



Forward Plan 2025 - 2029

Version number: 1.0
Date: October 2025

Document Information and Approvals

Policy title: Forward Plan 2025 - 2029

Review frequency: 4 Years.

Review due date: October 2029

Service owner: Venues & Community Commercial Services

Corporate Plan Theme: Effective Council

Document Approvals

Each revision requires the following approvals:

- Non-administrative updates: Strategic Leadership Team / Community and Wellbeing Committee.
- Administrative updates: Curator

	Title	Date Approved	Signature
Head of Service	Interim Assistant head of Venue & Community commercial Services		<i>HoS signature</i>
Strategic Leadership Team	Strategic Leadership Team		<i>CEX signature</i>
Committee	Community and Wellbeing		N/A

Revision History

Version No.	Revision Date	Revisor	Previous Version	Description of Revision

Impact Assessment and Consideration

Assessment Type	Required / Not Required	Date Completed	Impact Assessments and Considerations Comment	Completed By
Finance	Not required			
Legal	Required			
Equality Impact Assessment	Not required			
Counter-fraud	Not required			

Health and safety	Not required			
Data Protection Impact Assessment	Not Required			
Climate Change	Not required			

1. Introduction

- 1.1. The Forward Plan examines and reviews the current policies and objective of the Epsom and Ewell Borough Council Museum Service to establish the future direction for service development and delivery. It plans for long-term success, best practice and adaptability in a changing environment.
- 1.2. The Plan
 - Provides an analysis of current service including an objective assessment of strengths, weaknesses, opportunities and threats.
 - Identifies and evaluation the key issues concerning the museum service, setting out a clear vision and direction for the future.
 - Sets out a plan of action with priorities and targets for achievement.
- 1.3 Recognising the role of the museum service in the social, cultural, health and wellbeing and economic life of the community, the museum service seeks to continue to achieve a balance between the expectations and needs of all visitors and stakeholders whilst maintaining high standards in the traditional functions of collections management.
- 1.4 The museum provides access to cultural and heritage resources for residents and visitors to the Epsom and Ewell Borough Council area. It offers a range of services and opportunities to support the promotion of local identity, pride and a sense of place
- 1.5 It manages, cares for and develops collections relating to the social, archaeological, industrial, agricultural and local history of the borough. Community engagement, use and access to the collections is provided through interpretative media such as the permanent museum at Bourne Hall, research facilities, the events programme, talks and walks, schools' education, partnership work and other outreach activities.
- 1.6 The museum service has been subject to review in the light of Local Government Reorganisation, funding and an asset review. In response a review with recommendations was commissioned from Emma Chaplin Heritage and Museum Services and received in May 2025, as well as a Local Government Cultural Review. This forward plan considers their findings

2. Background to the service

- 2.1. The museum service has been providing exhibitions and displays at Bourne Hall since 1969. It runs historic events and outreach services throughout the Borough and provides a heritage advisory service for the Council and members of the public. It has been working in close partnership with volunteers and community groups for over forty years, setting an example of the cost-effective provisions of services. It develops young people through its schools' work and Kids Club, helps the vulnerable through its close liaison with mental health service users, and supports the elderly through reminiscence and oral history.
- 2.2. The museum is on the first floor of the listed 1960s building within a Victorian park set in the heart of Ewell village. It was designated Grade II by Historic England in 2015.
- 2.3. Bourne Hall Library and Social Centre, of 1967-70 by A. G. Sheppard Fidler and Associates, is listed at Grade II for the following principal reasons: * Architectural interest: a striking design, notable for its space-age flair and the generous, top-lit principal interior space; * Plan form: the circular layout is well-organised, legible and flexible; * Historic interest: as an ambitious example of the expansion of the library service and the integration of community facilities and disabled access.
- 2.4. The collection of artefacts photos and memories tell the story of Epsom and Ewell Henry VIII had a palace at Nonsuch, the well on Epsom Common was the site of the first English Spa, and Epsom Downs have seen two hundred years of the Derby, the most famous horse race in the world.
- 2.5. Collecting began on the foundation of the museum service in 1969 and has continued uninterrupted ever since, at an average rate of 300 items a year. From the foundation, the broad outlines of policy have remained the same: to preserve a research archive of material for the history of Epsom and Ewell, to collect and display items which will bring that past home vividly to people, and to support specifically local items with others of the same kind which will help illustrate the history of the area.
- 2.6. The town of Epsom and the village of Ewell were small-scale, face-to face communities until urban development in the 1820s, significant population growth came with suburbanisation in the 1930s. Therefore, the social history collections are predominantly from the nineteenth and twentieth centuries.

3. Statement of purpose

- 3.1. The museum service works to promote the understanding of history in Epsom and Ewell by helping and encouraging people to encounter objects and pictures from the past

Its key aims are:

- To offer visitors an exciting and informative experience in the museum's displays and exhibitions.
- To make the museum collections assessable as a resource for the study of local history.
- To promote historical awareness in the Borough through activities and festivals.
- To provide an educational service suited to all stages and abilities.

- 3.2. Epsom and Ewell BC Museum Service is a member of the **Museums Association** - the official museums body in the UK – and upholds the three core museum principles of its Code of Ethics

[20012016-code-of-ethics-single-page-8.pdf](#)

1. **Public engagement & public benefit**

Museums and those who work in and with them should:

- actively engage and work in partnership with existing audiences and reach out to new and diverse audiences.
- treat everyone equally, with honesty and respect.
- provide and generate accurate information for and with the public.
- support freedom of speech and debate.
- use collections for public benefit – for learning, inspiration and enjoyment

2. **Stewardship of collections**

Museums and those who work in and with them should:

- Maintain and develop collections for current and future generations.
- acquire, care for, exhibit and loan collections with transparency and competency in order to generate knowledge and engage the public with collections.
- treat museum collections as cultural, scientific or historic assets, not financial assets.

3. **Individual & institutional integrity**

Museums and those who work in and with them should:

- act in the public interest in all areas of work.
- Uphold the highest level of institutional integrity and personal conduct at all times.
- build respectful and transparent relationships with partner organisation, governing bodies, staff and volunteers to ensure public trust in the museums' activities.

4. Review of previous Forward Plan

- 4.1 These are the key tasks and data from the previous (2018) forward plan. There has been a hiatus in delivery due to the Covid pandemic and a change in museum personnel in early 2024.

Key Tasks	Date Completed	What Achieved
Display moving film and commentary on the Museum's interactive presentation. Catalogue the archaeological small finds received. Revise and improve the Museum's loan box service. Recruit, select and train more volunteers	March 2020	Prehistoric film and hospital PowerPoint produced. Research continuing Structured loan boxes on curriculum themes created. New volunteers recruited
Create a themed display for purchases made by the Friends of the Museum Follow and trace items known to have been taken from the Museum in previous years. Prepare a report for the 1990 excavations in Bourne Hall Lake Write a history of the Upper and Lower Mills in Ewell	June 2020	The Friends wound up after Covid. Ongoing process with museum volunteers Not achieved Not achieved
Catalogue the Museum's collection of historic wallpapers. Publish an excavation report for the Roman site at Williams newsagents. Distribute local publications to libraries of record. Record 18th graveyard of St. Mary's Ewell	September 2020 2021	Ongoing process with museum volunteers Not achieved Circulated Not achieved
Develop and improve the database of Museum collections. Run a Film Festival of historic cinema from the Borough. Install a period-style case in the Museum gallery for an Epsom and Ewell timeline. Publish the archaeological Ewell research of Arthur Jenkins	December 2020	Items added to the Access database. Change in theatre personnel. Awaiting gallery refresh Not achieved

5. Analysis of current environment

- 5.1** Surrey is undergoing local government reorganisation and devolution, transitioning from a two-tier system (Surrey County Council and district/borough councils) to a unitary system with new unitary councils. Proposals for the new unitary councils, include options for two or three councils were submitted to government with a decision expected in Autumn 2025. New unitary authorities may be established by 2027.

Under the 3 unitary authority proposal Epsom and Ewell would join Tandridge, Mole Valley, Reigate and Banstead. Under the option for 2 Elmbridge would also be part of East Surrey.

5.1.2 Relevant Epsom and Ewell Borough Council's (EEBC) strategies/plans

5.1.2.1 EEBC's Corporate Plan 2025-2027 has 7 priorities reflecting reorganisation needs

- Explore and Implement future local governance (i.e. Town/Community Council)
- Move old Town Hall into existing new Town Hall
- Investigate future options for the existing Town Hall, 70 East Street
- Carry out and complete major Asset Review
- Create an Epsom Town Centre Car Park Strategy and Deliver the Hook
- Strategic CIL projects
- Future of the Museum

The future delivery of the museum service has become a priority given the background of Local Government Reorganisation, funding and an asset review which includes the Bourne Hall site.

In the previous corporate plan ending in 2024 the 6 priority themes gave the museum a clear fit within the organisation

- Green & vibrant. A better place to live where people enjoy their surroundings.
- Safe and well. A place where people feel safe, secure and lead healthy, fulfilling lives.
- Cultural and Creative. A centre for cultural and creative excellence and inspiration.
- Opportunity and Prosperity. A successful place with a strong, dynamic local economy where people can thrive.
- Smart and connected. Alive and connected socially, economically, geographically and digitally.
- Effective council. Engaging, responsive and resilient council.

Specifically, the Cultural and Creative theme included the priority to

“Promote the borough’s rich history and heritage”.

which has outcomes and activities that relate directly to the work of the museum.

It also has the potential to contribute to wider outcomes under the cultural and creative theme and under opportunity and prosperity **“promote Epsom and Ewell as a great place to live, work and study”**

With access to green space alongside the museum facilities and the established evidence base for the value of museums to promote health and wellbeing, the museum has the potential to contribute to strategic priorities in this area.

5.1.2.2 EEBC’s Arts, Culture and Heritage Strategy 2023-2028 has a natural synergy and overlap with the work of the museum as its vision seeks to evidence.

- Pride in, and knowledge of the Borough’s unique history and heritage
- A clear and compelling identity which excites and inspires.
- A wide range of local events and activities for people to take part in
- A place where people work together for the benefit of the community.

The strategy’s vision is.

“To grow the role of Epsom and Ewell as a centre for cultural, creative and heritage excellence both within Surrey and beyond. By 2028 the borough will be a place recognised for its vibrant cultural provision that appeals to, represents and engages with the people who live, work, visit or study within the community.”

5.1.2.3 EEBC’s Health and Wellbeing Strategy 2025- 2028

Health and Wellbeing is a core part of the museum services purpose by enriching and engaging communities through the opportunity to participate in and embrace the local heritage, past, present and future.

The Council has identified the key strategic aim, and 3 additional priority areas to be the focus of the Health and Wellbeing strategy over the next three years and these are summarised as follows:

Our key strategic aim: Improving the mental and emotional wellbeing of residents. This will be achieved by delivery against 3 priorities:

- 1) Increasing activity levels across the borough
 - 2) Creating opportunities for residents of the borough through employment, skills and training
 - 3) Supporting residents to build a connection with others
- And whilst the Council will deliver a Strategy that serves all residents, our efforts will focus on: • Children and young people (CYP) • Those residents

impacted by the wider determinants of health • Those whose life circumstance may disproportionately impact on their health and wellbeing.

The strategy also recognises the positive impact that the art, culture and heritage can have in improving our sense of wellbeing, relieving stress and bringing about a sense of connection and purpose. As such, this Strategy will be delivered in synergy with the Council's Art, Culture and Heritage Strategy, supporting a holistic and inclusive approach to improving the health and wellbeing of residents through a broad range of initiatives.

5.1.3 Museum Sector

There are several organisations – nationally and locally – that relate directly to the delivery of the museum service for EEBC.

5.1.3.1 Arts Council England

ACE is the national development body for creativity and culture. It has set out its strategic vision in **Let's Create** that

by 2030 England is a country where the creativity in each of us is valued, given a chance to flourish, and where everyone has access to a remarkable range of high-quality cultural experiences.

It is also the national development agency for museums in England. It champions, develops and invests public money from the government and the National Lottery to help develop museums for as many people as possible across the country.

It manages the **UK Museums Accreditation Scheme** – the nationally agreed standards to ensure all museums are sustainable, focused and trusted, inspiring the confidence of the public and funding and governing bodies. Gaining Accreditation is an endorsement. It shows your organisation as professionally run, sustainable and trustworthy.

[UK Museum Accreditation Scheme | Arts Council England](#)

5.1.3.2 Museums Association

The Museums Association campaigns for socially engaged museums and a representative workforce. It works ethically and sustainably and collaborates with partners where there are common aims and values. It advocates for and support museums and everyone who works in and with them so that the value and impact of museums and their collections is realised.

Its mission statement - Inspiring Museums to Change Lives

Its vision - Inclusive, participatory and sustainable museums at the heart of their communities

5.1.3.3 Surrey Cultural Partnership

Surrey Cultural Partnership is a collective of people from culture, heritage, local government, business, education, health and criminal justice working together to ensure that everyone in Surrey has the opportunity to participate in, engage with and contribute to extraordinary cultural activity, whoever they are and wherever they live.

Its strategy - *Surprising Surrey: Our Cultural Strategy & Vision 2024 – 2034* - is a response to a shared desire to nurture and champion Surrey as a vibrant, creative set of communities, each with fascinating (and often very surprising) histories and untold stories.

‘By 2034 Surrey will be recognised as a confident, vibrant county that celebrates its rich cultural heritage and the creativity that shapes individual and community prosperity’

- **Culture for Everyone**, to increase access to culture for all, with a specific focus on reaching residents who encounter physical, social and economic barriers.
- **Resilient Communities**, recognising the role of creative encounters in strengthening communities and in supporting health and wellbeing programmes.
- **County-wide Ecology and Infrastructure**, encouraging collaborative working and ensuring that creative workspaces are integral to sustainable planning and regeneration schemes.
- **Creativity as Enterprise**, to nurture the creative economy in Surrey by attracting new business and investment.

5.1.3.4 Museums Development South-East

Funded by Arts Council England, Museum Development South-East is a partnership organisation building on the joint track record of delivering regional museum development support. Its mission is to support and develop a thriving and inclusive museums sector which reflects the distinctive cultural heritage of the South-East. It provides advice and support, deliver training and small grants programmes, and create opportunities for museums to connect with each other.

5.1.3.5 Surrey Museums Partnership

Surrey Museums Partnership has been a single point of contact for the county's museums and galleries for 30 years. It provides advice and support for over 40 museums and their staff, including hundreds of volunteers, and a voice on a larger stage where most museums are small. The organisation is the only museum partnership of its kind. It is funded jointly by Surrey's District & Borough Councils, and Surrey County Council.

5.2 Museum Service Operation

The museum collects, documents, preserves and interprets historical artefacts pertaining to the Epsom and Ewell Borough Council area. Although the museum service covers the Borough its main base is at Bourne Hall in Ewell. It is open free of charge six days a week – Monday to Saturday – 9am-5pm.

The permanent exhibition gallery provides a venue for social history and archaeological displays. There is a small temporary exhibition area with three display cases and a 'set creation' space that change three times a year. Recent displays include VE Day 80 and a Roman kitchen.

One important aim of the museum is to tell the story of the borough to the new generation of residents. As the only museum in the borough, it provides an important learning resource for both schools and lifelong learners (adults and children) and has a good reputation for its education provision.

The research library and photograph collection are frequently consulted by local residents, council officers and researchers looking into the history of the area. The collections are looked after by the curator and three volunteers. This small team achieves a great deal – as well as looking after the care and management of the museum collections, the team also answer research enquiries, provide material for publications and create displays both in the museum and at other venues.

5.2.1 Staffing

There are 1.5 FTE staff (a full time Curator, part time Museum Assistant and a casual Museum Assistant post), regular volunteers and the wider Bourne Hall staff team. The latter provide the visitor welcome, take bookings and cash income, and arrange building administration.

A growing team of volunteers support the museum staff by working on documentation, exhibition, research and public events, such as Family Day, Festival of Archaeology and Heritage Open Days.

5.2.2 Decision Making Process

The museum sits in the Venues and Community Commercial Services department of the council.

The museum curator – as senior professional officer - is managed by the Interim Assistant Head of Service for Venues & Community Commercial Services, who is part of the Environment, Housing and Regeneration team.

The service reports to the Community and Wellbeing Committee for formal approvals and decision making.

5.2.3 Collections

The collections and their development are described in detail in the Collections Development Policy 2025-2030. Significant collections include items connected to Epsom Races, Lord Rosebery, early wallpaper, the original Bourne Hall, Nonsuch and Prehistoric and Roman collections from across the borough.

Objects from the collections are lent to other heritage organisations for specific purposes. For example, the Victoria and Albert Museum borrowed some of the wallpaper collection for research purposes, and site-specific objects are on loan to the Horton and Friends of Nonsuch Park.

5.2.4 Engagement

5.2.4.1 Interpretation

The museum interprets the collections in a variety of ways to meet the needs of a range of users.

As well as the traditional permanent exhibitions around the museum galleries there are regular small temporary exhibition display cases highlighting an area of the museum's collections or community-based projects. In recent years there have been art displays reflecting the Ukrainian community and the Covid years. The museum has explanatory labels and panels in its displays. Some of the displays have personal reminiscences and historical accounts, such as rolling photographic presentations.

The galleries have hands-on activity for all the family including the popular brass rubbings, Wheels of Time and other quizzes.

Many objects and stories are on display but despite this the gallery has remained the same for over 20 years and as a result needs to be refreshed to be relevant to current and future audiences, to comply with environmental controls for the collections, and be interpreted in a more structured manner.

Outside the museum building the service liaises with organisations, such as Epsom BID, libraries and Arts, Culture and Heritage programme to provide images and objects for projects, such as VE Day80 at Epsom Downs and Round the Borough Hike and Bike Tour.

5.2.4.2 Education

The museum service has a thriving education service - mostly Key Stages 1 and 2 - which is provided free of charge.

Some schools come to the museum gallery, but others choose for the Museum Assistant to give a talk and take collection items into the classroom on such subjects as the Historic Epsom.

The service has a number of loan boxes which teachers can borrow for a term on request based on curriculum themes, such as toys, Romans, Tudors, Victorians and World War 2. Boxes include a combination of original artefacts from the museum's collections and reproduction items designed to illustrate some of the earlier periods of history

5.2.4.3 Lifelong Learning

There is a developing lifelong learning and outreach programme subject to resources. All are promoted by social media, borough screens and print,

For a **family** audience we take part in several family days a year jointly with Bourne Hall as an entity and lead on a large family event for the Festival of Archaeology in July. As members of the Kids in Museums initiative we are constantly looking at new ways to engage all the family and arrange quizzes during school holidays in both the museum and its external environment.

Children and young people are also encouraged to explore the museum and its collections by attending the bookable sessions at the thriving Kids Club. It meets one Saturday a month throughout the year discussing and engaging with subjects such as Suffragettes and the Vikings in Britain. In addition, the service takes part in the national Kids in Museums' Take Over Day in partnership with the Arts, Culture and Heritage programme.

Individual **adults** come to Bourne Hall to take part in a range of activities organised by the museum from talks to craft workshops, including traditional skills such as willow sculpture. A full programme of events is always planned for Heritage Open Days highlighting local buildings, history and people. The Museum Assistant offers talks and walks on an outreach basis to organised groups.

5.3 Partnerships

Sharing skills, knowledge, ideas and facilities is essential to increasing participation. It enables different strengths to combine to inspire and reach more people to enjoy heritage and support more participants.

We will continue to strengthen links with a range of partners to develop integrated programmes and activities to deliver on key social, health/wellbeing and community engagement objectives.

The museum service works regularly with a several internal partners including the Arts, Culture and Heritage Programme (ACHP), Epsom Playhouse, Inclusion, Conservation, Communications and Green Spaces teams.

Externally there are many research programmes with the Epsom and Ewell Local History Society, Epsom and Ewell Local History Centre and the Epsom and Ewell History and Archaeology Society. Resources have been shared and promoted with the Epsom BID team.

New programmes of work are being developed with the local Surrey County Council Library Service, Friends of Stoneleigh Library, Understand Us (Disability Charity), The Horton Arts Centre, Whistlestop Arts, Conquest Arts and Surrey University.

5.4 Museum budget (2025-2026)

Code: Description	Actual	Commitment	Budget	Variance
Totals (14 rows)	£0.00	£0.00	£232,168.00	£232,168.00
aa500: Employee costs	£0.00	£0.00	£61,917.00	£61,917.00
aj001: IAS19 pensions	£0.00	£0.00	£3,868.00	£3,868.00
dc025: Room Hire	£0.00	£0.00	£200.00	£200.00
gd005: Travel & subsistence	£0.00	£0.00	£50.00	£50.00
ja015: Purchase of materials	£0.00	£0.00	£1,400.00	£1,400.00
ja016: Purchase of artifacts	£0.00	£0.00	£500.00	£500.00
je027: Prof performances - fixed fee	£0.00	£0.00	£3,350.00	£3,350.00
jf012: Publicity	£0.00	£0.00	£500.00	£500.00
jj209: Purchase of display materials	£0.00	£0.00	£3,000.00	£3,000.00
jh002: Subscriptions to associations	£0.00	£0.00	£3,180.00	£3,180.00
sa002: Office accomm - facilities	£0.00	£0.00	£123,840.00	£123,840.00
sd995: Insurance recharges	£0.00	£0.00	£2,292.00	£2,292.00
sd999: Central charges to services	£0.00	£0.00	£32,110.00	£32,110.00
zd176: Museum activities income	£0.00	£0.00	-£4,039.00	-£4,039.00

The borough council museum service budget is supplemented through regular income from talks, walks, workshops, the Kids Club and second-hand book sales.

Grants are applied for as part of the resource planning process to support specific capital developments in the museum service delivery.

5.5 SWOT analysis

The SWOT analysis has been informed by the baseline assessment carried out on the site visit on 26-27th March 2025 and conversations with internal and external stakeholders.

STRENGTHS	WEAKNESSES
<p>The collection is representative of key local stories</p> <p>A wealth of local history research has been carried out and can be drawn upon</p> <p>Good links with local history bodies</p> <p>Large scale events attract big crowds</p> <p>The museum club for children has a regular audience</p> <p>Loan boxes for schools are in regular use</p> <p>Popular walks programme</p> <p>Wider Bourne Hall team and community offer</p> <p>Access to green space</p> <p>Support of Epsom and Ewell Borough Council</p>	<p>No recent visitor data or research</p> <p>No recent non visitor consultation data</p> <p>Policies and plans required to meet the accreditation standard are not currently in place</p> <p>The collection does not reflect the contemporary population of E+E</p> <p>Collections database is not Spectrum compliant</p> <p>The name of museum does not make its offer clear</p> <p>The museum displays are dated and lack interactivity</p> <p>Small staff team of 1.5 FTE</p> <p>Limited marketing/social media presence</p>
OPPORTUNITIES	THREATS
<p>LGR presents an opportunity for the museum to present the legacy of Epsom and Ewell Borough Council and be a lead service museums and heritage for the east of the county.</p> <p>Provide an advisory and support service for volunteer run museums in the east of the county.</p> <p>Engage more deeply with the work of the Surrey Cultural Partnership</p> <p>Access funding and support through the Surrey Museums Partnership and Museum Development SE</p> <p>Invest in and refresh the visitor offer to play a key role in the area's tourism offer.</p> <p>Promote the museum (and schools offer) into neighbouring London boroughs</p>	<p>Museum Curator role is only secure until 31/3/27 (time limited post).</p> <p>LGR outcomes for the museum are uncertain (elections for the shadow councils take place in May 2026).</p> <p>LGR regulations will affect the ability of EEBC to make decisions re investment in the museum from Sept 2025 onwards.</p> <p>Being ready for the next accreditation return</p> <p>Succession planning (volunteers)</p> <p>Unable to evidence the impact of the museum without more visitor data / consultation.</p> <p>Absence of strong collections care (e.g. environmental conditions and pest monitoring)</p>

<p>Build relationships with funders and secure external grant funding for priority work</p> <p>Courses for adults – e.g. around wellbeing themes or traditional skills- can also be income generating</p> <p>Work in partnership with the library service</p> <p>More focused work with partners in E+E</p>	<p>threatens collection condition. High light levels for collections on display.</p> <p>Weaknesses in the documentation of collection could compromise accountability of action is not taken.</p> <p>The position of the museum in BH (and signage) means it is hidden from view/ not strongly promoted.</p>
---	--

6 Consultation and Analysis of Views

- 6.1** The museum service serves the demographic of the borough and visitors. It consults its audience through museum comment sheets, face to face feedback, social media questionnaires, teachers' evaluations following school visits and individual event evaluations. All consultation work is gathered and analysed so that the service can take account of views in its current work and in planning new initiatives.
- 6.2** In terms of non-visitors, the museum occasionally arranges focus groups to consider specific issues and developments. Most recently this has included sessions at Stoneleigh and Epsom Libraries.
- 6.3** Feedback from the first six months of 2025 has provided most useful information about the highlighting and promotion of the service offer, access needs and family engagement as reflected in the service audience development plan 2025-2028. An example of this was promoting the position of the museum in Bourne Hall – some recipients did not know it was on the first floor and others thought they were not allowed up there. A quick response has been the creation and positioning of pull up banners in the foyer to promote the service.
- 6.4** More work is underway to inform future work in understanding who is and who isn't engaging with the museum service – focussing on the diversity, equity, and inclusion framework – and what people are interested in.

7 Key Aims and Objections

7.1 Key Aim

To be acknowledged as the museum service that is the **Centre of Excellence** for the emerging new unitary authority leaving a legacy for Epsom and Ewell Borough Council thus aligning its work to the Council's strategic priorities meeting the needs of the communities it serves.

7.2 Aims

1. To regain Museum Accreditation during the regular reapplication process to Arts Council England ensuring that the historic legacy of the borough under Epsom and Ewell Borough Council is secured and built on for the future.
2. To enhance the processes, plans and procedures for best practice in Collections Management (SPECTRUM compliance)
3. To refresh the museum and its interpretation in Bourne Hall
4. To extend community engagement and audience development
5. To increase income generation to enhance the museum service offer
6. To achieve sustainable development and succession planning with resources available
7. To prepare the service for transfer to the new unitary authority

7.3 Objectives

The museum intends to achieve these aims through achieving the following objectives:

- Update core museum policies, plans and procedures.
- Continue to improve the management and care of the collections, including upgrading to the compliant MODES complete database.
- Make the collections more digitally accessible for staff and the public.
- Refurbish the museum space wherever feasible to develop and improve physical and intellectual access to the museum collections and museum services.
- Developing the quality of the cultural and tourism experience to provide a quality experience for every visitor to the museum.
- Offer a range of events and activities to widen participation in the museum's services and facilities.
- Develop services to offer further lifelong learning opportunities – such as through adult talks and outreach. Ensure the continuing provision of user-focussed services, through visitor consultation.
- Produce a marketing plan for the museum to ensure that the museum's profile is raised locally and regionally.
- Work within local and regional partnerships in order to offer a wider service.
- Safeguard staff roles for movement into the new authority.
- Apply for grant funding wherever possible to support the work of the museum service.
- Work within local and regional partnerships in order to offer a wider service.

8 Delivery Plan (incorporating resource plan)

8.1 Key Aim

To be acknowledged as the museum service that is the **Centre of Excellence** for the emerging new unitary authority leaving a legacy for Epsom and Ewell Borough Council.

Priorities 2025 - 2029

1. To regain Museum Accreditation during the regular reapplication process				
Prepare documents for approval	Take Forward Plan, Collections Development Plan, Documentation Policy, Care and Conservation Policy, and Access Policy to Community and Wellbeing for formal adoption	October 2025	Museum Curator	Documents formally approved
Prepare background documents	Arrange an access audit with 'lived' users	August 2025	Museum Curator Understand Us £680 (LS budget)	Document with recommendations received
	Revisit the emergency plan	December 2025	Museum Curator	Information checked and upgraded
	Write new care and conservation plan, documentation procedures and audience development plans	January 2026	Museum Curator	Plans written, shared with colleagues and ready for submission

Museum Reaccreditation	On-line form completed together with associated documents when official letter received	February 2026	Museum Curator	Accreditation approved
2.To enhance the processes for Collections Management				
Upgrade the collections management database	Purchase the sector specific MODES Complete system with data transferred from Access	December 2025	Museum Curator £1K grant from SMP. £2.5K from museum reserve budget ICT department	System installed. Data transferred. System ready for use
	Transfer checking and data entry	November 2025 (start)	Museum Curator 2 established volunteers	Database in use
Initiate regular environmental recording of collections for conservation purposes on display and in storage	Purchase relative humidity, temperature, LUX and UV monitor	October 2025	Museum Curator £1100 grant applied for from MDSE	Equipment purchased and ready to use
	Record results monthly on Excel spreadsheet	October (start)2025	1 Volunteer	Monthly results on a table for use
Upgrade costume collection storage conditions	Purchase Tyvek protectors, hangers and hanging racks	April 2026	Museum Curator Apply for a conservation grant for £1900 from MDSE	Material purchased

	Rehanging of costume – programme written and volunteer training	April – June 2026	Museum Curator 2 volunteers	All vulnerable items of costume rehung
Collections review	Programme to review collections in store and their interface with public engagement	April – October 2027	Museum Curator Museum Assistant Volunteers	Make decisions regarding any disposal to other Accredited museums if items fall outside Collections Development Plan.
	Reviewing gaps in collections, particularly from a contemporary context – establish a contemporary collecting programme	October – April 2028	Museum Curator Museum Assistant Volunteers	Programme to add items to the collection which are representative of today's communities in Epsom and Ewell.
3.To refresh the museum space at Bourne Hall				
Create a temporary exhibition area to bring return visits	3 case and set dressing space changeable plan	June 2025	Museum Curator Museum Assistant Set dresser. £800 museum budget	Roman Kitchen built. Changing case programme
Create the permanent 'Coin Stories' display	Plan a high-quality display case with coins not seen by the public before	December 2025	Museum Curator Volunteer £3700 grant applied for from MDSE	New display co-curated by the public
Create a design floor plan	Review consultation feedback from public, sector professionals and colleagues	January 2026	Museum Curator Museum Designer	Sketch plan to be developed if chance of a grant funding bid

	Applications for funding to achieve the redisplay	September 2026	Museum Curator	Funding applications prepared and submitted
	Tenders received and work started	December 2026	Museum Curator Volunteers	Development overseen
	New style gallery opened	2027	Museum Curator Museum Assistant Volunteers	Gallery opens
4.To extend community engagement and audience development				
Record quantitative feedback of current user engagement	Introduce a new recording system	August 2025	Museum Curator Museum Assistant	Body of material to inform museum service development
Continue programme of public consultation for qualitative feedback	Continue with public questionnaires and focus groups	2025 - 2029	Museum Curator Volunteers	Body of material to inform museum service development
Develop activities for national initiatives	Plan annual programme for museum engagement including the Festival of Archaeology, Heritage Open Days and Big Garden Bird Watch	July September January	Museum Curator Museum Assistants Volunteers Contractors £3000 museum budget	Activities designed and delivered for range of audiences
Develop activities for new audiences focusing on the Health and Wellbeing agenda	Investigate a mindfulness programme for stress relief and enrichment using the wallpaper collection and the Bourne Hall natural environment	March 2026	Museum Curator Mindful facilitator £? Inward funding to be sourced	Product for new audience

Develop activities for new audiences focusing on communities	Take part in Bourne Hall Family Festival and Christmas – create prize quiz and activity in museum	June + December 2025	Museum Curator Museum Assistant Volunteer Bourne Hall Team	Promotion, awareness and interest by family audience
Develop projects with partners	<p>Create inclusive community projects as part of a team.</p> <ul style="list-style-type: none"> • This Is Me with Whistlestop Arts • Music therapy with The Horton • Exhibition of Ukrainian artwork 	<p>Spring 2026</p> <p>March 2026</p> <p>Spring 2026</p>	<p>Museum Curator Museum Assistants A, H+C Programme £10K grant from SCP.</p>	<p>Programme for new audience – people behind the demographics</p> <p>Publicity and collection use</p> <p>Awareness and new audience</p>
Investigate potential for inward tourism/day trips	Discuss heritage visit potential with partners	June 2026	Museum Curator Range of partners	Potential for activity drawn up
Create a strategy for marketing and promoting the museum service	Create a marketing plan and rollout	March 2026	Museum Curator	More engagement with the museum service
Review the museum web-site pages on the EEBC website	Reassess the stories we want to tell, collections engagement and heritage links	March 2027	Museum Curator Comms	Gaining more hits and engagement
5.To increase income generation to enhance				

the museum service offer				
Develop new activities, traditional skills and workshops	Programme and advertise willow sculpture and Mrs Beeton's Christmas adult workshops	September 2025 November 2025	Museum Curator Facilitators £800 expenditure	Programme delivered and product turns income to invest in museum developments
Review provision to schools	Reassess the service the formal education and whether a charge can be made for some services	March 2026	Museum Curator Museum Assistant	Assessment written
Application for grant aid to support museum development	Draw up applications when suitable opportunities occur.		Museum Curator	Funding received
	Investigate National Lottery Heritage Fund and Arts Council England funding for gallery refresh	March 2026	Museum Curator	Project drawn up
Investigate section 106 monies	Liaise with council department about cultural and enrichment possibilities for funding in Ewell	March 2026	Museum Curator	Discussion held
6.To achieve sustainable development with resources available				
Safeguard museum staff roles	Work with wider team to safeguard the professional role of museum curator and the museum assistant so that the collections, community	March 2026	Linda Scott	Staff posts safeguarded

	engagement and legacy can be delivered (in line with Accreditation and Best Practice).			
Volunteer recruitment and training	Recruit and train more active volunteers for collections management and public engagement	March 2028	Museum Curator	More volunteers have been recruited
Reduction in museum service carbon footprint	Complete the MD Southeast carbon literacy toolkit	December 2025	Museum Curator	Incorporate in future policy documents
7.To prepare the service for transfer to the new unitary authority				
Work with council officers for the transfer	Deliver transfer business plan for the museum service	2025 - 2027	Museum Curator	Smooth transition
	Draft benefits that the service can offer the other authorities on transfer	March 2025	Museum Curator	Smooth transition with legacy
Work with Surrey regarding shape of museums in new local authority areas	Be involved in all salient pan Surrey discussions	September 2025 onwards	Museum Curator	Smooth transition with legacy
Name of museum	Wide-ranging discussions to leave EEBC legacy	August 2026	Museum Curator	New name agreed