

VISION FOR 2032

Innovative, Relevant, Resilient, *Inspiring*

HERITAGE MATTERS

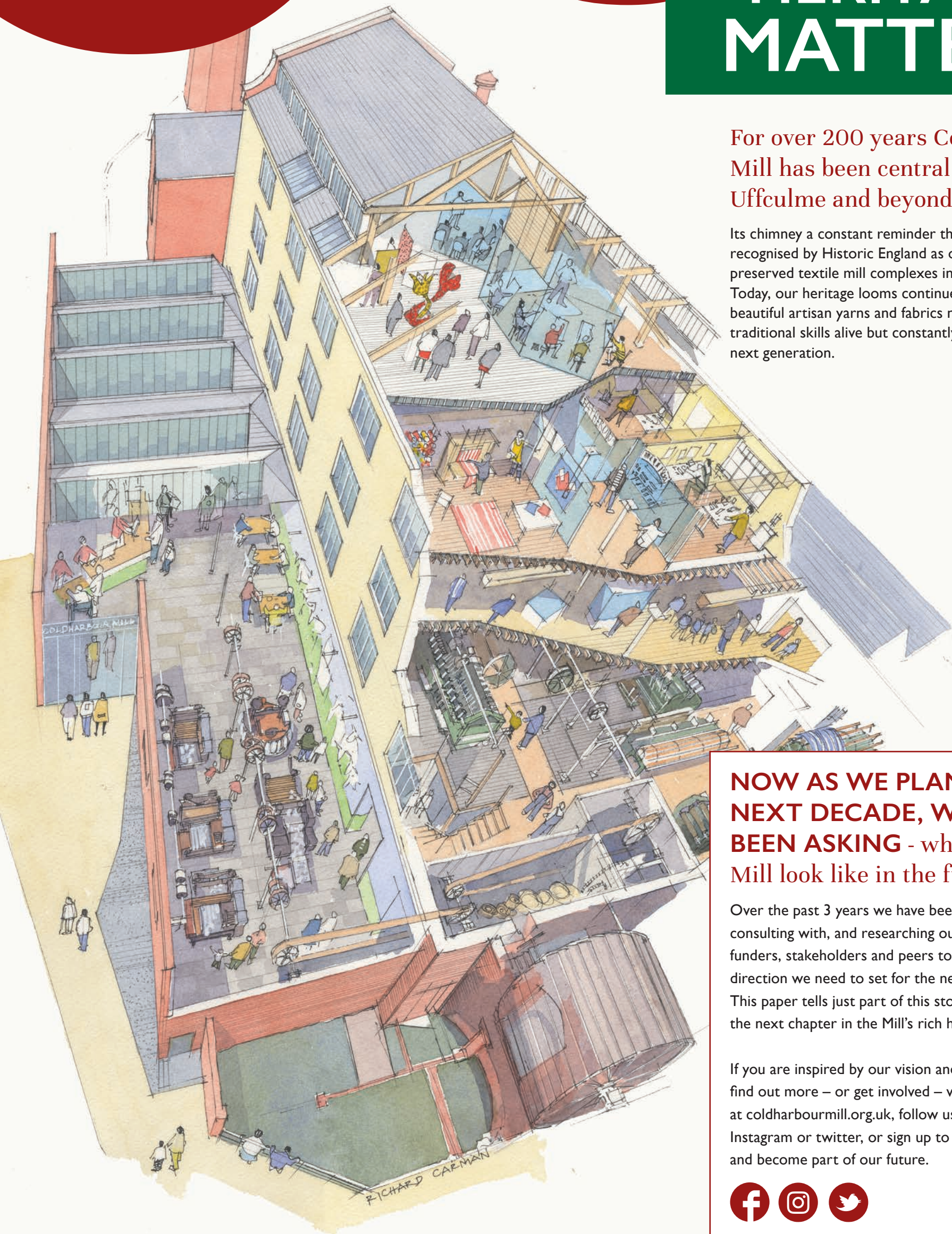
For over 200 years Coldharbour Mill has been central to life in Uffculme and beyond.

Its chimney a constant reminder that the Mill is recognised by Historic England as one of the best preserved textile mill complexes in the country. Today, our heritage looms continue to create beautiful artisan yarns and fabrics not only keeping traditional skills alive but constantly inspiring the next generation.

NOW AS WE PLAN THE NEXT DECADE, WE HAVE BEEN ASKING - what will the Mill look like in the future?

Over the past 3 years we have been listening to, consulting with, and researching our supporters, funders, stakeholders and peers to understand the direction we need to set for the next ten years. This paper tells just part of this story – and unfolds the next chapter in the Mill's rich history.

If you are inspired by our vision and would like to find out more – or get involved – visit our website at coldharbourmill.org.uk, follow us on facebook, Instagram or twitter, or sign up to our newsletter and become part of our future.





VISION 2032

Our Vision is to be innovative with our heritage in developing a **RELEVANT** and **RESILIENT** future for Coldharbour Mill; **our Mission** is to **EDUCATE** and **INSPIRE** future generations.

The Charitable Objectives at our heart focus our thinking and strategy.

To provide for the advancement of public education (in particular in the woollen 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').

To preserve Coldharbour Mill at Uffculme in the county of Devon for the public benefit as a building of historic and architectural value.

In addition to the fundamental principles of public life our four values will shape and define our approach, with strategic objectives to further focus delivery.

INNOVATIVE

We will be highly creative and strive for new ideas, **TRANSFORMING OURSELVES** to be fit for future generations.

Our Entrepreneurial & Enterprising approaches will **STRETCH THINKING** to bring creative solutions from different perspectives to **BROADEN ENGAGEMENT** and reach more people.



RELEVANT

We will see endless possibilities to share our passion, **STRENGTHENING OUR BRAND** to connect people with heritage.

We will **DARE TO BE DIFFERENT** in the ways we forge our future, **CHAMPIONING HERITAGE**, **EMBEDDING DIGITAL** and **BUILDING ANTICIPATION** in ways that **MAKE THE NEWS**.



RESILIENT

We will adapt to thrive, becoming **FINANCIALLY SUSTAINABLE** by using cultural change as a catalyst for a dynamic and enduring future.

We will have **SOCIAL IMPACT**, be a **GO-TO RESOURCE** at the heart of culture with **ENVIRONMENTAL SYNERGY** between heritage and the environment.



INSPIRING

By stimulating minds and evoking emotion we will have **ENQUIRING MINDS** that ignite curiosity and the desire for knowledge through **IMMERSIVE EXPERIENCES** that are creative, emotional and sensory encounters.

We will **RECOGNISE POTENTIAL** and create an environment where potential is encouraged and everyone is supported.



Find out more and get involved ...

There are always opportunities for you to get involved with events and volunteering at Coldharbour Mill, you can also attend our public meetings and have your say. Keep an eye on our social media pages for latest information.



THE JOURNEY SO FAR

Over the past decade we have seen Coldharbour Mill change from a place of fragility to one of stability **supported by the passion of our SUPPORTERS and STAKEHOLDERS.**

Their feedback and engagement have allowed us to make the bold decisions needed to make us optimistic for the future.

Bold decisions underpinned by interlinked strategic priorities have driven activities and despite uncertainties it continues to grow with a number of key activities that now makes it ready for the future.



Sign Up To Our Newsletter

Stay up-to-date with the latest news from the Mill, and receive advance notice of events straight to your inbox.

coldharbourmill.org.uk

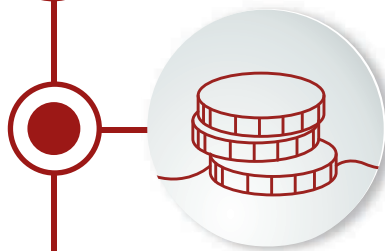


You can also follow us on:



@ColdharbourMill

2012



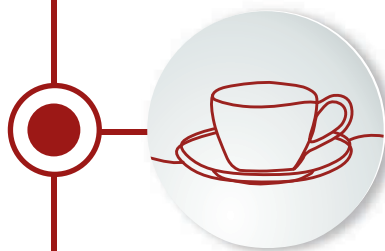
CREATING FINANCIAL STABILITY

We've consolidated and restructured our finances allowing us to be nimble enough to act on immediate needs without losing sight of the future.



OVERHAULING GOVERNANCE

Our board of trustees has evolved, fresh talent and broader experience has been sought to sit alongside existing members. We are now embracing new possibilities safe in the knowledge that our governance is strong.



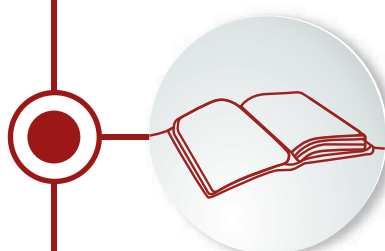
INCREASING ACCESSIBILITY

We are now engaging more people than ever with new initiatives such as creating new exhibits, reopening the Café and reinstating disused parts of the Mill and grounds in exciting and relevant ways.



ENGAGING AUDIENCES

We've sought opinion from our stakeholders and acted on their feedback. Our visitor numbers have tripled and supporter numbers continue to increase.



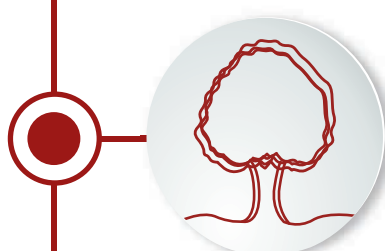
RECOGNISING EXHIBITS AND COLLECTIONS

Our understanding of the importance of our assets has grown and we are embarking on the journey to protect our exhibits and collections.



RAISING PROFILE

Our growing reputation continues to open up opportunities with significant partners, influencers and funders and we are enjoying an expanding number of invitations to engage in the local, national and regional conversations.



ENVIRONMENTAL SENSITIVITY

We're well on our way to meeting our goal of carbon neutrality by 2030, understanding our impact and making choices with the environment in mind. The results of our carbon audit now influence our decision making, with tree and hedge planting, bat, butterfly and wildlife audits completed annually.

2022

REFLECTIONS FOR THE FUTURE



The climate in which we now sit continues to change. The uncertainties experienced in the past decade have been great, **BREXIT** caused great unease and challenges for funding, while **COVID-19** brought unseen challenges and opportunities amidst the pandemic.

Our Vision takes these and more into consideration and reflects not only the immediate uncertainties, but it also plans for the future.

FUNDING

Through receiving funding and government support during the Covid-19 pandemic we have been able to keep the Mill financially secure. Longer term the funding landscape remains uncertain; Brexit and the effects of the pandemic are still unknown on the availability of grants and funds previously secured. Income generation, entrepreneurialism and controlling costs will be crucial to kick-start our Vision while the landscape is clarified.

“It’s too expensive for repeat visits. A value annual pass would mean we attended much more regularly”

Stakeholder Survey 2021

We’d like to visit more often but “It’s a long way from where I live!”

Stakeholder Survey 2021

NATURAL ENVIRONMENT

Never before has the fragility of the environment been felt and the impact we make on the environment around us more understood. From the fuel consumed to the creation of habitat, our estate has an important part to play in protecting the planet.

SUSTAINABILITY

It is now generally accepted that independent heritage sites cannot sustain, much less thrive on visitor admissions income alone. Free entry museums are increasingly expected by visitors with income being generated from a wider range of sources to appeal to the widest audience possible.

VISITORS

From a standing start following numerous lockdowns, the Mill has benefitted from the increases in domestic travel as staycations remain popular due to the impact of Brexit and the Covid-19 pandemic though overseas visitors remains uncertain. Groups and school visits are showing signs of recovery as nervousness around resurgence of the virus remains. Many are predicting it will take time for visitor numbers to return to pre-pandemic levels.



SOCIETY CHANGES

The Covid-19 pandemic has been a social crisis as much as a health one with repercussions far reaching as workplaces closed and people confined to their homes affecting mental health and wellbeing. Rebuilding teams and gaining engagement in the Vision after a period of being constrained will be challenging but also bring opportunities as people recognise the importance of volunteering on mental wellbeing.

“The Mill needs to get a reputation as the place to go for top quality textile and craft items that have been made at the Mill”

Stakeholder Survey 2021



OUR AMBITION

For Coldharbour Mill to thrive it is clear we have to continue to embrace the rapidly changing heritage landscape; **SEEKING SOLUTIONS** and **TAKING ACTION** to protect the museum's charitable objectives.

Over the past three years we have consulted with, and listened to, our stakeholders and peers. We have commissioned research to gather feedback from our supporters. Our findings all clearly indicated that to succeed we need to continue to innovate and deliver a step change.

Removing the barriers to access is paramount in creating opportunities to make our heritage more accessible to all audiences. Our Vision is a Mill that showcases the finest talent in heritage arts and crafts and is a haven for artisans. We will be exciting and welcoming of all audiences with opportunities to appreciate our exhibits & archives and participate in events, retail and learning.



Over the next decade we will move away from a traditional entrance based fee, further removing barriers for entry and nurturing a donation culture where audiences understand the benefit of heritage and feel a vested interest to support us financially.

The Mill of the future will be a shining light for conservation, preservation and learning, partnering with local and regional organisations to promote reuse, recycling and upcycling to tread lightly on the environment and the communities with which we interact.

We have distilled this ambition into four interlinked strategic priorities to focus our activities over the next decade. This will be further supported by a rolling 3 year business plan which will monitor and evolve the steps needed to succeed and deliver the Vision.

Above all we are grateful to our enduring supporters in shaping and delivering our Vision. With them we will continue to educate and inspire future generations.

M. Halse

Martin Halse
MRH MS Ltd
CEO Services to Coldharbour Mill Trust



SHARING HERITAGE

Recognising the importance of our collections & removing barriers to access.
Page 6



LIVING HERITAGE

Utilising our estate to make a positive impact on lives.
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CREATING HERITAGE

Nurturing new talent to create the heritage of the future.
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SUSTAINABLE HERITAGE

Creating a positive impact on the environment.
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SHARING HERITAGE



Recognising the importance of our **ASSETS and COLLECTIONS**, and removing barriers to access.

As our archives and exhibits are re-catalogued, conserved and preserved, we are reminded that we are custodians of this nationally and internationally important set of assets.

Beyond the fascinating history of the Mill, we are looking after thousands of treasures that help piece together our shared heritage. We are now embarking on new and innovative ways to make our shared heritage enjoyable and discoverable by all.



STRETCHING THINKING

We will seek out and engage new and underrepresented audiences to shape the future of our exhibits and use innovation to tell the story of our heritage.

COMPELLING PROGRAMME

Utilising our collections, our history and the fabric of the estate in new and unique ways, we will deliver a compelling programme of events that use our collections to engage and inspire new and existing audiences.

RECOGNISING POTENTIAL

By using our unique collections to provide unbiased historical context of the story of our nation's textile and industrial heritage, we will engage in national conversations that deepen the understanding of our history and gain national recognition for the Mill.

IMMERSIVE EXPERIENCES

Through refurbishment of the environments in which our collections are housed, we will transform the impact of the story of the industrial revolution on the visitor, bringing technology into interpretation to immerse audiences in the narrative of the Mill.

BROADENING ENGAGEMENT

We will invest in a permanent and dedicated facility to restore, conserve and catalogue our archives and collections. Supported by the latest technology we will make our archives efficient and easy access for all.

ENQUIRING MINDS

Our interpretation will ignite a thirst for knowledge and challenge perceptions. We will develop resources, activities and trails that will engage our audiences and open minds.



LIVING HERITAGE

Utilising our estate to make a **POSITIVE IMPACT** on lives.
AT LEAST TEN THOUSAND PEOPLE choose to support us every year.

We see our stakeholders enjoying an already diverse set of interactions, from lunch in the café, visits and family days out, to school trips, volunteering, educational experiences, research and donations. We are ready to develop even more possibilities to weave heritage into our audiences’ daily lives.



BROADENING ENGAGEMENT

Through the removal of barriers to access, both physical and financial we will make available relevant activities and experiences that reach the widest, most diverse audience possible.

FINANCIALLY SUSTAINABLE

By using the estate in new and exciting way to generate income and manage costs we will sustain the museum and its collections. New approaches will be forged to generate donations and audience spend.

BUILDING ANTICIPATION

Creating irresistible interactions will enable us to inspire audiences to engage on a compelling lifelong journey with heritage.

SOCIAL IMPACT

Utilisation of the full potential of the estate and its resources will allow us to deliver meaningful benefit to people’s lives championing heritage as a force for good.

IMMERSIVE EXPERIENCES

Developing our digital and physical spaces we will engage our audiences through human, authentic, inspirational and realistic storytelling.

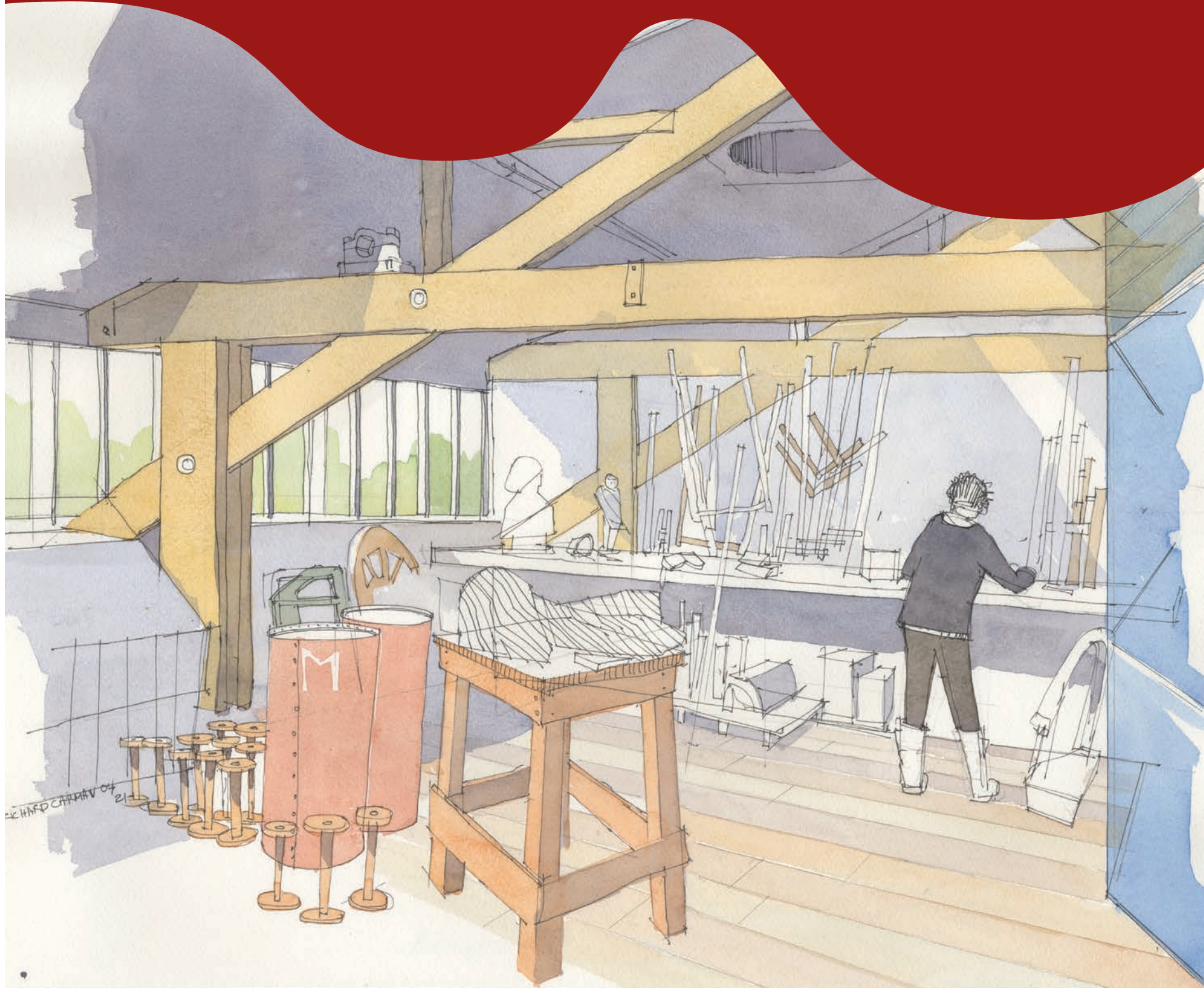


Find out more and get involved ...

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CREATING HERITAGE



Nurturing new talent to create the **HERITAGE OF THE FUTURE.**

Reflecting on the highs and lows of the Mill over the years we have seen it evolve to respond to the changes in society while safeguarding traditional skills.

We are now embarking on the next step in this journey: Coldharbour Mill as a **CREATIVE HUB.**

A community of resident artists and artisans with workshops and galleries within the Mill producing beautiful handcrafted products that can be treasured and enjoyed by all.

TRANSFORMING OURSELVES

By creating a centre for artists and artisans to build sustainable businesses, we will become a haven for creativity. We will welcome the heritage skills of tomorrow alongside traditional crafts of yesteryear and today.

STRENGTHENING OUR BRAND

We will organically integrate heritage into our audiences' lives by promoting our unique community as one that champions heritage, artisans, skill sharing and participation.

MAKING THE NEWS

Forging our future by reimagining our industrial heritage will create a stage for artists and artisans to showcase their skills and promote their passions.

FINANCIALLY SUSTAINABLE

Reducing our financial risk by broadening our portfolio will increase our capacity whilst making heritage relevant to a wider audience.

IMMERSIVE EXPERIENCES

We will excite audiences by creating the link between our industrial heritage and aspiring artisans and artists in a unique environment.



“Bring in individual craftsmen so their skills can be viewed and maybe experienced.”

Stakeholder Survey 2021

SUSTAINABLE HERITAGE

Working towards
**CARBON
NEUTRAL**
by 2030

Creating a positive impact on the planet.

There is little doubt on the environmental impact of burning fossil fuels. With two coal-fired Lancashire boilers at our heart we acknowledge the impact that the industrial history of the Mill has made on the environment and continues to make today on our demonstration days.

Our commitment is to be carbon neutral by 2030, offsetting and reducing carbon impact and unlocking the Mill as a force for good.



CHAMPIONING THE ENVIRONMENT

We will place the environment at our core by our choices, offsetting our carbon and restoring the balance in the natural environment.

RECOGNISING POTENTIAL

We will unlock opportunities within our communities and our own team, to create a sustainable human journey that recognises the potential and contribution of the individual.

MAKING THE NEWS

We will be seen as pioneers in addressing the environmental impact of the industrial revolution and an authoritative voice in sustainable solutions.

COMPELLING PROGRAMME

Development of regular activities and actions will enable us to monitor all aspects of our environment and use the findings to educate and engage our audiences to make a difference.

ESTABLISHING ENVIRONMENTAL SYNERGY

By making advances in our choices in steam generation and estate management we will tread lightly on the environment and become advocates for the planet.

ENQUIRING MINDS

By utilising art and sculpture to recycle the waste of our industrial heritage we will take visitors on an evolving journey through the environmental impact of the industrial revolution.

STRENGTHENING PARTNERSHIPS

Building on existing and forging new collaborations we will bring green and environmental solutions to our community.

*“We would like to see
Nature and wildlife walks”*
Stakeholder Survey 2021



Support Our Vision For The Future

Make a difference and join our dedicated band of volunteers – offering just a few hours of your time, talent or experience will help deliver our vision for the future.

Whether it's stoking the boilers, hosting tours, helping in the shop or gardening – why not join us!



coldharbourmill.org.uk/volunteer

GOVERNANCE



Can you deliver this vision?

If you have the skills, knowledge and experience to deliver success we'd love to hear from you.

Get in touch, email chiefexec@coldharbourmill.org.uk for more information.

GOOD GOVERNANCE IS FUNDAMENTAL TO OUR SUCCESS and runs throughout the charity.

Our governance takes its cues from the Charity Commission's Governance Code and our Trustees use the Charity Commission's 'How to be a good Trustee' as a guide.

We undertake regular training and development on key areas such as structured mentoring, strategy, reviewing risk and development.

As trustees we are appointed to share the ultimate responsibility for the charity, how it is managed and run. We recognise there has been a generational change in charity governance.

Over the next 10 years we will build a structure of specialist advisory panels and community advisors benefitting from their shared knowledge and experience.

ORGANISATIONAL PURPOSE

We have clearly defined charitable objectives, vision, strategy and organizational understanding. Through this we are able to demonstrate the purpose of each strategic objective. Arts Council Accreditation will continue to guide us in our purpose.

LEADERSHIP

Through working as a team our strategies are strong. By regular assessment & review, our plans can evolve and adapt to deliver clear direction for all areas of the Mill at all levels.

INTEGRITY

Our welcoming and supportive culture, continues to build trust and gain respect. We promptly address any activities that may affect delivery of the charity's aims, consulting with, and reporting to, relevant bodies where required.

DECISION MAKING, RISK AND CONTROL

Our expanding network of trusted partners and advisors leads to our decisions being informed and timely driving forward our Vision with pace. Our risk profile is regularly reviewed and reassessed.

EQUALITY, DIVERSITY AND INCLUSION

Our commitment to addressing equality, diversity and inclusion continues to deliver enhanced decisions and helps us to stay more relevant to our stakeholders and supporters. We are committed to developing new Trustee talent within nationally recognised frameworks such as the Youth Trustee Programme.

OPENNESS AND ACCOUNTABILITY

The culture of open two-way communications has built trust. We celebrate successes and are committed to being transparent about our challenges.

FUNDRAISING

Diverse and innovative approaches to raising funds to secure the charity's work will continue. Our ethical and sustainable methods will continue building trust and our reputation for good governance.

As the aspirations for the next decade are set, we remain inspired by our past and stand firm on our charitable objectives as our foundations.

As heritage continues to face challenges globally, safeguarding the Mill and our precious collections is paramount – the Mill represents not only one of the best-preserved textile Mill complexes in the country, but also one that continues to evolve to meet the changing needs of society.

We emerge from the global pandemic of Covid-19 into a constantly changing world. Important issues such as the environment need to be embraced and we must be agile, bold and innovative in our decisions, just like the Fox Brothers in embracing the industrial revolution, challenging working conditions and satisfying their customers. Above all we need to make heritage easy to access for everyone, not just telling the story of the industrial revolution, but through weaving our rich history into everyday life.

This Vision sets out our aspirations for Coldharbour Mill. The role it continues to play as an innovative leader and one that will be carbon neutral by 2030. It represents the collective ambition and determination of stakeholders and trustees to ensure the original charitable objectives can be delivered in a sustainable and relevant way for future generations.

Jackie Dawkins

Ian Birt

Ryker Mason

E. Crockett

Jilly Collins

Rachel Tyler

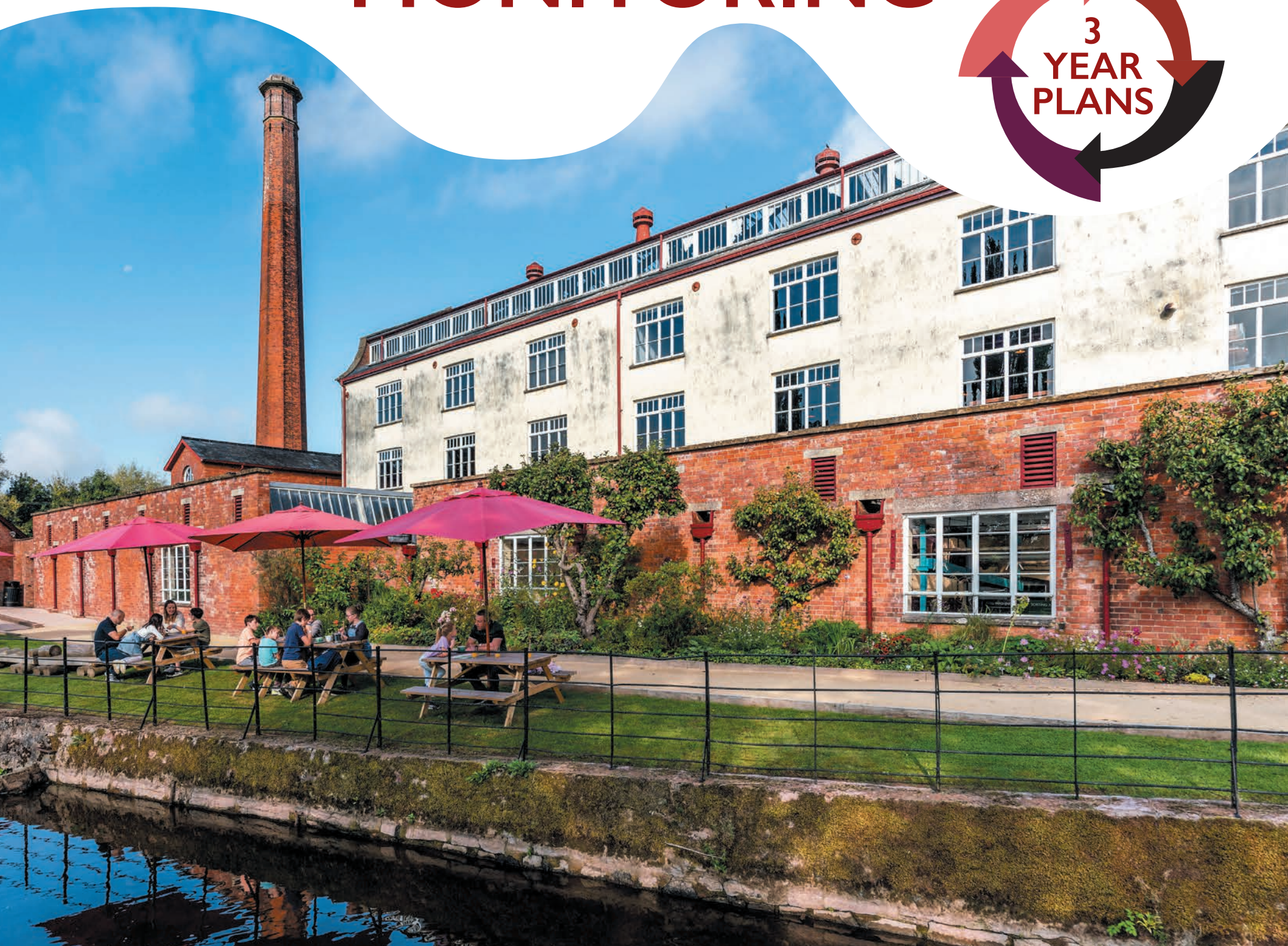
The Board of Trustees

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SUCCESS & MONITORING



We recognise our Vision is undeniably ambitious, yet we are excited by the prospect of elevating the Mill to be **a strong voice in the national conversation** and reaching wider audiences.

We also know that **success will only come if we focus our efforts and continue to deliver results** at pace.

Priorities will be set, tracked and actions reported on through a rolling **3-YEAR BUSINESS PLAN**.

DEVELOPING TALENT

Our staff and volunteers will be skilled and the generosity of those around us will be recognised. We will show our commitment by creating opportunities that help everyone achieve their full potential.

LISTENING AND EVALUATION

We will understand our existing customers and seek clarity on ways of strengthening the bond. Using research we will gain clarity on reaching more people and act to widen our audience.

BENCHMARKING PEERS

We will take part in the Association of Independent Museums and other professional organisations' annual surveys to benchmark our performance. We will learn from our peers' successes and challenges reporting our findings and performance annually.

TRACKING SUSTAINABILITY

At every opportunity we will track our impact on our environment continuing our goal of carbon neutrality, independently reviewed every two years.

DIGITAL IMPACT

Our social media footprints and digital impact will be monitored and analysed with reach reported quarterly.

MONITORING OUTCOMES

We will measure and celebrate success through a set of qualitative outcomes that are derived from the Vision and be ready to adapt to future challenges.

Have your say!

It would be great to hear your feedback and ideas on our vision – simply visit our website coldharbourmill.org.uk and let us know.

SUPPORT US

Here are just some of the ways you can **SUPPORT US**:

VISIT

Immerse yourself in heritage, discover our programme of events or join us for a coffee in the Grist Mill Café Bar.

coldharbourmill.org.uk/visit

DONATE

However big or small, your gift will help us care for and share our collections.

coldharbourmill.org.uk/donate

BECOME A MEMBER

Receive member benefits, unlimited standard entry and our regular newsletter.

coldharbourmill.org.uk/become-a-member

VOLUNTEER

Join us to make new friends and help preserve the Mill for future generations.

Email us at:

gm@coldharbourmill.org.uk

CORPORATE SUPPORT

Align your brand with us and open up team building and volunteering opportunities for your colleagues.

Email us at:

chiefexec@coldharbourmill.org.uk

SHOP WITH US

Choose from a wide range of carefully selected gifts and Mill-spun wool either in the Mill Shop or online.coldharbourmill.org.uk

ADVISE THE MILL

Become one of our advisors or trustees and help us preserve the Mill for future generations

Email us at:

chiefexec@coldharbourmill.org.uk



Become a member from **just £25** for a whole year!

Become a member!

Becoming a member is one of the best ways of supporting the Mill. From just £2.10 a month members can enjoy ...

- Unlimited **FREE** entry on static, production and steam days
- 20% off family and friends entry
- 10% discount in the Mill Shop and Grist Mill Café Bar and more.

Go to coldharbourmill.org.uk/become-a-member for more details.

Dogs Welcome!

The Grist Mill Café Bar

Enjoy ...

- Locally sourced cakes
- Fresh locally sourced light snacks and lunches
- Tea, freshly brewed coffee and speciality teas
- A selection of cold drinks, beer and wine by the glass
- River frontage
- Unlimited free Wifi
- Mill shop
- Free parking

Just 5 minutes from the M5, J27
Coldharbour Mill, Uffculme, Cullompton, Devon EX15 3EE

For latest opening times visit
coldharbourmill.org.uk/cafe

Email: gristmill@coldharbourmill.org.uk Telephone: 01884 840960

Discover more at coldharbourmill.org.uk

Coldharbour Mill, Uffculme, Cullompton, Devon EX15 3EE

Email: info@coldharbourmill.org.uk Telephone: 01884 840960 Reg Charity No: 1123386



With thanks to ...



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