

Forward Plan 2023-24

Current Environment

Woodbridge Museum is an independent museum run entirely by volunteers. It is managed by the Trustees of Woodbridge Museum CIO.

The Museum opened in 1982 on the market square overlooking the Shire Hall originally donated to the town by Thomas Seckford in the 16th century. Over the years, the visitor focus of the town moved from that area to the riverside and the shopping district. Since 2011 the Museum's visitor numbers suffered as a consequence of that trend and the Trustees decided that a better located and preferably larger building should be sought.

Through the generosity of Woodbridge Town Council, a modern, purpose-built Museum building was earmarked in an area on the riverside that was being redeveloped. The Museum is now located within the heart of the Woodbridge Historic Riverside.

Woodbridge Town Council was given the freehold of this building by the developers and in 2018 a 99-year lease was granted to the Museum at a peppercorn rent. The site is adjacent to the Tide Mill with a rich history spanning 1,000 years. The current Tide Mill was subject to an extensive refurbishment with the help of a grant from the Heritage Lottery Fund. Immediately adjacent to the Museum is the Longshed, featuring a maritime heritage initiative which seeks to faithfully construct a replica of the long boat found at Sutton Hoo immediately across the River Deben.

The new Museum is on two floors, each of approximately 125 square metres. The ground floor houses a permanent display area, a disability toilet and a small kitchen area. The upper floor includes a research studio for the collection team comprising six volunteers who undertake cataloguing and study amongst other activities.

The Museum's collections comprise approximately 7,000 objects including archaeological material, documents, paintings, photographs, domestic and industrial artefacts, costumes and books.

The Museum's Mission

The Museum will collect, conserve, exhibit and interpret the history of Woodbridge and the surrounding area. It will use its collections and other resources for the education and enjoyment of local residents and visitors to the town.

Key Aims

The objects of the Museum as set out in its 2021 CIO constitution are:

To advance the education of the public by:

- (a) The provision and maintenance of a museum in or near Woodbridge for the exhibition to the public of specimens of the fine and useful arts, ethnology, archaeology, geology, botany and natural history with particular reference to Woodbridge and the surrounding area
- (b) The extension, enhancements, conservation, maintenance and storage of the collections of the Museum
- (c) The provision of temporary exhibitions, a library, lectures and other facilities of education
- (d) The promotion of research relating to the collections of the Museum and the publications of the results thereof
- (e) The promotion of social history resources of the Museum to assist family and local history research.

Board of Trustees

During 2022-23 three trustees retired – Brian Higgs, Julian Royle and Sheena Rawlings. Three new trustees were appointed – Caroline Peeke, Andy Pritchatt and Kevin Gill.

The Museum's Accreditation mentor, Kate Riddington, resigned having taken up a new post in Brecon. A new appointment has not yet been made.

Achievements in 2022-23

Priorities in the 2022-23 Forward Plan

Since 2018 the Museum has been through a long period of upheaval during which a great deal has been achieved. 2022/23 was seen as a period of consolidation to give the Museum a firm base on which to plan future developments.

Priority	Achievement/Progress
Organisational Health	
Complete the Reaccreditation process begun in 2019 but interrupted by the Covid pandemic.	The Museum was awarded full accreditation status on 21 July 2022.
Bring the Friends of the Museum, currently a separate charity, within the umbrella of the Museum CIO.	The Friends Trustees approved unanimously the merger of the Friends with the Museum CIO. This was ratified at an AGM of the Friends on 10 March 2023.
Recruit more volunteers as stewards.	The Museum has remained open 7 days a week throughout the summer of 2022 and at weekends over the winter of 2022-23. It has been necessary to cancel only a handful of planned opening sessions during the year. A number of new stewards have come forward but more are needed.
Collections Management	
Undertake a full inventory of the collections (in accordance with Spectrum Primary Procedures).	The inventory of the collections has proved to be a slower process than anticipated. This is in part due to the adoption of a more detailed cataloguing process than originally planned and partly due to the inadequacies of cataloguing in the early days of the Museum (the 1980s and 1990s) when internet facilities were not available.

Start a detailed cataloguing project for priority areas of the collections.	This will be started when the full inventory has been completed.
Implement the recommendations of the Collections Care Audit commissioned by the Museum.	The main recommendations of the audit have been implemented. Lighting levels in the display area have been greatly reduced and are kept under constant review. An Emergency Plan was implemented in November 2022.
Users and Their Experiences	
Improve our knowledge of our user base.	This is now planned for 2023-24.
Attract more group visits, including school parties.	Adult group visits are a regular occurrence.
Maintain the high levels of visitors once the current demand for “staycations” has subsided.	Visitor numbers have increased from 16,000 in 2021-22 to 18,600 in 2022-23.
Introduce digital displays into the Museum to enhance the user experience.	Now planned for 2023-24.
Income and Finance	
Take more advantage of grant opportunities.	In November 2022 the Museum was awarded a grant by Art Friends Suffolk for the restoration of a newly donated 1883 atlas of Woodbridge.
Buildings and Facilities	
Prepare and implement a building maintenance schedule	A full review of building manuals, construction performance specifications and design constraints and opportunities has been undertaken. A maintenance schedule has been implemented.

Partnerships	
Initiate closer working with our heritage neighbours (the Longshed and the Tide Mill) including more joint group visits with our neighbours.	The Museum was represented at the inaugural meetings of the Woodbridge Historic Riverside group.

Priorities for 2023-24

Organisational Health

Complete the process of bringing the Friends of the Museum, currently a separate charity, within the umbrella of the Museum CIO.

Collections Management

Complete the full inventory of the collections (in accordance with Spectrum Primary Procedures).

Start a detailed cataloguing project for priority areas identified within the collections inventory.

Users and Their Experiences

Improve our knowledge of our user base.

More school visits are envisaged in cooperation with the Tide Mill and the Longshed.

Introduce digital displays into the Museum to enhance the user experience.

Update the Family Area.

In 2022-23 the Collections Team dealt with 36 requests for information of which 12 were passed on by stewards and 24 were received by phone or email. We intend to attract more enquiries of this nature.

Income and Finance

Take more advantage of grant opportunities.

Buildings and Facilities

Proposals for new external signs to enhance opportunities to capture passing footfall are being brought forward.

A major investment in a Solar Energy Array is being actively promoted with a view towards implementation within 2023.

Further understanding of both longer-term renewals of services and new investments in display facilities will be carried out, together with capital cost projections for future cash flow and grant implications.

Partnerships

Work with our neighbours (the Tide Mill and the Longshed) on joint initiatives such as the Easter Egg Hunt.

Finances

The Treasurer will present these separately to the Trustees.

Risk Assessment

There are two potential events which would put the implementation of the Forward Plan at risk.

The first is a major reduction in visitor numbers once the “staycation” effect of Covid wears off. This could result in a drop in income in 2023-24. The Museum has sufficient reserves to still implement the Forward Plan.

The second risk is a reduction in the number of people volunteering to steward at the Museum. Such a reduction in volunteer numbers could be mitigated by reducing the opening in the summer season from 7 days a week to say 5 or 6. This would impact on our income but we have sufficient reserves to cover that.

Action Plan 2023-24

The Action Plan is set out below. The total cost of the Forward Plan is estimated to be £34,000.

Action	Planned dates	Estimated Cost
Organisational Health		
Bring Friends of the Museum into CIO	April-September 2023	£1,000
Recruit more stewards	Ongoing	
Collections Management		
Inventory of collections	April -December 2023	
Start cataloguing project	January 2024	
Users and their Experiences		
Design and implement a survey of our visitors		
Review and enhance permanent displays	August-September 2023	
Introduce digital displays	November 2023	£1,000
Encourage more group visits	All year	
Monitor visitor levels	All year	
Income and Finance		
Apply for more grants	All year	
Buildings and Facilities		
Install solar panels on the roof	July 2023	£30,000
Introduce more prominent signage on the building to attract more visitors.	April 2023	£2,000

Partnerships		
Work more closely working with neighbouring heritage attractions	All year	
Liaise with Longshed and Tide Mill on educational plan	All year	

Policy Review Procedure

This Forward Plan was approved by the Trustees on

The Forward Plan will be reviewed annually in April by the Trustees. The next review will be in April 2024

Profit & Loss account - Year ending 31 March 2023

31/03/22			£	£	£	£	£	Budget		Notes
								Current	+/-	Next
1		Income								
2		Shop								
3	£ 9,083.12	Turnover		£ 9,997.68						
4	£ 2,855.43	Opening stock @ cost	£ 3,486.81							
5	£ 3,486.81	Closing stock @ cost	£ 8,317.45							Database stock @ 31/03/23
6	£ 631.38	Stock increase/decrease @ cost		£ 4,830.64						
7	£(5,339.92)	Stock purchases		£(8,576.98)						
8	£ 0.00	Design work		£ (700.00)						
9	£ (123.87)	Sundries		£ (128.01)						
10	£ 4,250.71	Shop profit		£ 5,423.33				£ 5,000	+	£ 5,000
11		Friends (collected for)								
12	£ 370.00	Talk entry fees	£ 1,026.00							
13	-	Day School	£ 487.50							
14	£ 35.00	Subscriptions 22 *	£ 860.00							Claiming GA on approx £500
15	£ (405.00)	Transferred to Friends account	£(2,413.50)							Card fees not deducted
16	£ 0.00	Balance		£ (40.00)				£ 0		£ 0
17		Other income								
18	£ 837.00	Donations - Gift Aided	£ 827.50					£ 900		£ 1,200
19	£ 7,046.25	Donations - Non Gift Aided	£ 7,282.51					£ 7,700		£ 7,700
20	£ 2,005.77	Gift Aid (inc Gift-Aiding Friends)	£ 2,281.49					£ 2,150		£ 2,400
21	£ 8,750.00	Grants (listed below)	£ 3,287.04					£ 0		£ 0
22	£ 625.22	Interest	£ 829.66					£ 700		£ 1,600
23	£19,304.24			£14,508.20				£11,450		£12,900
24	£23,091.34	Net income			£19,891.53			£16,450	+	£17,900
25										
26		Outgoings								
27		Fixed Overheads								
28	£ 2,318.75	Energy **	£ 3,989.06					£ 2,800	+	£ 3,000
29	£ 0.00	Water	£ 405.45					£ 200	+	£ 220
30	£ 352.35	Communications	£ 374.30					£ 400		£ 440
31	£ 507.74	WTC service charge	£ 340.60					£ 100	+	£ 500
32	£ 2,566.62	Maintenance, licences, fees ***	£ 1,445.07					£ 4,600	-	£ 2,500
33	£ 1,363.32	Insurance	£ 1,516.01					£ 1,500		£ 1,500
34	£ 3,240.00	Xfr to Property Maintenance fund	£ 3,760.00					£ 3,400	+	£ 4,000
35	£10,348.78			£11,830.49				£13,000		£12,160
36		Variable Overheads								
37	£ 177.00	Membership	£ 180.00					£ 200		£ 200
38	£ 652.34	Admin	£ 381.51					£ 600		£ 600
39	£ 483.00	Advertising	£ 90.00					£ 200		£ 200
40	£ 915.47	Curatorial	£ 5,024.24					£ 1,700	+	£ 1,700
41	£ 325.30	Acquisitions	£ 334.20					£ 1,000	-	£ 1,000
42	£ 1,456.26	New displays/literature	£ 129.42					£ 2,000	-	£ 2,000
43	£ 393.32	Equipment	£ 42.88					£ 400	-	£ 200
44	-	Parking	£ 271.00					-		£ 100
45	£ 0.00	Miscellaneous	£ 338.22					-		£ 150
46	£ 140.35	Card fees	£ 171.66					£ 200		£ 250
47	£ 4,543.04			£ 6,963.13				£ 6,300		£ 6,400
48		Phase 2 Development								
49	£ 3,843.25	Fixed assets	£ 3,693.80					£ 2,000	+	£ 2,000
50	£ 3,775.10	Infrastructure	£ 1,505.70					£ 4,000	-	£30,000
51	£ 0.00	Consultation	£ 195.40					£ 0	+	£ 0
52	£ 0.00	Incorporating Friends	£ 0.00					£ 1,000	-	£ 1,000
53	£10,887.35	Total development costs	£ 5,394.90					£ 7,000	-	£33,000
54	£10,887.35	Xfr from Development fund	£ 5,394.90					£ 7,000		£33,000
55	£ 0.00			£ 0.00				£ 0		£ 0
56	£14,891.83	Net Outgoings			£18,793.62			£19,300	-	£18,560
57	£ 8,199.51	Excess/Deficit				£ 1,097.91		£(2,850)	+	£ (660)

Grants & Donations for Specified Purposes

Ref	Date	Amount	Category	Details	Further details
J001	12/07/22	£ 1,424.76	Curatorial	AIM Grant	Collections Care Audit
J002	02/12/22	£ 150.00	Admin	Share Grant	
J003	03/02/23	£ 1,712.28	Curatorial	Atlas refurb grant	
Total		£ 3,287.04			

Notes

* Subs collected for next year (not included) £ 270.00

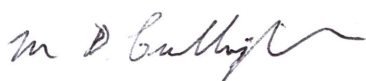
** 13 month period to 31st March

*** Lift maintenance contract fee waived. £ 555.00
(Gartec broke contract)Treasurer:
Mike CullingtonIndependent Examiner:
Richard HanleyChairman Approval:
Martin Sylvester

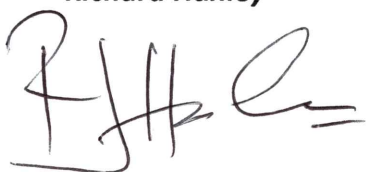
Balance Sheet - Year ending 31 March 2023

	31/03/22		£	£	£	Factor	Notes
1		Funds & Fixed assets					
2		General fund					
3	£ 36,864	Reserve B/F	£45,063.68				
4	£ 8,200	Excess/Deficit	£ 1,097.91				
5	£ 45,064	Reserve C/F		£ 46,161.59			
12		Phase 2 Development fund					ring-fenced
13	£ 80,322	Reserve B/F	£69,442.55				
15	£(10,879)	Xfr to General Fund	£(5,394.90)				phase 2 development only
16	£ 69,443	Reserve C/F		£ 64,047.65			
17		Property Maintenance fund					ring-fenced sinking fund
18	£ 6,400	Reserve B/F	£ 9,640.00				
20	£ 3,240	Xfr from General Fund	£ 3,760.00			120.5	June CPI (base: June 2019 CPI, 107.9)
21	£ 9,640	Reserve C/F		£ 13,400.00			
22		Fixed assets					
23	£ 6,259	Value B/F	£ 9,942.85				Depreciation factor since 1/2/19
24	£ 4,984	New fixed assets	£ 3,886.68				changed from 25% to 18%
25	£ (2,839)	Less depreciation	£(2,489.33)			18%	pa on value (100% if scrapped)
26	£ 8,404	Value C/F		£ 11,340.20			
27	£132,550	Sum of all funds & fixed assets		£134,949.44			
28							
29		Assets					
30		Liquid assets					
31	£ 36,716	Bank accounts	£30,607.51				
32	£ 83,769	Building society	£84,598.55				
33	£ 175	Petty cash	£ 85.73				
34	£120,659			£115,291.79			
35		Non-liquid assets					
36	£ 8,404	Fixed assets value	£11,340.20				
37	£ 3,487	Shop stock @ cost	£ 8,317.45				Database stock @ 31/03/23
38	£ 11,891			£ 19,657.65			
39	£132,550	Sum of all assets		£134,949.44			

Treasurer:
Mike Cullington



Independent Examiner:
Richard Hanley



Chairman Approval:
Martin Sylvester

