

COLCHESTER & IPSWICH JOINT MUSEUMS COMMITTEE

**TUESDAY
20 JANUARY 2015
ROOM G3, ROWAN HOUSE,
SHEEPEN ROAD, COLCHESTER
2.00 PM**

COUNCILLORS

COLCHESTER

P Smith
T Young

IPSWICH

B Rudkin
C Jones

Substitutes:
N Barlow

Substitutes:
P Smart

A G E N D A

	PART 1
1.	Apologies for Absence
2.	Unconfirmed Minutes of Previous Meeting (Pages 1 - 6) To consider the Minutes of the meeting held on 24 June 2014.
3.	To Confirm or Vary the Order of Business
4.	Declarations of Interest
5.	JMS/14/07 Performance Update (Pages 7 - 16) The Committee is asked to note the report.
6.	Presentation by the Retail Manager
7.	JMS/14/08 Completion of Annual Audit 2013/14 (Pages 17 - 20) The Committee is asked to note the publication of the audited Annual Return for 2013/14.
8.	JMS/14/09 Risk Management Process (Pages 21 - 26) The Committee is asked to review and comment on the risk register for the Joint Museum Service.
9.	JMS/14/10 Budget Update 2015/16 (Pages 27 - 30) The Committee is asked to note the current indicative position in relation to setting the 2015/16 budget for the Colchester and Ipswich Joint Museum Service and recommend the financial contributions from Colchester Borough Council and Ipswich Borough Council, to be agreed through each Council's budget setting process.

Heleen Pluck

**HELEN PLUCK
MONITORING OFFICER**

12 January 2015

Any enquiries about this meeting should be addressed to
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COLCHESTER & IPSWICH JOINT MUSEUMS COMMITTEE

MINUTES

TUESDAY 24 JUNE 2014
GRAND JURY ROOM, TOWN HALL, COLCHESTER
2.00 PM

Present: Councillors: B Rudkin (Vice-Chair), C Jones, P Smith and T Young (Chair)

1. **Election of Chair**

Resolved:

that, on the proposal of Councillor Smith and seconded by Councillor Rudkin, Councillor Young was appointed Chair for the 2014/15 municipal year.

2. **Appointment of Vice-Chair**

Resolved:

that, on the proposal of Councillor Young and seconded by Councillor Jones, Councillor Rudkin was appointed Vice Chair for the 2014/15 municipal year.

3. **Apologies for Absence**

Apologies for absence were received from Ann Hedges and Helen Pluck.

4. **Unconfirmed Minutes of Previous Meeting**

4.1. **Re: Minute 41.2** - Councillor Smith requested an update on the revised dates for the first two actions on the 2013/14 Annual Governance Statement Action Plan.

Action: Ms McGrath (Corporate Governance Manager, Colchester) to circulate an update to Committee Members.

Resolved:

that the Minutes of the meeting held on 18 March 2014 be signed as a true record.

5. **To Confirm or Vary the Order of Business**

Resolved:

that the Order of Business be confirmed as printed on the Agenda.

6. **Declarations of Interest**

There were no declarations of interest.

7. **JMS/14/01 Progress Report**

7.1. Mr Seaman (Colchester and Ipswich Museum Service Manager) reported that the Unlocked Project had been very successful, especially in terms of community engagement and accessibility of collections.

Action: Mr Seaman to circulate the external evaluation report (produced by Anne Millman Associates) to Committee Members.

7.2. Councillor Rudkin asked whether data from the Unlocked Project evaluation would fit into the State of Ipswich profile. Mr Seaman reported that the data was more qualitative than quantitative, but it would be useful as evidence to support future funding bids.

7.3. Mr Seaman reported that the Teachers' Advisory Panel had been involved in the formation of the new displays at Colchester Castle, and added that the Castle was now taking bookings from school groups up to Christmas. Councillor Smith requested that thanks be put on record for the Museums Team for delivering the Castle Redevelopment Project both on time and within budget.

7.4. Councillor Jones asked whether statistics were available for the Once Upon a Time exhibition. Mr Seaman reported that the attendance figures were detailed in the Performance Report, but added that the Central Area Committee funding had enabled a further 160 school children from 3 schools to visit this exhibition. Councillor Jones commented that it would be helpful to have a draft programme of future exhibitions, as there could be options to get more people involved through the use of other funding sources, such as Area Committee funding.

7.5. Mr Mole (Head of Community & Cultural Services, Ipswich) confirmed that the Ipswich Direct database had been used to promote the Once Upon a Time exhibition and the upcoming Tidal Margins exhibition, and added that the High Street Campus Project would be developing the 'first visitor' experience in consultation with the architect, gallery designer and museum staff.

Resolved:

that the report be noted.

8. JMS/14/02 Performance Report

8.1. Mr Seaman reported that there was still some concern about the drop in visitor figures for Christchurch Mansion, but there would be regional and national coverage for the upcoming 'Salisbury Cathedral from the Meadows' exhibit in February 2015.

Action: Mr Seaman to send the draft programme for this exhibition to Committee Members.

8.2. Councillor Smith asked whether there would be any flexibility on Colchester Castle admission prices once the initial visitor figures start to tail off, e.g. promotional offers as used by Colchester Leisure World. Mr Seaman reported that any one-off promotional offers would require Head of Service approval whereas any changes to core prices would need Portfolio Holder approval.

8.3. Councillor Jones asked whether any cross-marketing of Colchester Castle would be done via Ipswich Direct. Mr Seaman reported that cross-marketing would be considered, where sensible, to encourage broader visiting, but any marketing would be venue-based rather than for the overall Joint Museum Service. Mr Seaman added that the Friends of Ipswich Museum would still be eligible for concessionary rates for Colchester Castle admission.

8.4. Councillor Rudkin asked whether top selling retail items at Colchester Castle would be considered for the Christchurch Mansion shop. Mr Seaman reported that the new Retail Manager would give an update at the next meeting on the retail offer in the museum shops for both Colchester and Ipswich.

Resolved:

that the report be noted.

9. JMS/14/03 Draft Accounts for 2013/14

9.1. Mr Heath (Finance Manager, Colchester) reported that the Joint Committee was still classified as a 'smaller relevant body' and therefore was only required to submit the short form Annual Return and supporting statements for audit by 30 June 2014.

9.2. Councillor Smith questioned the £16,600 variance in the interest from the Albert Memorial Fund as detailed in Appendix C, and asked whether this variance would also apply next year.

Action: Mr Heath to investigate this variance and circulate the response to Committee Members.

9.3. Councillor Jones asked whether there was an opportunity for savings in relation to transport costs. Mr Seaman reported that only staff below a certain grade were paid transport costs, and this year there had been a £400 underspend.

9.4. Councillor Young asked when item H of the internal control objectives on Section 4 of the Annual Return would be addressed.

Action: Ms McGrath to investigate and circulate the response to Committee Members.

Resolved:

that the pre-audit accounts for 2013/14 be approved so that the Annual Return can be submitted for audit by the statutory deadline of 30 June 2014.

10. JMS/14/04 Annual Governance Statement 2013/14

10.1. Ms McGrath reported that three significant internal control issues had been identified as a result of this year's governance review and an Action Plan for 2014/15 had been provided to address these issues.

10.2. Councillor Smith highlighted that the proposed due date for issues 2 and 3 should be March 2015.

Resolved:

- (i) that the 2013/14 Annual Governance Statement for Colchester and Ipswich Joint Museum Service be approved;**
- (ii) that the positive completion of Section 2 of the Annual Return for 2013/14 be agreed;**
- (iii) that the actions highlighted in the statement, which are required to ensure that the service continues to provide appropriate and cost effective services, be agreed.**

11. JMS/14/05 Annual Review of Risk Management

11.1. Ms McGrath reported that there had been no significant changes to the Risk Management Strategy during this year's review, and invited feedback on the draft Joint Museum Partnership Strategic Risk Register. The following changes were requested:

- Risk 1.1 – this should be removed as substitutes were permitted on the Joint Committee
- Risk 1.3 – the updated score of 2x5 was agreed as a change in political will was considered less likely but of greater impact should it occur
- Risk 1.5 – this was considered to be more of an 'operational' risk than 'strategic' risk and should therefore be moved to the Operational Risk Register instead
- Risk 1.7 – this risk had been added following the theft of Rosie the rhino's horn, but despite the loss, the overall outcome had not proved to be negative, so this risk was not considered to be significant and should therefore be removed

- Risk 1.8 – the additional text added to the ‘Controls’ needed to be reworded as ‘to ensure that core functions are self funding’ did not reflect that both authorities were required to contribute to the Joint Museum Service core funding
- Risk 1.9 – score to be revised to 4x4 to better reflect the impact relating to a loss of external funding

Resolved:

- (i) **that the Risk Management Strategy for 2014/15 be endorsed;**
- (ii) **that the draft Joint Museum Partnership Strategic Risk Register be updated in light of the comments made.**

12. JMS/14/06 Internal Audit Findings 2013/14

12.1. Ms McGrath reported that Internal Audit reporting would fall within her remit in the future. Ms McGrath highlighted that in Appendix 2, the Assurance rating should have been listed as ‘Substantial’ (not Limited) as detailed in paragraph 3.1 of the covering report. Ms McGrath reported that three priority level 2 recommendations had been made, all of which had been highlighted in previous years.

12.2. Councillor Smith commented that as 2 of the 3 recommendations were already being addressed, it had been a good achievement to progress from the 7 recommendations raised last year down to just one outstanding recommendation this year.

Resolved:

that the report be noted.

The meeting closed at 3.19 pm

Chair

Colchester and Ipswich Museum Service Joint Committee			Item 5
JMS/14/07	20 January 2015		
Report of	Colchester and Ipswich Museum Manager	Author	Bill Seaman, ☎ 01206 282931
Title	Colchester and Ipswich Museum Service: Performance Update		

This report summarises performance for the period from April to December 2014 for Colchester and Ipswich Museum Service.

Performance Summary

Overall general visitor numbers and income are close to or exceeding targets set across the museums venues and all venues apart from Colchester Natural History Museum are still forecast to meet year end targets.

Schools are the exception and a key factor impacting on performance in this period is the change to the National Schools Curriculum. Initially uncertainty impacted on pre-term booking and then the final confirmation has resulted in Romans and Egyptians remaining in the National Curriculum while Tudors and Victorians have been removed. This has had a significant impact on schools visits and bookings for Christchurch Mansion.

Performance and progress for each of the Museum Venues has been detailed below.

1.0 Colchester Castle

- 1.1 Performance for the Castle continues to be strong across the board. Details are included in Table 1.
- 1.2 A large, 1.5 metre square, model of the Castle as it would have appeared at the time of the visit of Henry II and Thomas Becket in 1157 is now in place completing the displays on the ground floor.
- 1.3 Peel Heritage have continued to develop and deliver digital app content and roll out. This has included additions to the app focussed on the Castle which well over three thousand visitors have viewed on digital tablets available to hire at reception. The second phase of the app work is currently in preparation to cover the town's wider heritage and will be available to download in a variety of formats.
- 1.5 Border Signs and Graphics are in the process of manufacturing signs that will interpret Colchester's significant Roman and Medieval monuments such as Gosbecks and St Botolph's Priory. The signs are in the style of the ones already in position at Duncan's Gate and Balcerne Gate on the Town Wall.
- 1.6 The Castle has won the final of the Best Large Attraction for the 2014 Essex Tourism and Hospitality Awards and will now progress into the National competition. Additionally, Primary Times readers have voted Colchester Castle the Best Family Friendly Museum in Essex.

Table 1: Colchester Castle Comparative visitor and income data for Q1 to Q3: April – December 2014

Q1-3	Total Visitors	School	Visitor income	School income	Tours income	Hiring income	Retail income	Total income
2014-15 target	77,458	11,448	£250,614	£33,454	£9,732	£6,764	£51,477	£352,040
2014-15 actual	83,662	13,040	£287,919	£53,440	£14,531	£21,998	£72,072	£449,960
% of target	108%	114%	115%	160%	149%	325%	140%	128%

1.7 Visitor numbers since 2007 were declining from 82,000 down to around 67,000 (first three quarters figures) before the closure in 2013/14. Schools visits were similarly reducing from 12,396 to 11,624 over the same 6 year period.

Since re-opening on 2 May the £4.3m investment, as expected, has reversed the fortunes of Colchester Castle. Performance is strong against all targets. We are set to exceed the HLF target of 110,000 visitors in the first 12 months and we have already achieved 84% of total visitors expected in 2014-15 and 101% of total income.

1.8 Schools have not been put off by the long closure period. Importantly, Romans and Normans remain in the National Curriculum at Key Stages 1 and 2. Bookings from June onwards have been strong and growing. Feedback from those schools that have visited has been very positive.

1.9 October half term was a very busy week in the Castle with nearly 150 visitors taking part in the 'timeless mosaic' activity, creating a mosaic based on the time periods interpreted in the Castle's new displays. The resulting mosaic was displayed in the Castle until early December for all visitors to enjoy.

1.10 The 'Christmas at the Castle' event on 10 December was attended by 2,857 visitors with 331 children visiting Father Christmas. Many positive comments were received on the night.

2.0 Colchester Hollytrees Museum

Table 2: Comparative visitor and income data for Q1 to Q3: April – December 2014

Q1-3	Total visitor	Schools	Schools income	Events income	Total income
2014-15 target	24,769	1,193	0	£1,000	£1,000
2014-15 actual	58,424	1,248	£3,380	£1,466	£4,846
% of target	236% *	105%	~	147%	485%

* Total number of visitors entering Hollytrees

2.1 Visitor numbers for Hollytrees for the first three quarters have averaged around 26,000 per year over the last 3 years. School numbers have reduced from 1300 to around 1200

over the same period. Historical comparisons from 2014 will no longer be valid with the move of the Visitor Information Centre to Hollytrees. This year will establish a baseline for following years.

- 2.2 There has been a decline in the number of pre-booked schools sessions because the Victorians are no longer on the National Curriculum and also as the new arrangements with the VIC are established. However, the decline has been offset by a rise in schools taking a general visit as a number of schools visiting the Castle stop off at Hollytrees on their way back to their coaches.
- 2.3 'House detectives' at Hollytrees brought Victorian characters to the fore, allowing visitors to get behind the names of people who lived here. They could help the cook, meet the butler and even experience Victorian photography.

3.0 Colchester Natural History Museum

Table 3: Comparative visitor and income data for Q1 to Q3: April – December 2014

Q1-3	Total visitor	Events income	Retail income	Total income
2014-15 target	26,738	£1,850	£4,866	£6,716
2014-15 actual	19,843	£2,730	£4,682	£7,428*
% of target	74%	148%	96%	111%

* - includes £16 of schools income

- 3.1 Visitor numbers at Colchester's Natural History Museum hit a high last year at 32,976 up from 27,230 the year before. It is thought this increase was due to the Castle being closed and with its re-opening this year visitor numbers at the Natural History Museum have fallen back to being closer to previous years' averages.
- 3.2 Retail is performing well especially given low visitor number reduction. A successful series of Summer events has been a factor in total income being 11% over target.
- 3.3 The 'Nature's Theatre' programme over five Wednesdays at the Natural History Museum attracted about 600 visitors who enjoyed interacting with live animals. The accompanying 'Wild Craft' programme on Thursdays in July and August allowed families to work together on their artistic creations.

4.0 Ipswich Museum and Art School

Table 4: Comparative visitor and income data for Q1 to Q3: April – December 2014

Q1-3	Total visitor	Schools	Schools income	Events income	Hiring income	Retail income	Total income
2014-15 target	33,120	3,750	£4,125	£2,250	£375	£16,049	£22,799
2014-15 actual	33,579	2,689	£7,382	£2,307	£584	£17,231	£27,505
% of target	101%	72%	179%	103%	156%	107%	121%

- 4.1** Ipswich Museum's overall visitor figures are on target for this year and income is ahead of target.
- 4.2** **Schools numbers** at Ipswich Museum have been below target (59%) in the first two quarters. This has reflected uncertainty over what would be in the new National Curriculum leading to a pause in bookings. However, numbers for the autumn term were stronger now that schools know Egyptians remain in the National Curriculum and Q4 figures should continue to recoup some of the lost ground.
- 4.3** **First World War at Ipswich Museum**
This refresh of the existing 'Ipswich at War' gallery at Ipswich Museum was undertaken in conjunction with local expert Taff Gillingham and commemorates the outbreak of the Great War. The display includes the painting by Fred Roe of the '4th Suffolks at Neuve Chapelle, 1915' and a pair of boots once owned by Field Marshal Lord Kitchener.
- 4.4** **'A Shadow over the Earth'**
This temporary display at Ipswich Museum is about the life and death of the Passenger Pigeon and was curated by the University of Michigan Museum of Natural History. It is a contribution to Project Passenger Pigeon, a year-long commemoration of the centenary of the extinction of this remarkable bird.
- 4.5** **'The Unreturning'**
This performance piece on 2 August by the Ipswich-based community theatre group CO.HERE Arts took inspiration from local stories and museum collections linked to the First World War. The piece immersed the audience in an interactive performance of music, drama, physical theatre and dance. A total of 83 people attend across 3 performances.
- 4.6** **Summer Holidays**
There was an active recruitment of volunteers to support the summer holiday programme. The ten volunteers showed great commitment, enthusiasm and initiative, and have been highly praised by colleagues and visitors alike. All of the volunteers had a really positive and well co-ordinated experience and many helped again in the autumn/winter programme.
- 4.7** **Ipswich Museum and Art School autumn events**
Half-term attendance at the Ipswich venues was very encouraging, thought to be as a result of using the Ipswich Direct email and text messaging system. During two days of 'Bone Zone', volunteers supported the learning team to engage 110 children and adults with the natural history collection. The sessions encouraged positive parenting by enabling parents to be the experts in the eyes of their children. Following a successful partnership over the summer, the 'Touching the Tide' project funded five further artist-led sessions in October, which formed the museum's Big Draw offer. These free sessions were attended by 394 children and adults who contributed their artistic responses to the collections which link to the sea and the coast. The themes of 'birds', 'fish', 'boats' and 'cultural exchange' were explored and the results are currently displayed around the balcony in the main Victorian gallery. They are testament to the rich and varied conversations and collaborations which resulted from this opportunity.
- 5.0** **Ipswich Arts and Museums project**
- 5.1** Work is continuing on the project and funding bid and approval to submit a funding bid to HLF will be sought from IBC's Executive in early 2015.

6.0 Ipswich Art School

Table 5: Ipswich Art School comparative visitor data for Q1 to Q3: April – December 2014

Please note that income is included in the figures for Ipswich Museum

Q1-3	Total visitor	School admission
2013-14	5,483	443
2014-15 target	6,400	500
2014-15 actual	5,449	309
% of target	85%	62%

6.1 **Tidal Margins** closed on 14 September 2014 and was the most successful exhibition in terms of sales that has ever been held in the Ipswich Art School. Items of artwork, books and jewellery were sold with a total value of £4,896. This popular exhibition has helped towards our challenging visitor numbers for the period. Figures are on a par with performance in 2013-14 but slightly behind the targets set for this year.

The exhibition was supported by a series of six workshops for young people, including print making, drawing and painting, funded by the 'Touching the Tide' project with support from the Heritage Lottery Fund. An adult creative workshop programme of seven events in June and July covered three areas of activity: Wire Bird Sculptures, Creative Writing and a Textile Masterclass, each involving 8 participants. There were also two lectures to accompany the exhibition: on 7 August former Ipswich Geology curator Bob Markham explored the geological composition of the coastal landscape and on 4 September Professor John Mack of the University of East Anglia looked at the cultural significance of the sea.

The six Family Art Room events that took place during July and August were very popular. Many of the workshops were full to capacity, attracting up to 44 participants per day.

7.0 Christchurch Mansion

Table 6: Comparative visitor and income data for Q1 to Q3: April – December 2014

Q1-3	Total visitor	School admission	Schools income	Events income	Hiring income	Retail income	Total income
2014-15 target	45,640	3,900	£3,500	£770	£9,700	£13,998	£27,968
2014-15 actual	41,510	992	£2,016	£1644	£12,394	£11,819	£27,872
% of target	91%	25%	58%	214%	128%	84%	100%

Table 7: Trend data for the last 6 years

Q1-3	Total visitor	School admission
2008-09	46,194	3,179
2009-10	56,748	3,725
2010-11	49,592	3,756
2011-12 (Mondays closed)	49,798	3,916
2012-13 (Mondays closed)	47,100	3,843
2013-14	43,599	3,183

- 7.1 Overall visitor figures for Christchurch Mansion are close to target and total income is on target; however there has been a sharp decline in school visits owing to a combination of factors. Uncertainty over the contents of the new National Curriculum was followed by confirmation that both the Tudors and Victorians (the two main schools packages at Christchurch Mansion) have been removed. This has had a dramatic impact and while Toys and Homes remain in the National Curriculum schools are not able to incur the cost of coach hire for what are only half day sessions. We are working with our schools partners and reviewing the packages available in order to offer an attractive full day session which will encourage schools to come back to the Mansion despite the loss of the Tudors and Victorians from the Curriculum.
- 7.2 Aspire which opens in February and runs throughout the rest of 2015 will be a catalyst for the development and delivery of schools sessions on Art and Literacy. This will boost schools numbers. A series of related events will also be delivered during the school holidays. In response to the National Curriculum changes, there is much school activity planned around the display of Constable's painting '*Salisbury Cathedral from the Meadows*' during 2015. There are plans to focus schools sessions on developing children's skills around deconstructing a painting, developing creative responses to the art work and the career of the artist. This offers the potential to explore a stream of work which involves working across the entire spectrum from early years to A Level.
- 7.3 **'Obscure Secure'**
This display in the Wolsey Art Gallery uncovers work by eleven women artists of the 20th century in the Ipswich collection and exhibits it together with paintings by three contemporary artists: Claudia Böse, Hayley Field and Jacqueline Utley. The title 'Obscure Secure' is a reference to 'The Hawkstead Panels' which were probably painted by Lady Drury around 1610 and are on permanent display at Christchurch Mansion.
- The display opened on 6 September and closes on 18 January 2015, and was in receipt of 'Grants for the Arts' funding from Arts Council England. Up to the end of December 2014 a total of 4666 people, including 3620 adults and 1046 children, visited the display. A series of talks and workshops associated with the display have so far engaged 386 people, including 355 adults and 31 children.
- 7.4 The 'Victorian Christmas' event at Christchurch Mansion on 12th December 2014 welcomed a record number of 1,840 visitors which is up to 500 more than the equivalent events in recent years. This highlights the potential for special events like this to be developed further.
- 7.5 A People's Choice display is on show in the Great Hall at Christchurch Mansion. The first object to be selected by the public was a Brown bear which was previously located in the entranceway at Ipswich Museum. This was chosen by James Marston of the East Anglian

Daily Times. A public competition to choose an object from the Ipswich Museums collections will take place at regular intervals throughout the year.

8.0 Aspire Project at Christchurch Mansion

- 8.1 John Constable's *Salisbury Cathedral from the Meadows* (1831) was secured for the British public through grants from major funders, including the Heritage Lottery Fund (HLF). Aspire is a five-year partnership project between Tate Britain, National Galleries of Scotland, National Museum of Wales, Salisbury Museum and Christchurch Mansion (CIMS), supported by HLF and the Art Fund, which will enable this work to go on almost constant view at these venues.
- 8.2 In 2015 the work will be displayed in Christchurch Mansion, in the context of the Ipswich Borough Council collections and other works on loan from Colchester, Tate and V&A Museums, alongside an inspiring programme of activities enabling audiences of all ages to enjoy and learn more about the work of John Constable.
- 8.3 This programme has commenced with the recruitment of a trainee to assist with and learn about the management of collections and learning activities at Ipswich museum venues. There will be early years sessions designed to introduce under-5s and their families to Constable and the development of a core KS2 offer for primary schools developed with the Teachers' Advisory Panel. For young people there will be an Artist Career pilot project with a local FE provider, such as Suffolk One, and for adults there will be art classes and an evening talk. There will be activities and events for families and other core visitors while volunteer guides will be given training on the new works on display. New resources will be made available to enable better access for people with disabilities. Lastly support will be provided to a national research programme that will introduce new ways in which Constable can be interpreted to wider audience.
- 8.4 The museum Retail Officer is already working with the Tate and other Aspire project partners on a range of merchandise to boost shop sales in the final quarter of this year and throughout next year.

9.0 Exhibition at Nanjing Museum 2015

- 9.1 The Museum Service is arranging an exhibition on the theme of Georgian life in England to go on display at Nanjing Museum in China during 2015. It is intended that the exhibition draws on the collections at both Colchester and Ipswich.
- 9.2 The exhibition is part of the agreement signed at the time of the 'Treasures of China' exhibition at Colchester Castle in 2012 for there to be a reciprocal exhibition to be held at Nanjing Museum. Both exhibitions build on the economic, educational and cultural relationship established with Jiangsu Province in China over the last 25 years.
- 9.3 A group of students from Nanjing will be hosted by Essex County Council from 8 to 14 February 2015. As part of their visit they will come to both Colchester and Ipswich to view selected items destined for the Georgian Life exhibition in Nanjing. This will parallel the visit by students from Colchester to Nanjing in advance of the 'Treasures of China' exhibition in 2012.
- 9.4 The exhibition will run from late 2015 until early 2016.

10.0 Colchester Collections Centre

10.1 Staff are engaged in workstreams to develop the concept drawings, calculate capital costs, draft an initial business case and create a funding package for a new Museums Collections Centre (working title). This will be located in the St Botolph's regeneration area on the site of the old bus station and adjacent to firstsite and the new Creative Business Centre.

The main elements of the project are:

- Relocation of key historical and archaeological items from the current Museum Resource centre to create accessible public facing displays together with the ability to view restoration and conservation work in progress through flexible spaces and glass walls.
- Development of digital experiences within the centre which can provide virtual environments linked to the collections.
- Develop an onsite teaching facility with local University partners which can be used to provide a unique experience for research and vocational learning.
- Contribute to the development of the cultural quarter in Colchester and support the arts and heritage led regeneration of the locality.

11. Acquisitions

11.1 There have been a number of recent acquisitions at Colchester, including a Late Bronze Age hoard (1200BC – 700BC) from Burnham on Crouch, comprising 214 pieces of bronze plus fragments of the pottery vessel in which they were buried, and the photographic archive from Newsquest [Essex] Ltd, publishers of the Essex County Standard and Colchester Gazette, which focuses on Colchester places and themes.

11.2 Some notable new acquisitions at Ipswich include an Anglo-Saxon gold and garnet mount from Woodbridge, a Treasure item purchased using funds from the Friends of the Ipswich Museums, and a watercolour entitled 'The Brook at Playford, 1935' by Geoffrey Buckingham Pocock, the husband of fellow artist Anna Airy, and which was also purchased with the support of the Friends.

11.3 Ipswich Borough Council successfully bid at auction for four works by local artist Leonard Squirrel (1893-1979) for the Ipswich art collection. These are three etchings – 'Flatford Mill', 'View from The Ostrich Inn, Ipswich', 'A Little Black Barn in Suffolk' (Birds Farm, Westerfield) – and a watercolour of Flowton Church, Suffolk. These will go on temporary display in Christchurch Mansion in the New Year.

11.4 A major recent acquisition for the Ipswich art collection has been an oil sketch by John Constable (1776-1837) entitled 'A Lime Kiln'. Painted between Dedham and Stratford St. Mary in 1815 or 1816, this view of the river Stour comes from relatively early in Constable's career when he was recording the Suffolk landscape. It will form an integral part of the major bicentenary celebrations in 2015 to mark 200 years of Ipswich's most significant paintings by Constable, the 'Flower and Kitchen Gardens'. The celebrations in 2015 will generate new knowledge and ideas about Constable that can be shared with the wider community to raise the profile of the artist and ensure the collection's continued relevance. It is also directly linked to the Aspire Project which will see Constable's 'Salisbury Cathedral from the Meadows' displayed at Christchurch Mansion during 2015.

12.0 Collections Care and Management

- 12.1 Preliminary conservation is being undertaken on the Fenwick Hoard, a collection of Early Roman jewellery and coinage found at the Williams and Griffin Department Store in Colchester High Street. The finds were removed from the soil block in the Colchester Conservation Lab by Museum Service conservation staff revealing further details about the make-up of the hoard. It has now been confirmed that it contains five gold rings, two pairs of gold ear-rings, a gold bracelet and three silver armlets, and the remains of a silver chain.
- 12.2 The CIMS collections management software has been upgraded in both Colchester and Ipswich resulting in a state of the art system giving easier access to the data for both museums staff and researchers. Ultimately this will allow the museum collections in both towns to be put on-line.
- 12.3 A collections survey is underway to document and photograph the objects and specimens on display in Ipswich Museum. This is essential to inform and facilitate the delivery of new displays and give greater access to the Ipswich Museum collections as part of the major redevelopment work.
- 12.4 Two skills for the Future trainees have now completed their year-long placements with the Museum Service funded by the Heritage Lottery Fund. During their time at Ipswich and Colchester they have contributed to many projects, including the digitisation of the archive of Basil Brown, the archaeologist who discovered the Sutton Hoo ship burial, currently deposited with the Suffolk Record Office. Both have achieved the nationally recognised ACTQ (Conservation) qualification awarded by the Institute for Conservation.

13.0 Loans

- 13.1 Two paintings in the Ipswich art collection – *William Wollaston (1730-1797) c. 1759* by Thomas Gainsborough and *The Mill Stream* by John Constable – have returned from the Fondazione Roma Museo in Rome and have been put back on display in Christchurch Mansion. The Elephant Bird eggshells have returned from the 'Wonder of Birds' exhibition at Norwich Castle Museum where they were used to create a full size reconstruction.
- 13.2 Several loan requests have been received and approved by the Ipswich Borough Council Executive in recent months. These are as follows: St Albans Museum for 25 Egyptian artefacts; Holburne Museum, Bath for 'Girl on a Sofa', by Philip Wilson Steer; Dunwich Museum for the Dunwich medieval town seal; Ipswich Maritime Trust for three Tudor carved timbers and the National Horseracing Museum, Newmarket for 'The Hawking Party' (c. 1700) by Jan Wyck. These loans are for temporary exhibitions in 2015 and subsequent years.

Colchester and Ipswich Museum Service Joint Committee			Item 7
JMS/14/08	20 January 2015		
Report of	Treasurer to the Joint Museums Committee	Author	Steve Heath ☎ 282389
Title	Completion of Annual Audit 2013/14		

**This report confirms the completion of the audit process for
2013/14**

1. Action required

- 1.1 To note the publication of the audited Annual Return for 2013/14.

2. Supporting information

- 2.1 The pre-audit draft accounts for the financial year 2013/14 were presented to this Committee on 24 June. The accompanying report gave information on the major items affecting the 2013/14 accounts.
- 2.2 The Annual Return for 2013/14 was signed by the auditor on 25 September 2014. This confirms an unqualified opinion.
- 2.3 The Auditor has highlighted that the 'Total cash and short term investments' figure (section 1; box 8) should be amended to include petty cash balances. This is a change to the previous approach, and the amended figures are shown in **Appendix A** to this report. This does not affect the Auditor's opinion, and the Auditor does not raise any other matters for the attention of the Joint Committee.

3. Financial implications

- 3.1 The publication of the audited return and Notice of Conclusion of Audit meet a statutory requirement for financial reporting and is an important part of the process to demonstrate accountability in the use of public funds.
- 3.2 The fee for the audit of the 2013/14 Annual Return is £2,400. This is within the budgeted amount.

4. Publicity considerations

- 4.1 The Notice of Conclusion of Audit and the Annual Return have been published on the Colchester Borough Council website. Details of the notice and the Annual Return have been made available to partners.

5. Other standard references

- 5.1 Having considered consultation, equality, diversity and human rights, health and safety and community safety and risk management implications, there are none that are significant to the matters in this report.

Background Paper

	Original 31-Mar-14	Amended 31-Mar-14
1 Balances brought forward	(42,054)	(42,054)
2 Income from local taxation and/or levy	1,944,799	1,944,799
3 Total other receipts	956,754	956,754
4 Staff Costs	1,713,112	1,713,112
5 Loan interest / capital repayments	0	0
6 All other payments	1,174,155	1,174,155
7 Balances carried forward	(27,768)	(27,768)
8 Total cash and short term investments	(232,191)	(230,139)
9 Total fixed assets and long term assets	0	0
10 Total borrowings	0	0
Reconciliation between Box 7 and Box 8		
7 Balances carried forward	(27,768)	(27,768)
Less Debtors	(213,495)	(213,495)
Payments in advance	0	0
Petty cash	(2,052)	
Stock	(22,877)	(22,877)
Add Creditors	30,067	30,067
Receipts in advance	3,933	3,933
8 Total cash and ST investments	(232,191)	(230,139)

Colchester and Ipswich Museum Service Joint Committee		Item 8
JMS/14/09	20 January 2015	
Report of	Treasurer to the Joint Museums Committee	Author Hayley McGrath ☎ 01206 508902
Title	Risk Management Process	

This report provides the committee with details of the current risk register for the Joint Museum Service.

1. Decisions Required

1.1 To review and comment on the risk register for the Joint Museum Service.

2. Introduction

2.1 The purpose of this report is to provide the committee with an opportunity to review the current key risks faced by the service and the effectiveness of the control actions.

3. Background

- 3.1 Risk Management is the control of business risks in a manner consistent with the principles of economy, efficiency and effectiveness. It is an essential corporate governance process that ensures that both the long and short term objectives of the organisation are achieved and that opportunities are fully maximised.
- 3.2 Risk Management is not about eliminating risk, as this would limit the ability of the service to develop and deliver its ambitions. Its purpose is to recognise the issues that could effect the achievement of objectives and develop actions to control or reduce those risks.
- 3.3 It is essential that the service operates an effective risk management process which provides an assurance to all partners, including potential funding bodies, that it is being properly managed. As required by each partners own code of corporate governance.

4. Outline of the Risk Management Process

- 4.1 An effective risk management process is a continuous cycle of identification, controlling, monitoring and reviewing.
- 4.2 For the Joint Museum Service this is governed by a strategy for managing risk that sets out the roles and responsibilities of the joint committee and officers. It also defines the types of risk, the processes to be followed and the review arrangements.
- 4.3 The main document is the risk register which captures details relating to both strategic and operational risks and the actions to be undertaken to control those risks. The Strategic Risks for the joint service are reported at least twice a year to the joint committee.

5. Review of the Risk Register

- 5.1 The current strategic risk register is attached at appendix 1, and the score matrix at appendix 2. The register was reviewed by management in December 2014.
- 5.2 It can be seen the economic climate continues to be the biggest risk factor to the service with the highest ranking strategic risks being:
- Impact of reduced resources.
 - Changes in funding arrangements by partners.
 - External funding arrangements being reduced or withdrawn
- 5.3 The operational risks are managed by the service and currently the highest operational risk is related to the potential of a significant fall in visitor numbers. It is suggested that the financial impact of this risk is considered in relation to strategic risks outlined in 5.2 above.
- 5.4 It is requested that the committee reviews the risks to ensure that they are satisfied that they still reflect the issues faced by the service and that they are appropriately scored.

6. Conclusion and Recommendations

- 6.1 Members are asked to agree the strategic risk register for the period January to June 2015, subject to any requested amendments.

7. Standard References

- 7.1 Having considered consultation, equality, diversity and human rights, community safety, health and safety and risk management implications, there are none that are significant to the matters in this report.

Attached Papers:

Appendix 1 – Draft risk register January 2015

Appendix 2 – Risk Matrix January 2015

RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Prev Score	WORKINGS
1.2	Due to financial constraints one of the partners changes their funding arrangements for the partnership	Decrease in service provision / failure of the partnership	Full understanding of current partnership agreement in both Authorities and benefits of the partnership. Transparency and joint agreement of CIMS budget setting process. A jointly lead review of Joint agreement is also in progress.	Chief Operating Officers – Colchester & Ipswich	June 2015	12		3x4
1.3	A change in political administration, or other circumstances, leads to a partner withdrawing from the partnership.	The partnership fails and external funding is lost or needs to be repaid	Continue to evaluate the strategic direction of the service and ensure that the benefits of the joint arrangement are highlighted.	Chief Operating Officers – Colchester & Ipswich	June 2015	10	12 (3x4)	2x5
1.8 Page 23	External funding opportunities are not realised due to lack of resources, ambition or changes to eligibility criteria.	Maintaining the Service with Core Authority funding alone will limit improvements, innovation and income, where applicable. The reputation of the service suffers due to lack of investment and ability for growth and visitor numbers and experience could be impacted across the venues.	The eligibility criteria for funding should be regularly reviewed and assessed. Good communication should be maintained with funding bodies. Embed the new structure and work closely with Local Authorities to realise ambitions, with clear priorities and linked resources.	Head of Community Services, Colchester & Head of Community & Cultural Services, Ipswich	June 2015	12		4 x 3
1.9	Delivery impacted by reduced resources, but continued increase in priorities and ambition.	Service delivery declines and opportunities are missed. Leading to a loss of confidence in the service. Negative effect on staff morale and reduced staff support for service. Reduced visitor experience and impact on income.	New structure to provide more venue focussed management and clarity of priorities. Review of service and deliverables within new funding constraints. Regular and clear performance management arrangements in place for venues, with monitoring and review steps in place for both staff and venue performance.	Head of Joint Museums Services & Ipswich and Colchester Museums Managers	June 2015	16	12 4 x 3	4 x 4

Removed Risks

- Risk 1.1 – Only 1 out of 2 executive members (from either authority) attends a meeting – removed Jun 14
- Risk 1.4 – Ineffective communication with the service and /or between partners - removed Jan 14.
- Risk 1.5 – Poor working relationship between managers and their teams – removed Jun 14
- Risk 1.6 – Lack of partnership support for shared targets – removed Dec 14
- Risk 1.7 – Loss of reputation through negative incident – removed Jun 14

IMPACT TABLE

	Very Low	1	Low	2	Medium	3	High	4	Very High	5
PROBABILITY	<10%		10 – 25%		25 – 50%		50 – 75%		>75%	
Impact	Minimal - no interruption to service delivery < £10k		Minor - temporary disruption to service delivery £11k - £25k		Significant - interruption to part of the service £26k - £75k		Severe – full interruption to service delivery £76k - £100k		Catastrophic – complete service failure £100k<	

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Minimum Score = 1

Maximum Score = 25

Low risk = 1 – 4 Medium Risk = 5 – 11 High Risk = 12 – 25

Appendix 2

COLCHESTER & IPSWICH MUSEUM SERVICE

RISK MATRIX JANUARY 2015

Low Risks	Medium Risks	High Risks
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Scoring 1-5

Risk Tolerance Line

Probability of Occurrence	5 Very High					
	4 High			8	9	
	3 Medium				2	
	2 Low					3
	1 Very Low					
		1 Very Low	2 Low	3 Medium	4 High	5 Very high
Severity of Impact						

Risks Removed

- 1.1 – Only 1 out of 2 executive members (from either authority) attends a meeting – removed Jun 14
- 1.4 - Ineffective communication within service and/or inbetween partners - removed Jan 14
- 1.5 – Poor working relationship between managers and their teams – removed Jun 14
- 1.6 – Lack of partnership support for shared targets - removed Dec 14
- 1.7 – Loss of reputation through negative incident – removed Jun 14

Colchester and Ipswich Museum Service Joint Committee		Item 9
JMS/14/10	20 January 2015	
Report of	Colchester and Ipswich Museum Manager	Author Bill Seaman ☎ 01206 282930
Title	Budget Update for Colchester & Ipswich Museum Service	

1.0 Summary & Content

- 1.1 This report provides a brief budget update for 2014/15.
- 1.2 The report also summarises the current indicative position in relation to setting the 2015/16 budget for Colchester & Ipswich Joint Museum Service and recommended financial contributions from Colchester Borough Council (CBC) and Ipswich Borough Council (IBC), to be agreed through each Councils budget setting process.

2.0 2014/15 Budget

The total CBC and IBC budget contribution to Colchester and Ipswich Museum Service for the year 2014/2015 was agreed as £1,417,200, as shown in Table 1 below.

Table 1 - Budget	2014/15
Expenditure	2,184.8
Income Venues	(553.6)
Income Grants & Other	(214.0)
Total Net Cost	1,417.2
Funded by:	
Contribution IBC	769.7
Less Loan Repayment (Year 1)	(22.0)
Less Town Hall Exp	(22.0)
Inflation, Pay, Pension	34.3
Total Contribution IBC	760.0
Contribution CBC	647.6
Less Loan Repayment (Year 1)	(22.0)
Inflation, Pay, Pension	31.6
Total Contribution CBC	657.2
Total Contributions	1,417.2

Overall income levels are set at £553,600 for the year. Nearly £450,000 of this income is directly linked to the newly re-furnished Colchester Castle which opened in June 2014.

With the closure of the Castle in 2013/14 and loss of income both CBC and IBC increased their contributions by £67,000 for the year of closure. This amount is now being paid back over three years so the budget includes the first year of this loan repayment, a total of £44,000.

The Joint Service started the budget year with a deficit of -£42,000 against the agreed operating levels of +/- £100k, an improvement on the position a year earlier. This was a positive position given the challenging new budget base and loss of £800,000 Arts Council funding and reflects the efficiencies required to stay within agreed operating budgets.

3.0 Progress to date

3.1 Expenditure: Spend against budget it currently being reported on target by account holders.

3.2 Income: As stated above the main income stream is from Colchester Castle and at the half year stage performance was good and ahead of profile. The Performance update report picks up the detailed information around income for each of the venues.

3.3 Savings: £800,000 reduction in budget through loss of Arts Council funding was managed by a review and restructure of the service and its priorities. To provide resilience and help balance future budgets a further restructuring of museum staff is now in the final stages. It is anticipated that this will result in a further reduction of 4 roles within the joint service (some of which have been held as vacancies) and £69,000 less expenditure on staff in comparison to making no changes. Any redundancy costs resulting from the current restructure will be shared equally between IBC and CBC.

4.0 2015/16 Budget

4.1 Summary of 2014/15 Budget recommendations are as follows:

- That the total CBC and IBC budget contribution to Colchester and Ipswich Museum Service for 2015/2016 be agreed as £1,446,400;
- That the budget contribution for 2015/2016 in relation to Colchester Borough Council be agreed at £670,800;
- That the budget contribution for 2015/2016 in relation to Ipswich Borough Council be agreed at £775,600;
- That the total figure and the respective partner contributions be recommended to the Cabinet of Colchester Borough Council and the Executive of Ipswich Borough Council for adoption.

4.2 Background / Supporting Information

- 2015/16 fees and charges for the joint museums service to be increased by inflation to the nearest convenient figure. These new charges are

subject to the internal agreement of each partner Authority in line with the relevant policies of Ipswich Borough Council and Colchester Borough Council.

- Colchester Castle Museum is the only charged-for museum in the joint service. Its closure in 2013/2014 for major capital redevelopment led to an inevitable drop in income for CIMS. In order to establish a working budget for 2013/2014 both CBC and IBC increased their contributions by £67,000 which is being paid back over three years. 2015/16 is the second year of this arrangement.
- An inflationary increase of 2% has been applied to the contributions for each authority.
- The income figure for 2014/15 includes one-off grants and other external funding contributions primarily associated with the Castle Development and Skills for the Future HLF projects.

The proposed 2015/16 budget is set out below:

Budget	2015/16
	£,000
Expenditure	2,175.3
Income Venues	(606.0)
Income Grants & Other	(122.9)
Total Net Cost	1,446.4
Contribution IBC	782.0
Less Loan Repayment (Year 2)	(22.0)
Inflation Increase & Pay	15.6
Total Contribution IBC	775.6
Contribution CBC	679.2
Inflation Increase & Pay	13.6
Less Loan Repayment (Year 2)	(22.0)
Total Contribution CBC	670.8
Total Contributions	1,446.4

