Integrated Team of Staff and Volunteers	<ul style="list-style-type: none"> <li>• Training and Development Policy</li> <li>• FT LCE Officer</li> <li>• Succession plan for all key roles</li> <li>• FT Working Exhibits Curator</li> <li>• FT Textile Curator</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of 33,000 hours volunteer opportunities.</li> <li>• IIP Bronze Awards</li> </ul>	<ul style="list-style-type: none"> <li>• IIV Award</li> </ul>		<ul style="list-style-type: none"> <li>• Provision of 50,000 hours volunteer opportunities.</li> <li>• IIP Gold Award</li> <li>• Welfare New Building</li> </ul>

	<ul style="list-style-type: none"> <li>• Framework for volunteer growth delivered</li> <li>• Adopt NVCO Framework</li> </ul>				
Preserve, Expand and Use our Collections and Buildings	<ul style="list-style-type: none"> <li>• L5 Conversion</li> <li>• Victorian Greenhouse &amp; Chimney Fan Reinstated</li> <li>• Mill Pond Phase II</li> <li>• Waterwheel Switch Gear</li> <li>• Lower Leat Restoration</li> <li>• Production of 220 kilos yarn &amp; 440 metres of fabric</li> <li>• CCTV, Alarms &amp; Environmental Controls</li> <li>• Re-accreditation of Accredited museums</li> </ul>	<ul style="list-style-type: none"> <li>• Programme of permanent exhibits</li> <li>• Mill Pond Phase III</li> <li>• Production of 440 kilos of yarn &amp; 880 metres of fabric</li> </ul>	<ul style="list-style-type: none"> <li>• Program of temp exhibits</li> <li>• Mill Pond Phase IV</li> <li>• Production of 660 kilos of yarn &amp; 1320 metres of fabric</li> </ul>	<ul style="list-style-type: none"> <li>• Mill Pond Phase V</li> <li>• Production of 880 kilos of yarn &amp; 1760 metres of fabric</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated Maintenance Workshops</li> <li>• Dutch Barn Restoration</li> </ul>
Audience Development & Community Engagement	<ul style="list-style-type: none"> <li>• 2,000 users of Education services</li> <li>• Children In Mill</li> </ul>	<ul style="list-style-type: none"> <li>• 3,500 users of Education services</li> <li>• Local community</li> </ul>	<ul style="list-style-type: none"> <li>• 5,500 users of Education services</li> <li>• Heritage Ability</li> </ul>	<ul style="list-style-type: none"> <li>• 7,500 users of Education services</li> <li>• University</li> </ul>	<ul style="list-style-type: none"> <li>• 10,000 users of Education services</li> <li>• All encompassing</li> </ul>

	Programme Delivered	involvement and outreach.	Programme	Collaboration	Education Offer (SEN)
	<ul style="list-style-type: none"> <li>• Audience Development plan delivered.</li> <li>• Updated curriculum 5-18 years campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Learning Centre</li> <li>• Pre-school Campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Adult Learning Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Audience Diversification</li> </ul>	<ul style="list-style-type: none"> <li>• National recognition of learning programme.</li> </ul>
Gain National and International Recognition	<ul style="list-style-type: none"> <li>• Delivery of Local Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of Regional Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of National Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of International Plan</li> </ul>	
Understand the Impact of the Mill on the Environment	<ul style="list-style-type: none"> <li>• Carbon Trust Engaged</li> <li>• Hydro Project Delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Carbon Audit complete and action plan agreed</li> </ul>		<ul style="list-style-type: none"> <li>• Carbon Neutrality Achieved,</li> </ul>	
Achieve Financial Sustainability	<ul style="list-style-type: none"> <li>• Nominal ledges &amp; management accounts setup (reformatted)</li> <li>• Quarterly Management accounts</li> <li>• Department budgets and accountability</li> <li>• 363 day opening</li> <li>• Set reserves policy</li> <li>• Grants &amp; Trusts</li> <li>• Core £90,000</li> <li>• Projects £893,000</li> <li>• Cashflow forecasts 2 years to accompany annual budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Property Acquisitions policy agreed.</li> <li>• Grants &amp; Trusts</li> <li>• Core £130,00</li> <li>• Projects £730,000</li> <li>• Legacies &amp; Major Donors launch</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of Surplus Funds for reserves</li> <li>• Grants &amp; Trusts</li> <li>• Core £ 150,000</li> <li>• Projects £915,000</li> </ul>	<ul style="list-style-type: none"> <li>• Grants &amp; Trusts</li> <li>• Core £150,00</li> <li>• Projects £130,000</li> </ul>	<ul style="list-style-type: none"> <li>• Estate re-evaluation</li> <li>• Grants &amp; Trusts</li> <li>• Core £150,000</li> <li>• Projects £10.95m</li> </ul>



## CONCLUSIONS

- This plan is ambitious but adaptable
- The plan is inline with the need to maintain the history of textiles in the Industrial Revolution in a unique environment
- This plan meets the vision of the Board of Trustees, supported by staff and volunteers
- The projects in this plan are subject to funding and therefore there is minimal financial risk to the Trust
- This plan reflects more than two decades of underinvestment and the caretaking culture of the organisation historically
- This plan is adaptable in the event the funding landscape changes
- Projects are structured in such a way as to be deliverable over longer time periods should that be necessary if the funding landscape changes
- This plan sets out ambitious targets for volunteering opportunities of 33,000 hours by 2020 and 50,000 hours by 2023
- This plan outlines the staffing resource needed to deliver its objectives and the infrastructure needed to support a team of 300-500 volunteers
- This plan continues the use of highly experienced, flexible, commercially astute and competent professional advisors to deliver the plan, this reduces potential financial risks to the Mill

## ANNEX

### HIGH LEVEL RISK REGISTER

Risk	Summary	Likelihood	Impact	Mitigation
Loss of Steam Curator John Jasper	Significant unwritten knowledge held by JJ	High	High	Put in place succession plan and documentation of steam exhibits
Loss of CEO Martin Halse	Provides the vision and direction for moving the mill forward and loss will mean plans stalled considerably	Medium-High	High	Provide industry compatible pay and flexible working, secure funding for post, put in place succession plan.
Loss of major donors	Currently 30% of income comes from major donors	Medium – High	High	Miles Phillips engaged to raise trust and grant funding.
Ability to use factory machinery	Current use is not PURE regulation compliant	Medium	Medium	Install beam breaks on each machine
Boiler/Machine failure	Heritage machinery	Low	Medium	Regular Maintenance and Servicing, source replacement and spares from similar facilities
Insufficient working capital	Inability to pay wages and suppliers on demand	Medium-High	High	Grow commercial aspects of the mill. Miles Phillips engaged to raise trust and grant core funding.
Major incident	Incident & accident staff or visitors	Low	High	Regular H&S reviews Sufficient insurance cover Staff training

## SOURCES

- Association of Independent Museums
- English Heritage
- Visit England / Visit Britain
- Arts Council England
- Department for Digital Culture, Media & Sport
- Arts Council England.
- Historic England

## EXTERNAL & INTERNAL SITUATION

A number of external forces are at play at the Mill outside the control of the Mill. These forces set the strategic context for activities and can present both opportunities and threats to the Mill's success and can be broken down into 6 main areas.

### Political

Over the past 20 years or so, the museum sector has seen significant investment focused on improving standards of collections and broadening access for all often through free entry of national museums. As the political landscape changes, and Brexit potentially changes the political focus building cross-party political support at a national and local level will be important with evidence based arguments needed to demonstrate social, cultural and educational value.

Demonstrating the Mill's relevance and contribution to the new Local Development Framework will be essential if it is to access support from local authorities.

Brexit is also expected to impact heavily on museums and the tightening of public spending is expected. Valuable cultural links are also likely to be severed, and the loss of EU culture, education and research funding streams such as the E1.4bn Creative Europe programme, the European Regional Development Fund and the Horizon 2020 programme is going to see more pressure on the independent funders where smaller charities receive grants. It will also potentially impact philanthropic sources of funding. For tourism it appears that holidays in the UK are on the rise and the staycation is increasing. Visit England are also forecasting a growth in overseas visitors in 2018

### Economic

The current economic uncertainty borne from Brexit has reduced the purchasing power of the consumer. Less is being spent in the high street and on entertaining, but the weak pound should remain attractive to overseas visitors – although published figures from Visit England indicate YOY inbound holiday visitors are down with spend down as much as 13%.

### Social

Population continues to grow, and with an increasing elderly population that stay healthier and fitter for longer volunteering numbers remain high. This older demographic continue to also have a higher disposable income. Literacy is also increasing, and there is an increasing focus of non-classroom based learning within schools. This educated society is shown to be more curious and favour cultural tourism. Most individual Britain's now prefer smaller families with a maximum of 2 children (Palgrave

/ MacMillan). There is an increase in dual salaries which increases the disposable income of the family.

The Department for Digital Culture, Media and Sport report 2017-18 community life survey has shown that the number of volunteers was static from previous year with 29% of people aged 65-74 volunteer in a formal way and therefore a target for recruitment. The general trend is the number formally volunteering slowing reducing.

There is also an increased focus on wellbeing and enrichment of lives.

### Technology

People are prepared to travel further, and the road and rail network to the Mill is developed. Advances in technology within museum display also increases the attractiveness of the Mill and the aim to share the Industrial Revolution beyond the geographical confines. Technology also increases the communication’s reach improving visibility of the Mill to its target audience and likeminded organisations.

### Legal

UK museums are working together to be seen as leaders in demonstrating the role of museums in protecting national and international heritage.

### Environmental

Museums in the UK have been seen to be increasingly active in the sustainability agenda. There is increased pressure on sustainability and resource depletion. Burning coal will be increasingly scrutinised.

Taking these into consideration there are a number of opportunities generated and threats raised for the Mill, and part of the strategy is to recognise the threats and use internal strengths and future plans to turn them into opportunities.

Opportunities	Threats
Independent museum outside governmental control / changes	Independent museum with less impact than national museums
Increased available visitors	Free entry of national museums
Weak pound leading to overseas visitors spending more per visit.	Lower international visitors
More outside the classroom learning being included to meet curriculum	Green Agenda may put pressure on the use of coal
Increase in CSR targets for businesses.	Increased number of tourist attractions
Growth of ‘grey pound’	Less government funding will mean more pressure on private investors and donors.
Increased fitness in older generations leading to more potential volunteers	

Social prescribing by doctors will lead to more funding in this area

Wellbeing at work and drive to reduce sickness leads to more teambuilding / volunteering opportunities with business.

Independent museum less impacted by governmental changes.

## INTERNAL SITUATION

Internally to the Mill there are a number of strengths and weaknesses which feed into the strategy and individual tactics.

### Strengths

- Volunteers with considerable knowledge
- High percentage of volunteer labour
- Unique collection of national importance
- Visionary and Dynamic CEO
- Speed of change. Small team to consult.
- Wide appeal with all age interest
- Potential to expand and keep offer fresh
- Strong ties with community
- Enthusiastic staff
- New education offering
- Café

### Weakness'

- Age of volunteers, majority retired
- Transient nature of volunteers make it hard to plan
- Succession planning not in place
- Number of single point failures – eg CEO, Steam Curator, Spinning
- Condition of buildings
- Lack of fire-exit to top floors.
- Low uptake of giftaid.
- Low number of core / paid staff
- Cashflow
- High number of competitors in the area
- Age of principal donor
- Lack of customer training for team
- Lack of CRM and customer records
- Internal systems lacking
- No files held centrally (on individual memory sticks / PCs)

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