

Job Description: Programme Manager



Funded by
UK Government



Colchester
City Council



The Jumbo Project, Colchester, Essex

North Essex Heritage





Job Description: Programme Manager

Job Title:	Programme Manager
Employer:	North Essex Heritage
Reporting to:	Project Director
Salary:	£32,000 p.a. Full Time
Location:	Based in Colchester with some home working
Contract:	Fixed-term until December 2027 with potential to extend beyond, subject to confirmation of funding
No of Direct Reports:	1 (part time Engagement Assistant)

Purpose of Job

Join Us in Revitalising Colchester's Iconic Jumbo Water Tower!

North Essex Heritage (NEH) is on an exciting mission to breathe new life into the historic Jumbo Water Tower, transforming it from a "Heritage at Risk" site into a vibrant community asset. With substantial funding secured from the Towns Fund and The National Lottery Heritage Fund, and a 150-year lease agreement in place, NEH is poised to reimagine Jumbo as a dynamic heritage destination that resonates with both locals and visitors alike.

Our Vision

Constructed in 1883, Jumbo stands as the largest surviving Victorian municipal water tower in Britain. After decades of dormancy, this architectural marvel is set to become a beacon of cultural and educational engagement.

Jumbo will become a leading heritage destination for Colchester, attracting audiences from across the region and nationally while simultaneously serving as an important resource for local communities and young people to get involved, learn skills and share their stories through heritage. The new heritage site will be publicly accessible all year-round enabling audiences to experience the ascent up the historic tower, its panoramic views of Colchester and learn about the Jumbo story through audio-visual displays.

As we embark on this transformative journey, NEH is seeking passionate individuals to join our team. This is a unique opportunity to play a pivotal role in preserving a national treasure while fostering community engagement and educational enrichment.



**NORTH ESSEX
HERITAGE**

Join Us

Are you ready to make history? Apply for the role of Programme Manager and become a key part of our mission to transform Jumbo into a landmark of pride and inspiration for generations to come. Your expertise and enthusiasm could be the key to unlocking Jumbo's full potential.

The project has developed a detailed Activity Plan to support these aspirations and ensure its public and community benefit.

The Programme Manager will oversee the delivery of the Activity Plan (completion December 2027) and, subject to confirmation of funding, lead the development of Jumbo's future engagement beyond the Heritage Fund supported period.

They will manage the Activities Programme across all of its strands as outlined below.

There will be the opportunity for personal development for the Programme Manager who will undertake training in content creation software and design in order to adapt content for Jumbo's AV system in support of community engagement and outcomes.

Who we're looking for

We'd love to hear from you if you're:

- an excellent communicator with excellent written and verbal communication skills and experience of engaging with a wide variety of audiences
- able to represent the Trust externally, building good relationships with the local community and key stakeholders
- experienced in using creativity to design and deliver engaging activities that meet the needs of diverse participants
- experienced in working with members of the public and volunteers
- adaptable and comfortable working with a degree of ambiguity
- comfortable with presenting to Trustee Boards and Stakeholders

Strong organisational skills, problem-solving abilities, and a proactive approach to overcoming challenges are essential for success in this dynamic role.



Duties and Responsibilities

The Programme Manager will lead delivery of the Jumbo Project Activity Plan across all strands with a focus on partnership and community development; growing the Jumbo volunteer community, and leading the delivery of: public programmes, content and resource creation, and commissioning support.

The role will involve some weekend working and occasional evenings (driving licence and access to a vehicle would prove beneficial).

We fully expect the Programme Manager to contribute their own ideas but the Heritage Fund approved Activity Plan (copy available on request) proposals include:

- Water Stories: Overall oversight of a Youth-led co-creation project exploring the significance of water to people and the planet today. Jumbo Talks.
- Community storytelling project – Oversight of the collecting of personal stories about Jumbo from the community through professional recordings and facilitated workshops, creating accessible digital heritage resource and part of interpretation narrative.
- Oversight of the organisation of Jumbo Tours and a series of Jumbo Talks on different themes (engineering, water, Victorian story).
- Supporting the Jumbo Hoardings Art Project, a co-created artwork displayed on hoardings and created through an artist facilitator and young artists to support heritage and artistic skills development, enhancing public engagement during a period of limited physical access to the space.
- Teaching Resources: Working with teachers and education specialists to design and develop resources for local teaching.
- Leading the recruitment of volunteers who will be supporting the delivery of the Activity Plan.
- Training Plans and Delivery: Coordinating all training for volunteers, staff and trustees. Delivering bespoke training for volunteers to support all above projects.
- Line Management of Engagement Assistant who will be supporting the delivery of the Activities outlined above.
- Support NEH Trustees with local fundraising activities.

Undertake training in content creation software and design and adapt content for Jumbo's AV system in support of community engagement and outcomes.

Capture data on the events and activities e.g. visitor numbers, event feedback etc. to feed into the monitoring and evaluation of the project.

Working in close partnership with our lead trustee for communications promote the project and Jumbo using the project web site, social media, and ensure a strong presence with community groups and relevant Colchester networks.

Reporting regularly to the Project Director and fostering a collaborative and inclusive environment, encouraging teamwork, innovation, and shared responsibility.



Skills and Experience	Essential	Desirable
Previous experience delivering events and activities for a range of audiences, ideally within a heritage setting	<input checked="" type="checkbox"/>	
Confident at liaising with different groups and stakeholders	<input checked="" type="checkbox"/>	
Strong personal commitment to EDI and inclusive engagement	<input checked="" type="checkbox"/>	
Experience of working with communities, freelancers, and volunteers to co-develop content	<input checked="" type="checkbox"/>	
Good literacy and numeracy, and attention to detail.	<input checked="" type="checkbox"/>	
Working knowledge of creative software for photo, video and animation creation and editing		<input checked="" type="checkbox"/>
Experience of working with volunteers	<input checked="" type="checkbox"/>	
Experience of using social media and other marketing channels to promote activities	<input checked="" type="checkbox"/>	
Driving licence		<input checked="" type="checkbox"/>

Additional benefits

26 days holiday per annum, pro rata, plus Bank Holidays.

A workplace (defined contribution) pension scheme will apply to this post.

The post holder will be entitled to Statutory Sick Pay under the terms of the national scheme. No enhancement to this scheme is offered.

To apply

Please send the following to administration@focus-consultants.com with the subject line “The Jumbo Project – Programme Manager” by no later than 10am on Monday 28th April 2025:

- an up-to-date CV which shows your full career history (max of two pages).
- a supporting statement explaining why you are interested in this role detailing how you meet the key skills we are seeking (max two pages).

We will accept applications using alternative formats suited to your needs including a film (no longer than 7 minutes) or an audio recording (no longer than 7 minutes).

A call to discuss the project can be arranged with the Project Director. Please use the email above to arrange a suitable time.



**NORTH ESSEX
HERITAGE**

If you seek any clarifications please submit them by 21st April 2025 to the email above. Responses will be provided to all interested candidates.

NEH is committed to safeguarding and promoting the welfare of children and adults at risk and expects all staff, volunteers, and external agencies to share this commitment. The successful candidate will be subject to an enhanced disclosure from the Disclosure & Barring Service and appropriate references.

We are an Equal Opportunities employer and positively encourage applications from suitably qualified and eligible candidates, regardless of age, sex, race, disability, sexual orientation, gender reassignment and religion or belief. We guarantee an interview to disabled candidates who meet the essential criteria. It should be noted that due to the historic nature of Jumbo, not all areas of the water tower are fully accessible.

www.colchesterbpt.co.uk

We are a charity concerned with the preservation of historic buildings.

Appendix A: Activity Statement included in the Round Two bid

Application to the Heritage Lottery Fund Heritage Enterprise Grant Scheme

The Jumbo Project
Colchester, Essex



Submitted by

**Colchester & North East Essex Building Preservation
Trust (“North Essex Heritage”)**

August 2024

Supporting Document 01: Activity Statement



North Essex Heritage THE JUMBO PROJECT, ACTIVITY STATEMENT



School visit to Jumbo, 2022

CONTENTS

SECTION 1. INTRODUCTION

1.1 Executive Summary	3
1.2 Summary of NLHF Investment Principles	5
1.3 Authorship	8
1.4 Changes from Round 1	8

SECTION 2. WHERE WE ARE NOW

2.1 Jumbo Heritage	11
2.2 North Essex Heritage	12
2.3 NEH Board of Trustees and Advisors	13
2.4 Activities and Interpretation Working Group	13
2.5 The Jumbo Project	14
2.6 Strategic Context	14

SECTION. 3 CURRENT ACTIVITIES

3.1 Pre-Development Phase	20
3.2 Development Phase	21
3.3 Volunteering to date	23
3.4 Current Audiences	24
3.5 Community Consultation	26
3.6 Barriers Analysis	31
3.7 Learnings from Peers, Partners and Staff	34
3.8 Summary Findings	36

SECTION 4. STRATEGIC DECISIONS

4.1 Jumbo Activities, Strategic Aims	37
4.2 Future Audiences	37
4.3 Jumbo Programme Structure 2025-2028	40
4.4 Key Themes of Interest	40
4.5 Volunteering Approach	40
4.6 Programming Platforms and Capacity	42

SECTION 5. JUMBO HERITAGE ACTIVITIES

5.1 The Activities	43
5.2 Engagement Numbers	56
5.3 Action Plan	58

SECTION 6. MANAGING ACTIVITIES

6.1 The Jumbo Project Management Overview	73
6.2 Activities Delivery	73
6.3 Volunteering	74
6.4 Specialist Collaborators	75

6.5 Activities Staff Team	75
6.6 Management Structure	77
6.7 Governance	77
6.8 Organisational Training and Policies	78
6.9 Partnerships	78
6.10 Beyond NLHF Funding	80

APPENDIX 1. JUMBO ACTIVITIES, 3 WEEKS IN THE LIFE

APPENDIX 2. VOLUNTEERING POLICY (NCVO)

SECTION 1: INTRODUCTION



School visit to Jumbo 2022

1.1 Executive Summary

Colchester's Balmerne Water Tower is known across the local area as "Jumbo". It is an icon of the Colchester skyline and from 1883 to 1984 was a significant part of the local water supply infrastructure, bringing water to the city for drinking and firefighting. For nearly 40 years, Jumbo has been out of use. It has entered a state of deterioration and is now on Historic England's Heritage at Risk Register.

Building Preservation Trust, North Essex Heritage (NEH), have taken on the mission to remove Jumbo from the Risk Register through conservation and redevelopment. With funding in place from Towns Deal Fund and NLHF Heritage Enterprise (Development Phase), as well as a 150-year lease agreed with Jumbo's owner, NEH are working to launch Jumbo as a viable attraction that embeds community and social impact.

Jumbo will become a leading heritage destination for Colchester, attracting audiences from across the region and nationally, while simultaneously serving as an important resource for local communities and young people to get involved, learn skills and share their stories through heritage. The new site will be publicly accessible all year-round enabling audiences to experience the ascent up the historic tower, its panoramic views of Colchester and learn about the Jumbo story through audio-visual displays.

The Activity Statement details how Jumbo will be a resource for communities in Colchester and beyond. It will support NLHF's Investment Principles, particularly ensuring The Jumbo Project supports "Inclusion, access and participation" as well as contributing to "Saving heritage", "Organisational sustainability", and "Protecting the Environment".

Section 1 introduces the Activity Statement, the outcomes it sets out to achieve, and the process that was undertaken to develop it. Section 2 overviews where we are now. It reviews the key elements of Jumbo heritage, the resources at the project's disposal, and the strategic context in which North Essex Heritage are operating to understand what already exists from which to plan Jumbo's future activities.

To inform the Activity Statement's development, we have drawn from data collected through pilot programming, consultation, and facilitated conversations that have generated important feedback on the interests, needs, barriers, and opportunities of current and future audiences. Outlined in Section 3, the feedback gathered through this process has sat at the foundation of all planning and decision-making in developing this Activity Statement and its Action Plan. Section 4 then summarises the Activity Statement's Strategic Decisions, looking at its engagement objectives and audience development priorities.

Section 5 gives a detailed outline of the proposed activities for the 3-year NLHF Delivery Phase (2025-2027), including the Action Plan to achieve this. This brings together project learning and ambition into a cohesive and deliverable programme that prioritises access routes for target audience groups, ensures opportunities to progress within and beyond the Jumbo programme, and builds awareness of the Jumbo story in broad new audiences in the build-up to launch. Section 6 outlines the resources and management plans that will be put in place to ensure the Activity Statement's quality delivery.

The Jumbo Project Delivery Phase is planned to launch in January 2025 and will continue over 3 years to end December 2027. NEH currently plans to launch Jumbo as a new attraction to the public in mid-2027. The Activity Statement covers 2.5 years of engagement while Jumbo remains in construction and a final 6 months (mid 2027-late 2027) covering Jumbo's launch and the first months of its operation.

1.2 Summary of NLHF Investment Principles

The Jumbo Project Activity Statement will support delivery of NLHF's Investment Principles for "Inclusion, access and participation" as well as contributing to "Saving heritage", "Organisational sustainability" and "Protecting the Environment". A summary of the outputs that will contribute to these Investment Principle are listed below:

Invest in Places:

The Activity Statement will strengthen local pride and connection to Colchester and North Essex. Its projects will reinvigorate the public realm and bring communities together to explore what Jumbo and heritage mean to them:

- Hoardings Project: works with young people and artists to creatively transform Jumbo and Balkerne Gardens during construction, positively impacting public realm and driving positive community use
- Launch event: launches Jumbo with a large-scale, public realm community event which connects c.1500 local people to and through Colchester heritage and culture

- My Jumbo: brings communities together to explore the importance of Jumbo for Colchester through 16 sessions and 6 public events, creating an archive of c.30 stories and sharing c.8 in Jumbo interpretation

Involve a more diverse range of people in heritage

Across the Delivery Phase, The Jumbo Project will involve more people from more diverse backgrounds in its heritage and opportunities:

- 10 x young people (16-20) co-lead creative interpretation of Jumbo heritage through the Hoardings Project
- 10 x young leaders (12-18) research and develop a Water Stories video connecting Jumbo heritage with contemporary water issues
- 100,000 passers-by engage with Jumbo heritage as audiences of the Hoardings Project; engaging with Jumbo, its heritage and youth perspectives on why it matters today
- 2300 people get involved in storytelling and collection through My Jumbo community conversations and public events
- 1500 take part in a community-orientated launch event that includes multiple ways to get involved for people of different ages and backgrounds
- 250 attend 5 heritage talks that explore Jumbo heritage in depth and develop more detailed heritage engagement and knowledge
- 45 guided tours of Jumbo strengthen knowledge of Jumbo heritage in visitors locally, regionally, and nationally

Enable organisations to remove barriers to access and participation

The Activity Statement will tailor its opportunities, resources, and promotion to ensure reach to young people and communities who are currently underrepresented in the city's cultural and heritage audiences and actively remove barriers to their access and participation:

- 3 target audience groups include communities that are currently underrepresented in Colchester heritage/cultural audiences: Colchester young people; Colchester diaspora communities (detailed below); "Priority Postcodes": Greenstead, St Anne's, Old Heath and Shrub End. Activities are designed to reach these communities through thematic resonance, location, and partnership
- Relationships with c.8 community groups that work directly with priority audiences will promote opportunities, support participant recruitment and ensure that Jumbo opportunities are accessible and tailored to the needs of Colchester communities who otherwise miss out
- 900 children and young people will take part in curriculum aligned learning, participation and skills sessions that connect new engagement to Jumbo and its heritage
- 12 local educators will take part in CPD per year to support the teaching of Jumbo heritage in ways that are accessible and inclusive to children and young people
- Access to under-resourced schools will be supported through scaled pricing, targeted marketing, and access subsidies that aim to reach 50% high pupil premium/priority postcode schools
- 100 children will experience more accessible Jumbo visits through specially designed and created Family Backpacks including tailored SEND activities
- Community partnerships will feed into shaping Jumbo's volunteering opportunities to ensure they respond to diverse needs and potential barriers to access
- Volunteer recruitment will take place in community settings and with a focus on priority postcodes to ensure awareness of opportunities in diverse communities

Support all communities to explore and share their heritage

The Jumbo Project Activity Statement offers multiple platforms for diverse Colchester communities to tell their stories and share their heritage:

- My Jumbo engages 300 people in facilitated community conversations that explore diverse memories and experiences of Jumbo and Colchester; 2000 more will contribute through informal conversations with volunteers at community events
- My Jumbo collects 20-30 - and professionally records 8 - community stories; over 1000 soundbites collected at community events
- Stories are shared and experienced by 2,000 people through online and onsite engagement
- Water Stories youth leaders lead conversations locally, nationally and internationally to collect stories of diverse experiences of water today
- Water Stories video shares stories to connect relevance of Jumbo heritage to young people and diaspora communities in particular

Digital Heritage Resources

A number of new digital resources will be created in response to The Jumbo Project Activity Statement and will be made available through Jumbo digital engagement equipment and online for widespread engagement:

- 1 x new Water Stories interpretation video created for online and in-person engagement via Jumbo AV
- Informal stories archive collected for My Jumbo including 20-30 community stories of Jumbo/Colchester and 8 stories professionally shared on digital guide
- 3 x new learning resources hosted online and ready for download to support in-school and at-home learning
- 5 heritage talks are filmed and hosted online
- 1 x Jumbo staff member trained in digital content creation to support future resource development

Increase people's understanding and connection with nature across towns, cities and the countryside

Through making connecting to the environmental challenges associated with water today both nationally and internationally, The Jumbo Project will build understanding of the importance of individual and society-wide environmental responsibility:

- Water Stories youth leaders research and develop a film that will engage the public in the challenges and positive action surrounding issues of water and environment today

Support Heritage Skills Development

New staff posts, volunteering opportunities, skills development, co-creation and participation:

- 6 new staff posts will be created to support Jumbo operations and activities including a Programme Manager, Engagement Assistant, Jumbo Manager, Jumbo Assistant, Bookkeeper and Administrator, Functions and Marketing Coordinator
- Programme Manager develops new skills in content development through training in photo, film and animation software to support continual rolling content for Jumbo AV system
- 40 volunteers and 20 young co-creators recruited to support 3922 volunteer hours including volunteer researchers, workshop facilitation, and public event support
- 4 Volunteer Researchers take part in entry-level archive training
- All volunteers learn skills in public engagement, EDI, safeguarding and develop detailed knowledge of Jumbo heritage
- All activity support volunteering opportunities prepared for with bespoke induction training by activity strand leads
- 15 volunteers trained to lead Jumbo Tours and develop in-depth knowledge on Jumbo/local heritage, tour guiding and public engagement

Support financial sustainability

The Activity Statement will help Jumbo develop the structures, partnerships, and policies to launch as a viable and resilient heritage site in the long-term:

- A new team will be recruited to support operations, income generation, and public engagement underpinning Jumbo's successful launch and future
- An extensive marketing campaign will promote Jumbo and encourage ticket sales, and commercial income
- Professional consultants will work with the NEH trustees and Jumbo staff to update and develop a policy framework that robustly plans for and ensures best practice across all current and future Jumbo activities
- NEH trustees will take part in 2-3 "Study-trips" to develop skills and knowledge in operating comparable heritage sites
- 2 x NEH trustees will undertake best practice training in public engagement incl. volunteer management, enhanced safeguarding, EDI, anti-racism, disability awareness and will become engagement leads within the Board of Trustees

1.3 Authorship

North Essex Heritage commissioned People Make it Work to develop an Activity Statement for submission as part of their Round 2 NLHF Heritage Enterprise application. Head of Programme Development, Kirsty Falconer has led this process.

The Activity Statement has been developed through consultation that has taken current and potential audience needs as its starting point. We drew from extensive data collection which informed Round 1 proposals and delivered a phase 2 of consultation led by Sam Allen, Associate at People Make it Work. Consultation has particularly sought to introduce and connect new audiences to The Jumbo Project, prioritising communities with demographics or lived experiences underrepresented in the current audience-base for heritage in Colchester and nationally.

The Jumbo Activities and Interpretation Working Group have met fortnightly to contribute to the development of this document and ensure activity planning aligns with the wider strategic objectives and decisions of The Jumbo Project. A pilot programme, delivered across the Development Phase of The Jumbo Project, has enabled NEH to continue to engage the public and collect important data and learning that has also shaped plans.

We have worked in close collaboration with the Project Team and Design Team who are leading the development of aligned Round 2 documents. This has included Imagemakers (Interpretation Designers), CFP Consultants (Evaluators), Focus Consultants (Project Managers), Purcell (Architects), and Colliers (Business and Viability Consultants). We have met regularly to ensure we are all working from the same assumptions and that our plans align where appropriate.

1.4 Changes from Round 1

There have been some important changes from the Round 1 submission relevant to the Activity Statement.

Change Heading	Round 1 Position	Round 2 Position
<p>Volunteering Partnership: NEH has changed the organisation it is partnering with to develop and deliver volunteering at Jumbo.</p>	<p>NEH had developed an agreement in principle with local infrastructure support organisation, Community 360 (C360). C360 were in place to support volunteering policy, volunteering best practice, and volunteer coordination.</p>	<p>NEH have developed a new partnership with NCVO and National Trust to support the same areas.</p>
<p>Audience Segmentation: audience segmentation has developed to reflect a more detailed breakdown of expected and target users for both audience and participation opportunities.</p>	<p>A “Core Audience” of likely users included:</p> <ul style="list-style-type: none"> ● Local and regional residents ● Tourists ● Industrial heritage and history enthusiasts ● Experience seekers <p>Target audiences included</p> <ul style="list-style-type: none"> ● Primary Schools ● Local community: <ul style="list-style-type: none"> - Young people - Families - Greenstead residents. 	<p>A “Core Audience” of likely users includes:</p> <ul style="list-style-type: none"> ● Local people, <5km ● Tourists and Day-Trip visitors ● Industrial heritage enthusiasts <p>Target audiences include:</p> <ul style="list-style-type: none"> ● Colchester Families ● Colchester schools KS1-4 ● Colchester young people ● Colchester diaspora communities (detailed below) ● “Priority Postcodes”: Greenstead, St Anne’s, Old Heath and Shrub End.
<p>Staff Structure: a review of capacity needs has led to an increase in proposed FTEs to deliver the Activity Statement.</p>	<p>c.2.6 FTE roles deliver Jumbo activities and operation with 1.3 FTE roles focused on activities delivery: Jumbo Manager, Activities Officer, Jumbo Assistant, Volunteer Coordinator (seconded)</p>	<p>3.6 FTE roles support Jumbo activities and operation including 1.6 FTE roles focused on activities delivery: Jumbo Manager, Programme Manager, Engagement Assistant, Jumbo Assistant.</p> <p>The staff will be supported by PAYE/contracted Bookkeeper and Administrator and Functions and Marketing Coordinator roles.</p>
<p>Engagement Reach: Detailed activity planning has shifted the number of people The Jumbo Project anticipates to engage with its programme and participation opportunities</p>	<p>Total engagement - 5635 Active Participation - 1824 Skills building - 30 Employment/volunteering - 75</p>	<p>Total engagement – 8,677 + 130,000 audiences (passers-by and future visitors) Active Participation – 5,786 Content viewers – 2,500 Skills building - 269</p>

		Employment/volunteering – 122
--	--	----------------------------------

SECTION 2. WHERE WE ARE NOW



NEH Trustees lead a tour of Jumbo, 2022

2.1 Jumbo Heritage

Jumbo is the largest remaining Victorian water tower in England. It was completed in 1883 in what is seen as the “golden age” of waterworks engineering (1850’s-1930’s) and was a feat of municipal government in the Victorian Age of Improvement. It is now a Grade II* listed building.

It was built amid a public health and safety crisis in Colchester. Managed privately, water supply before Jumbo was unequal and unsafe and contributed to regular outbreaks of water borne diseases and a series of devastating town fires. Transforming the safety and supply of water, Jumbo led to the virtual elimination of water borne disease and was a major contribution to the improvement in the general standard of health and living in the area.

Jumbo was built with 1.2m bricks and 819 tons of cement to become a monumental structure on the Colchester skyline. Its prominence at the centre of Colchester has made it an icon of local identity. However, its size also led to backlash to its initial construction, most notably from the Rector of St Mary at the Wall church, Rev. John Irvine, who coined the nickname it still goes by today, naming the tower after the then famous elephant – Jumbo. Jumbo was built in Colchester’s Roman Balkerne Gate area, a location that inspired both Jumbo’s official name –Balkerne Water Tower – and its classical architectural design. Balkerne Gate was the site of Colchester’s very first Roman water systems, which brought water to the first Roman city and capital of Britannia (then Camulodunum) through the gate from 49AD. The location creates a link between the Roman and Victorian eras – both significant to Colchester’s history.

'A monumental Romanesque composition, the Balcerne Water Tower is, with the Town Hall, one of Colchester's most conspicuous landmarks. The Roman form of the building was presumably suggested by its proximity to the Roman, Balcerne Gate.

English Heritage
(1999)

Jumbo was part of Colchester's water supply for 100 years. As water supply improved, it became less useful, until it was finally cut off in 1983. Since this time there have been a series of proposals for the public or private reuse of Jumbo. To date, none of these have been financially viable or received the support of the wider public who have consistently demanded that Jumbo continues to serve the public as a resource for communities.

The heritage of Jumbo can now be engaged with through its physical structure, the stories surrounding it, and the oral histories of the people who worked in water supply during Jumbo's time.

2.2 North Essex Heritage

North Essex Heritage (NEH) is a Building Preservation Trust established in 1998 (as **Colchester & North East Essex Building Preservation Trust (CNEEBPT)**). It exists to acquire "at risk" historic buildings in North East Essex and restore them to use. It is a voluntary organisation led by a group of trustees.

NEH took on The Jumbo Project and agreed a 150-year lease with the tower's owner. It has received Levelling Up funding from the Towns Deal Fund and Round 1 funding from NLHF's Heritage Enterprise scheme. Both funds support NEH's goal to restore Jumbo, open it for public access, and contribute to the economic growth of Colchester.

The NLHF Development Phase has facilitated an important period of evolution for NEH. With engagement a relatively limited part of previous NEH-led projects, The Jumbo Project has demanded a new way of working. By bringing in new trustees with engagement skill-sets, developing a range of community and peer partnerships in Colchester and beyond, and leading a small programme of engagement to date; NEH has been able to develop an audience and begin to test new engagement approaches.

2.3 NEH Board of Trustees and Advisors

The Board of Trustees brings together specialisms and skill-sets relevant to the development of The Jumbo Project including professionals in architecture, design, finance, heritage, journalism, governance, planning and policy. A list of trustees includes:

Simon Hall MBE DL, Lawyer

Andrew Crayston, Surveyor and Estate Agent

Chris Betts, Architect and Design Consultant

Paul Bowman, Architect and Design Consultant

Bill Hayton, Journalist and Author

Andrew Marsden, Lawyer

David Balcombe, Design, Heritage and Planning Expert

Simon East, Corporate and Governance Administrator
Leila Kleineidam, Policy Advisor
Gary Armstrong, Banker

Trustees are supported by two specialist advisors to the project, Irene Kettle – a communications, media and PR professional, and Brian Light – a local Jumbo expert and author of the book *Jumbo: The Water Tower*.

2.4 Activities and Interpretation Working Group

NEH formed the Activities and Interpretation Working Group to lead and oversee the development of non-capital elements of The Jumbo Project during the Development Phase. The Working Group was chaired by Bill Hayton and includes Simon East, and Leila Kleineidam, as well as NEH Advisors Irene Kettle and Brian Light, and Project Managers - Focus.

The Working Group have met fortnightly with consultants leading web development (Phelan Barker), interpretation design (Imagemakers), and activities planning (People Make it Work). The Working Group have been responsible for overseeing the development of these areas of the project, ensuring progress remained on-track and in alignment with wider project developments. Any strategic decisions that arose were referred to the full Board of Trustees for final decision-making.

2.5 The Jumbo Project

“There’s nothing like it anywhere. It is a fascinating thing. I would love to go up and see inside.” Street survey participant, 2022

“When you approach from North Station Jumbo is the first thing you see and you think yeah, this is Colchester. There is nothing like it anywhere!”
Colchester Light Parade, 2022

“The history of Jumbo is important for Colchester. It could be a fabulous resource that attracts visitors.”
“We want to see the view from the top!”
Street survey participants, 2022

As a prominent local landmark, Jumbo is well known and loved by communities across Colchester, and recognised by visitors as part of Colchester’s local identity. There is substantial interest in accessing the site and getting involved in The Jumbo Project as audiences, participants, and volunteers both now and once opened.

The Jumbo Project has 8 Strategic Priorities designed to respond to the needs of its major funders and stakeholders, local communities, and NEH:

- S1. The restoration of a heritage asset and its sustainable reuse.
- S2. Use the heritage to contribute to the community’s understanding of the past.
- S3. Create a new visitor attraction for the town to complement existing sites and facilities.
- S4. Explain the engineering story and significance of the structure
- S5. Create new business space and additional jobs.

- S6. Develop 'doorstep discovery' of heritage within the community - a place to be proud of.
- S7. Remove Jumbo from the national Heritage at Risk Register
- S8. Build partnerships within the community for the delivery of activities, learning and well-being.

To support these objectives, Jumbo's unique spaces are being redesigned to accommodate diverse community and commercial uses. This will include an interpretation space in the "Tank", Jumbo's original water tank; a commercial/mixed use space on the level below known as the "engineer's floor"; and a small orientation/welcome space at the bottom of the tower. A feature lift will bring people up to the higher floors, and a staircase will lead people back down. Activities will take place across Jumbo spaces, particularly focused in the Tank, out in community settings, and online.

2.6 Strategic Context

In 2022, Colchester was officially named a city. It now has the dual status as the most recent, and the Romans' first, city in Britain.

Colchester's population is growing at some of the highest rates nationally (11.3% population increase from 2011-21, 4% more than national average and 3% more than regional averages). It is home to a higher percentage of working age people, a lower percentage of people aged 65+ and an average percentage of young people than either regional and national averages.

Colchester is also becoming more ethnically diverse. There has been a 5% increase in people identifying as "BAME" in the most recent census (2021), now comprising 13% of the local population. Within this, Asian and Asian British people are the largest ethnic group, followed by Black and Black British people. There has been a 3% increase in the number of people born outside of England from 2011-2021. Colchester includes a growing number of diaspora community groups including populations of Chinese, Nepalese, Indian, Pakistani, Bangladeshi, Nigerian and Romanian heritage people. Colchester is also home to significant numbers of service and ex-service people due to the presence of Colchester Garrison, as well as students/ex-students who have attended Colchester Institute and the University of Essex.

Colchester is experienced unequally. The city is home to some of the most affluent communities in the country but includes pockets of deprivation. In the latest Index of Multiple Deprivation (2019), one area of Colchester was identified within the 10% most deprived areas nationally, and 27 areas were in the most deprived 40%. Deprivation across indices is concentrated in areas of Greenstead, St Anne's, Old Heath and Shrub End. The city has income rates lower than the regional average with c.25% of residents affected by income deprivation, including 33% of children.

Education and qualification levels are relatively high but there are significant attainment gaps in areas of deprivation. 6 areas in Colchester are in the 10% lowest in the country for educational attainment and 28% of the population are affected by educational deprivation, focused in Greenstead and St Anne's. 28% of the population also experience health deprivation or disability and Colchester city has the highest levels of mental health challenges in Essex. Castle Ward (in which Jumbo is located) also experiences the highest crime levels in Colchester and is in the top 1% for crime nationally. Rural communities are

also affected by very limited public transport which affects their ability to take part in the wider opportunities of the local area.

The Local and Regional Market

Using audience finder mapping tools, we can gain data on key audience trends across the city and region in order to understand Jumbo's potential market in general terms. We have done this using:

- The Audience Agency Area Profile East of England Report
- Audience Finder mapping data

The Audience Agency segment audiences into 4 categories:

Kaleidoscope Creativity:

- Ethnically diverse, inner-city dwellers live close to a lot of cultural provision, but don't tend to engage
- Low education, employment and income all act as barriers to access
- Community-led, local co-creation and culturally specific festivals, street arts, and live music all tend to be more popular

Experience Seekers

- Highly active, diverse, regular and eclectic arts engagers
- Often in search of new things to do
- Younger people – students, recent graduates and in the mid-early stages of their careers.

Dormitory Dependables

- A mature and well-off group
- Interested in heritage activities, popular and traditional mainstream arts
- Experience culture as a treat or family outing.

Trips and Treats

- Mainstream art and popular culture fans, influenced by children
- Comfortably off
- Interested in musicals and familiar drama, mixed with days out to heritage sites and museums.

Experience Seekers are the most significant audience segment in Jumbo's immediate surrounding postcode of CO1 1 (33%), they are also significant within other nearby postcodes. Across the wider region, Dormitory Dependables are the most significant group, with the Trips and Treats segment also important.

The key markets for Jumbo represent some of the most engaged cultural and heritage visitors and present a significant opportunity for strong reach within the hyperlocal, local, and regional areas. To meet the needs of all segments Jumbo must balance an offer which appeals to a more traditional mainstream audience with activities which appeal to families and more eclectic tastes.

Local Strategy Alignment

The Jumbo Project is supported by Colchester City Council (CCC), its local authority. In order to maximise this relationship into the future, we have drawn out key connection points to how The Jumbo Project supports CCC's outcomes across its local strategies.

Colchester City Council 2023-2026 Three Year Plan

Celebrating heritage is 1 of 6 strategic priorities listed in the current CCC Three Year Plan. Within the heritage priority, CCC commit to "a transformed, attractive and more aligned city centre that makes the most of our public spaces, heritage and cultural assets". The two priorities listed for heritage in Colchester are to:

1. Strengthen Colchester's tourism sector and welcome more visitors each year
2. To make our city a better place in which to live, work and visit

The Jumbo Project will align to both CCC priorities, combining a destination venue for Colchester that will draw new visitors from across the region and nationally and create a resource for local community engagement.

The Jumbo Project will also align to CCC priorities to:

Improve health, wellbeing and happiness: providing opportunities to Colchester residents who are most in need and improving a sense of wellbeing for local people

Grow our Economy so everyone benefits: creating a vibrant city which people want to live in and visit. This outcome has a particular focus on providing opportunities for young people.

Towns Fund Intervention framework

The Jumbo Project is also funded through the Levelling Up Towns Deal Programme (Towns Fund). As part of this, the project has committed to meeting a set of outcomes aligning to Towns Fund objectives:

- Restore and repurpose historic buildings and showcase historic assets
- Urban regeneration, planning and land use: enhanced townscape that is more attractive and more accessible to residents, businesses and visitors.
- Arts, culture and heritage: new or upgraded community spaces.

The Jumbo Project will meet these through:

- Being highly prominent to the considerable number of pedestrians moving across the town centre or visiting either the Mercury Theatre or Colchester Arts Centre.
- Supporting the retention and attraction of businesses within the town centre by providing a highly distinctive place to eat and drink, to entertain or to hold commercial functions.
- Restoring Jumbo to enhance the appearance and safety of the surroundings that will encourage a greater diversity of households to choose the town central area as a place to live

Colchester Borough Local Plan (North Essex Authorities' Shared Strategic Plan) 2013-2033

"Colchester will be an active and welcoming town with its rich and prestigious heritage treasured and showcased for all to enjoy".

Colchester Local Plan's Vision for 2033.

Colchester City Council (formerly Borough Council) has worked with local authorities across North Essex to create a shared strategic plan which sits at the foundation of each area's Local Plan. Supporting heritage is cited as one of the main strategic priorities for ensuring North Essex is a vibrant place to live and work. The focused Colchester Local Plan that evolves from the shared plan states that Colchester's historic town centre is the cultural and economic heart of the borough. It commits to protecting and enhancing heritage assets and ensuring they continue to serve as a source of local pride and community identity.

The Economic Recovery and Renewal Strategy, South East Local Enterprise Partnership (SELEP 2020)

There is strategic fit with the most recent Strategic Economic Plan (latest update 2020). Specifically, policy areas (2.95–2.99) show that:

- As one of the fastest growing boroughs in the country, the attractiveness of the town centre will be central to potential new residents' house purchase decisions so it is vital that infrastructure is upgraded to create a positive impression, engender civic pride and understanding among these new communities.
- It will also significantly enhance the visitor experience, creating a good impression will encourage repeat and recommended visits and positive reviews on social media.

Colchester City Masterplan, (CCC, 2022)

The 2022 Colchester City Masterplan Identifies Jumbo as part of lively creative cluster, including the Mercury Theatre and Colchester Arts Centre. The Masterplan is designed to build a placemaking agenda for the city centre across planning, investment and existing sites. Balcerne Square is pinpointed as a hub for placemaking.

Other Stakeholders

The Jumbo Project will support other key stakeholders:

- Colchester Business Improvement District (BID): support in delivering large-scale events and driving audiences to the Colchester BID
- Colchester Diverse Communities Network: connecting into diverse community networks and Colchester event delivery e.g. Jumbo partnered as the launch point for the 2024 Colchester City Carnival
- Historic England - delivering teacher training and heritage outreach for Colchester schools in line with their existing heritage schools' engagement programme
- Civic Society - approval of designs as part of wider agenda to ensure developments are in line with Colchester history
- Industrial Archaeology Society and Victorian Society – supporting learning and insights to The Jumbo Project's alignment to Colchester's significant Victorian and industrial engineering past

SECTION 3: CURRENT ACTIVITIES

"It was a wonderful experience to be given a tour of Jumbo. Our party thoroughly enjoyed the visit despite climbing all the stairs! It had been a long-cherished ambition for many of us to see inside the water tower and the views from the top are simply stunning and spectacular. I am in full support of the plans and vision that North Essex Heritage Trust have for Jumbo and wish them well for the future and thank them for this wonderful opportunity. Colchester's most iconic landmark must be preserved for future generations to appreciate and enjoy."

Tim Young, former Mayor of Colchester



Summer of Activities, 2019

3.1 Pre-Development Phase

NEH has been building opportunities for public engagement in Jumbo heritage since 2019. Activities first began when funding was secured from CCC to test engagement and audiences for a potential future venue. This “Summer of Activities” (2019) included talks with former Jumbo engineers; exhibitions on Jumbo and its heritage at Colchester’s Hollytrees Museum and Library; design workshops; a lecture series; the creation of an

animated Jumbo film; and the collection of a small number of oral histories from people who lived and worked in and around Jumbo. The Summer of Activities demonstrated significant audience interest and potential and underpinned NEH's understanding of the viability of their proposition.

Since the Summer of Activities, the main public engagement in Jumbo has been through regular guided public tours of the site. Prior to the Development Phase, tours were delivered from August – October 2022 for small groups, including for the September 2022 Heritage Open Day. All 180 tickets for the Heritage Open Day sold out within two hours.

The Jumbo Project has also spent time developing relationships with schools and HEIs in the area to understand how the project can support learning for all age groups. A consultation session organised with Historic England was held at the Mercury Theatre with local primary and secondary schools that welcomed 12 local teachers and explored the curriculum and course links the project held, this feedback continues to shape planning to date and has been central to developing school session concepts.

3.2 Development Phase

I enjoyed the whole experience, learning more about the history of Jumbo and also the plans for the future. The climb to the top was very exhilarating and the views terrific.
Visitor to Jumbo guided tour, 2024

NEH have continued to prioritise public engagement during the Development Phase. This has expanded from its core offer of public tours to include:

- Outreach sessions at local community groups and events
- Project talks
- School visits
- Community group tours
- Artist commissions (x2) installed on and around Jumbo
- Developing an online presence through a new website

From 25 November 2023 until early February 2024, NEH organised two tours per week for paying members of the public. All were oversubscribed, with a waiting list reaching over 200. Tours were suspended in February 2024 to avoid disturbing a pair of nesting falcons. They are expected to resume in September 2024. 100% of all tour visitors rated their experience as Very Good.

All tours and sessions introduced the Jumbo story and shared knowledge of Jumbo heritage with a wider range of people. 50% of visitors cited an interest in Jumbo heritage as the main reason for their visit, with 21% visiting to learn something new. Over a third of participant feedback commented on the value of learning about heritage as part of their experience. The chance to see the view from the top was also listed as the most important motivation for visiting by 15% of audiences. NEH recruited and trained 11 volunteers to lead public tours. Each volunteer learnt about local heritage and gained skills in tour guiding and public engagement

The Jumbo Project also welcomed three local school groups for tours. One group were then invited to design their own ideas for a future Jumbo, working with their teachers to learn

skills in design and think about what they wanted from the venue. Pupils were invited to present their designs at a Project Board Meeting, giving pupils an inspiring learning experience, and sharing important youth perspectives with the NEH and design team.



School pupils present their ideas to NEH and Purcell Architects at a Project Board Meeting, 2023

Investing in skills development was also an important outcome for Development Phase activities. A series of learning projects connected to Jumbo were delivered with BSc Construction at Colchester Institute and Colchester Royal Grammar school product design students who were able apply their learning to tackle the architectural, engineering and design challenges of The Jumbo Project.

The Jumbo Project hosted artwork “Bourne to be Wild” (BTBW) which the National Trust commissioned from artist duo Instar. The artists created a new public realm artwork that explored nature in urban environments. The artwork was co-created with LGBTQ youth group, the Outhouse, Young Artist Kollektive (YAK – a Firstsite Youth Group) and Level Best (a local social enterprise project for people with learning difficulties). Jumbo also hosted the Knife Angel sculpture from 1-31 October 2023, raising awareness of the impact of knife crime. Both artworks drove considerable footfall to Jumbo and demonstrated the potential of the site for hosting cultural events.

A planned classical chamber music event upcoming in September 2024 will also see Jumbo become a stage for the Roman River Music Festival.

NEH worked with design firm, Phelan Barker to develop a new website (www.jumbo.org.uk) to share learning and information on The Jumbo Project, the heritage of Jumbo and current activities and engagement opportunities. The website will continue to develop and be an important platform for public access to The Jumbo Project and a future space to link to audio-visual content generated through the activity programme to broader audiences.

3.3 Volunteering to date

The Jumbo Project has been led by volunteers to date with no paid staff team yet in place. The Board of Trustees and its advisors (outlined in Section 2.3 above) have dedicated significant time and expertise to develop all elements of the project to this stage, working with a team of expert consultants to ensure each area of the project maximises potential.

11 volunteers have also been recruited to support the delivery of the activities programme so far. Volunteering until now has focused on the delivery of public tours which have taken place twice a week during periods where public access is possible (access has been limited during potential nesting periods of a pair of falcons). 2-3 volunteers guide each tour group alongside a lead trustee.

Prior to leading tours, volunteers receive an introduction pack outlining the heritage and logistical information required to lead tours. They also attend a training session led by NEH trustees and advisors introducing the opportunity and laying out all policies and procedures regarding public engagement.

NEH have recruited volunteers via open calls and through partnerships with local guiding organisations. This has built a small but dedicated group of volunteers who already hold many of the skills and competencies required for the role, with many qualified in Institute of Tourist Guiding badges. This has enabled NEH to launch its volunteering programme and deliver its tours with confidence in the quality and good practice of volunteer leaders. All volunteers are DBS checked.

Volunteering to date has developed important learning from which to evolve future volunteering plans. The Delivery Phase will significantly increase the scope and scale of our volunteering programme (outlined in Section 4.5 below) and build from this important foundation of engagement to grow and diversify its volunteer base.

3.4 Current Audiences

Development Phase activities took place between November 2023 - June 2024. Over this time, The Jumbo Project reached 513 people as direct participants and c.41,000 as audiences to public realm events and installation. This reach was achieved across c. 30 events.

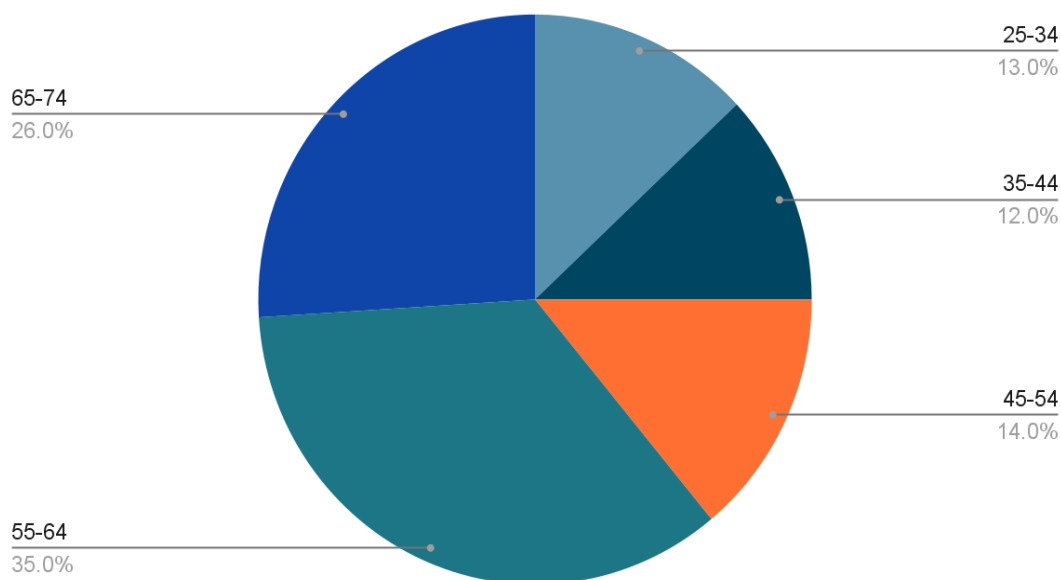
A summary of audience reach across Development Phase includes:

Engagement Type	Audience Reach
Jumbo Tours	250 people
Jumbo Talks	60 people
Schools Engagement	90
Community Outreach	60
Skills Development	12

Creative Commissions	30 young people as co-creators (Outhouse Youth Group, YAK, and Level Best) 20,000 passers-by engaged in InStar co-created art work
Public Events	21,000
Volunteering	11
Total	Participants: 513 Event audiences: 41,000

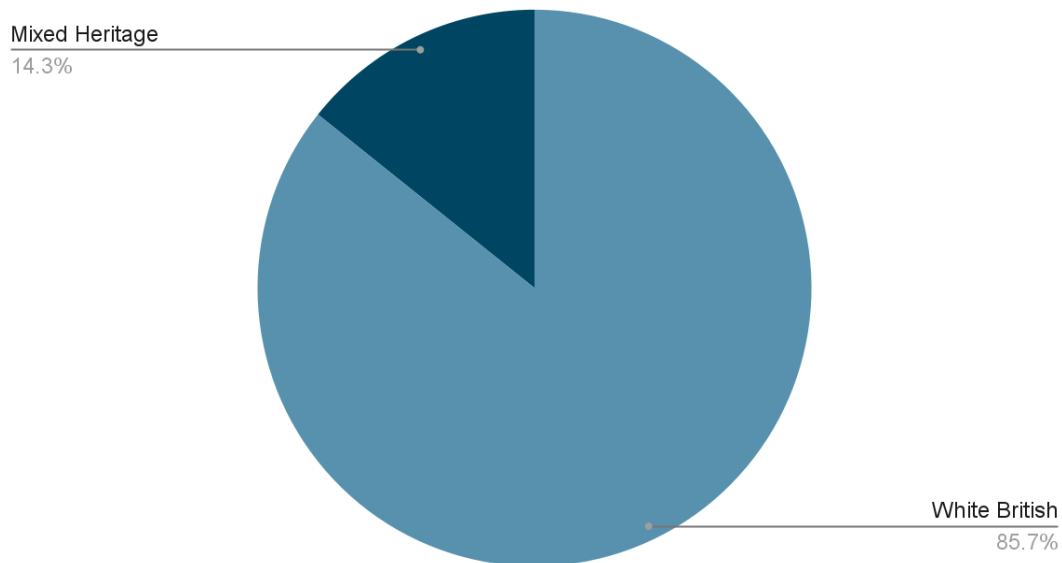
We collected data on participants during this period in order to understand the profile of current audiences to Jumbo and find out who Jumbo is currently reaching and who is missing out. This data relates to tour visitors only and therefore does not include data on projects that targeted specific demographics or age ranges. This enables us to analyse who Jumbo reaches through open marketing promoted to the general public.

Age Range



There was a wide spread of ages across Jumbo visitors. The largest audiences were from older age groups, ranging from 55-74. The proportion of these groups is relatively high compared to the Colchester population as a whole.

Ethnic Background



Visitors were predominantly White British (85%) with c.14.3% from mixed heritage backgrounds. This demonstrates a reach that is largely in keeping with the Colchester population average, where 87% are White British. However, reach shown by this data is limited with the full diversity of ethnic backgrounds in Colchester and first-generation diaspora communities.

Location

Of current audiences, all but 1 respondent lived in Colchester or the surrounding region. An analysis of postcode data shows that 75% of visitors live in Colchester city and 25% have travelled from surrounding villages, under 10km away.

There is relatively good reach across areas of Colchester city. However, there is currently no reach into underserved areas of Colchester including The Jumbo Project “priority postcodes” of Greenstead, St. Anne’s, Old Heath and Shrub End.

3.5 Community Consultation

Consultation was undertaken across the Development Phase to ensure that real audience and community input sit at the heart of activities planning and decision making.

Consultation sought to achieve the following outcomes:

1. An introduction for broader audiences to The Jumbo Project, including communities who might otherwise not see the site as of interest or “for them”
2. Feedback on diverse local community perspectives on Jumbo’s history, relevance to them and preferred modes of engagement in The Jumbo Project
3. An understanding of the strongest thematic interest points relating to interpretation and activities, with a particular focus on elements of Jumbo and Colchester’s heritage that engage communities otherwise underrepresented in local heritage stories
4. Identification of the key activity needs/wants of Jumbo’s priority communities - i.e. this could include family sessions, curriculum alignments, skills and training gaps

5. An understanding of the barriers that prevent potential audiences from engaging in The Jumbo Project and the logistical or creative decisions that might help remove them



Consultation sessions with the Colchester Residents Panel, 2024

Consultation built on data from a survey which sought broad public feedback in 2022 (shared online and at public events and collecting 2000 responses from Colchester residents). This second phase was targeted to reach communities that were less represented in the initial survey and who are underrepresented in Colchester heritage audiences (particularly “priority postcodes” and young people) or who identify with characteristics that are underrepresented in heritage/cultural audiences regionally and nationally (particularly communities identifying as “BAME” or with a disability”). We spoke with:

1. Existing audiences for The Jumbo Project (audience survey)
2. New audiences, particularly those underrepresented in local heritage/cultural engagement (focus groups and barriers survey)
3. Community leaders who hold relationships with underrepresented groups (1-1 conversations and focus groups)
4. Sector peers who have experience engaging audiences in culture/heritage in the region or with a thematic connection (1-1 conversations)

We undertook 15 detailed 1-1 calls with a selection of organisations and individuals who hold particularly deep insights to the local area, Jumbo heritage themes and/or audiences. This included one or more representatives from youth groups The Townhouse and Soroptimist International; community groups Phoenix Heroes, Essex Cultural Diversity Project, Refugee and Migrant Action, Bangladeshi Women’s Association; key community facing staff at CCC. Yovone Cook (CCC Community Response Team); Clare Ratcliffe (Town Deal Project Engagement Officer); peer cultural organisations Colchester and Ipswich Museums Service, Mercury Theatre, Colchester Arts Centre; Clip Sounds, local engagement professionals; and teachers (x2).

A series of focus groups then facilitated discussions relating to specific themes or priorities:

- Group 1 – Focus: Unengaged audiences exploring thematic interests, programme needs, and logistical considerations: Targets communities and community leaders to explore what barriers currently exist for certain communities to engage in The Jumbo Project and what would help to remove these barriers.
- Group 2 – Focus: Working with communities currently unrepresented in the Jumbo story to explore how diverse histories in the area can align to how Jumbo presents its heritage and is engaged with: Community residents and leaders whose heritage is currently underrepresented in The Jumbo Project and artists and academics who have undertaken relevant research projects in the area.
- Groups 3 and 4 – Focus: Two workshops with the Colchester Residents Panel exploring the themes, activities and barriers that would encourage them or put them off visiting a future Jumbo: A diverse group of Colchester residents who meet to input into local projects.

We also collected data from:

1. **Greenstead Town Deal event:** Town Deal partners and a small number of residents based in priority postcode, Greenstead.
2. **An audience survey:** a survey sent to current visitors gathering demographic data (overviewed in Section 3.3 above) as well as information on the themes and activities they want to engage with at a future Jumbo.
3. **A barriers survey:** A barriers survey distributed via existing partners and community relationships particularly within “priority postcodes”, youth groups, and Colchester diaspora community groups gathering information on the themes, activities and barriers that would encourage them to visit or keep them away from a future Jumbo

3.5a Jumbo Themes: What part of the Jumbo story interests you?

Growing up Jumbo was a landmark I looked out for and now as an adult he is still part of my life.
Jumbo visitor 2024

We tested the 5 Jumbo themes developed by interpretation designers Iagemakers through focus groups and surveys. This built on data captured in 2022 through the widely distributed survey. The 5 themes were shared as:

1. *Jumbo’s local story:* Jumbo's creation and name, its elephant namesake, and its place in Colchester heritage and identity

2. *Jumbo's water story*: how Jumbo transformed the safety and supply of water in Colchester
3. *Jumbo's engineering story*: how Jumbo was a feat of Victorian engineering, creating the largest remaining water tower in Britain
4. *Jumbo's Victorian story*: what Colchester was like when Jumbo was built and how it - and the world around it - changed during this time
5. *People and water*: how water is essential to life and human culture

* The 2022 survey described themes differently with theme 2 "*Jumbo's water story including the connection to water both when Jumbo was built and what it means to people today*". These have now been separated to give adequate space to both stories. Theme 5 was previously "*Jumbo's environment story*" which looked at how Jumbo has more recently become a home to a pair of nesting peregrine falcons. The focus on the falcons was removed as advice on their likely future nesting at Jumbo has shifted.

Quantitative responses

The 2022 survey showed strong interest in all themes with *Jumbo's water story*, *Jumbo's engineering story*, *Jumbo's Victorian story*, and *Jumbo's local story* each gaining responses of over 80% "very" or "quite" interested. *Jumbo's Water Story* was marginally the most popular at 84% "very" or "quite" interested. The least interest was shown in the environmental story focusing on the falcons - although 77% remained "very" (49%) or "quite" (28%) interested in this theme. Importantly, interest in the falcons has come up regularly in the most recent survey's "Other Interest" option showing that there is strong demand from the public in understanding more about the falcons' story and future at Jumbo.

2024 surveys similarly showed strong interest in all Jumbo themes. *Jumbo's engineering story* was listed by the highest number of people as the most interesting Jumbo theme, it was also listed by the highest number of people as the least interesting theme, suggesting this theme is of strong interest to certain groups but not others. The *People and water* story similarly had larger number of respondents listing as "very" or "quite" interesting as well as "not at all" interesting. *Jumbo's local story*, *water story*, and *Victorian story* were less polarised with fairly even interest ratings as "very", "quite" and "not sure".

Qualitative responses

Jumbo is where many people start their story in Colchester
Focus group participant

The themes of interest that emerged from qualitative conversations related predominantly to how Jumbo connects to people's lives and contemporary experiences in Colchester. Focus groups in this area showed particular interest in *Jumbo's local story* and the *People and water story*.

1. Local story: Nearly everybody reflected on the importance of Jumbo as an icon of Colchester and lots of personal stories emerged relating to Jumbo.
2. People and water story – Interest emerged through conversation on the importance of water symbolised by Jumbo. Young people engaged in environmental/climate

related aspects of this; refugee communities also highlighted different experiences of water in their countries of origin and the significance of water in their journeys to the UK.

3. Jumbo caring for Colchester - a connection point revealed through conversation was the symbol of Jumbo as a resource for Colchester’s care and safety through clean water provision.
4. (Inter)national connections – people were interested in how Jumbo’s story connected to wider national and international stories and had broader relevance beyond Colchester.

3.5b Jumbo Activities: What kinds of activities would encourage you to visit Jumbo?

We asked Colchester communities what they want to do at a future Jumbo. Communities told us that they wanted to:

- Experience Jumbo. More than anything, people are interested in the view from the top and spending time in a space with unique views
- Participate in Jumbo, people are keen to take part and get involved. There is strong interest in:
 - Co-creation
 - Volunteering
 - Creative activities
 - Adult skills development and masterclasses
 - Early years activities
- Connect through Jumbo. People want Jumbo to be a space of welcome, where they feel able to spend time and meet other people. Connection was made to Jumbo’s role in the City of Sanctuary strategy (Mercury Theatre and Colchester Arts Centre are both theatres of sanctuary)
- Learn through Jumbo. Schools are keen to connect to Jumbo and have identified multiple areas across the National Curriculum that it can support. Families want opportunities to visit with their children in family friendly ways; young people want opportunities to get involved in different ways including volunteering, skills development, and through creative activities.

3.6 Barriers Analysis

We asked communities what would stop them from attending or taking part in The Jumbo Project. We gathered data on barriers through audience, participant, partner, and peer conversations as well as a dedicated barriers survey that we shared with existing and potential audiences. We worked with our community partnership networks to make sure priority engagement groups were able to input into this process.

Our analysis showed 5 broad categories of barriers: financial, accessibility, inclusivity, safety and relevance, more detailed subsections are included within each heading.

Barrier	Detailed Description	Response
---------	----------------------	----------

<p>Financial</p>	<p><u>Ticket costs:</u> a perception that entry prices will be too high</p> <p><u>Event costs:</u> a perception that ticket and event prices will be too high</p>	<p>Ticket prices will be set against Colchester benchmarks</p> <p>Create pay it forward pricing structure to ensure financial access to relevant events and activities</p> <p>Free events and activity programmes for priority audiences and postcodes that will often include free access to the site</p>
<p>Accessibility</p>	<p><u>The accessibility of the site:</u> people were concerned that the access to, from and around the tower would not be suited to all physical needs</p> <p><u>Clarity and accessibility of website information</u> and ease of locating and using information on visiting and taking part in Jumbo</p> <p><u>Travel to Jumbo:</u> Ability to reach Jumbo by foot, car, or public transport</p> <p><u>Busyness and visitor flow of site:</u> Some audiences were concerned that overcrowded spaces would limit their experience of Jumbo</p>	<p>Accessibility has been a key consideration across the design and planning of the Jumbo site. A lift is a core part of the future design to support full physical access to all levels of the tower</p> <p>Specialist web designers have developed a user-centred website with best practice accessibility</p> <p>Jumbo is located centrally and in walking distance to much of central Colchester, there are also accessible bus and train routes as well as parking access for those who need to drive. Clear travel information will be included on the Jumbo website.</p> <p>Jumbo will be ticketed with entry limits to ensure good visitor flow and experience</p> <p>Wheelchair and pushchair accessibility have been</p>

	<u>Accessibility for wheelchairs and pushchairs:</u> Concern that the spaces will not be adapted to wheel and push chairs	integrated across design plans
Safety	<p><u>The safety of Balcerne Gardens during the day:</u> Some concerns around Balcerne Square safety due to groups gathering during the day</p> <p><u>The safety of Balcerne Gardens at night:</u> Some concerns were raised around Balcerne Square safety due to groups gathering at night and occasional anti-social behavior</p> <p><u>Feeling safe in Jumbo's tall structure:</u> Fear of heights and safety of structure</p>	<p>Jumbo as an active venue will shift the use of the Balcerne Gardens area during the day, driving public footfall and improving perceptions of its safety</p> <p>Lighting at night (dependent on planning) alongside regular evening activities will shift the atmosphere and increase footfall in Balcerne Gardens at night and improve its sense of security</p> <p>Jumbo promotional information will make clear that comfort with heights is important in enjoying the Jumbo experience</p>
Inclusivity	<u>Not feeling welcomed and included</u> across Jumbo arrival and activities	<p>Activities and interpretation designed with access and inclusion at their heart including co-creating interpretation to ensure Jumbo's story is communicated by and for diverse voices.</p> <p>Staff and volunteer recruitment and training prioritise EDI to ensure awareness of diversity and inclusion is embedded in how Jumbo welcomes and engages visitors.</p>
Relevance	<u>Activities are not designed for me:</u> feeling activities would not be designed for those	Activities are designed to be relevant to different age groups, background

	<p>with little pre-existing knowledge of heritage or Jumbo or that activities would not be designed at their age range</p> <p><u>Not seeing other people like me at Jumbo:</u> a feeling from diaspora communities that they will feel different to other visitors at Jumbo</p> <p><u>Activities which are one-sided:</u> a feeling that Jumbo interpretation and events will only represent certain perspectives and not others</p>	<p>knowledge levels, and learning styles.</p> <p>Recruitment of Jumbo staff and volunteers will prioritise diversity to ensure all communities feel represented in who they see at Jumbo, targeted engagement will strengthen diversity in audiences</p> <p>Jumbo's programme will enable communities from diverse background to platform their creativity and skills and no one community will be prioritised within this</p>
--	--	--

3.7 Learnings from Peers, Partners and Staff

Communities from Syria and Iran connect with Jumbo because where they are from there are lots of historical buildings still standing and they think everything here is shiny and glossy. They like heritage and appreciate history and it makes them feel more comfortable adopting a culture where that is still important.'

Focus Group participant 2024

'We want young people to have their voices heard and get them involved and it is their future.'

Colchester Youth Group Leader, Focus Group participant 2024

We have spoken to a number of peers and partners to gather insights from those already engaging audiences in the area. Organisations consulted through the process include:

- Colchester Council Town Deal team
- Colchester Council, community relationship team
- Mercury Theatre
- Colchester Arts Centre
- Colchester and Ipswich Museums Service
- Clip Sounds
- University of Essex, alumni department
- Essex Youth Service
- Phoenix Heroes
- Refugee and Migrant Action
- Bangladeshi Women's Association Essex
- Soroptimist International

Through these conversations, we learnt:

Significant cultural and heritage programmes nearby: There are strong cultural and heritage offers already established in Colchester city centre, including Colchester Arts Centre and Mercury Theatre who both deliver an active programme nearby Jumbo. The Jumbo Project needs to think carefully about how it complements existing activity rather than competing, creating a distinctive programme that draws on the uniqueness of the Jumbo experience and its heritage.

Strong engagement potential in Colchester: Peer cultural and heritage organisations report strong audience engagement and participation numbers across their recent activities. Colchester audiences have diverse tastes and are keen to engage in new activities and experiences. Audience return post-Covid has been strong in the area.

Appetite to get involved: Community partners suggested strong interest from their beneficiaries to get involved as volunteers, co-creators or participants in projects, and The Jumbo Project in particular. This was particularly strong for diaspora community groups and ex-service people.

Challenges with certain audience groups: Peer organisations reported challenges in engaging global majority communities as a core part of their audience. This was thought to be due to a perception of a lack of relevance and awareness of activities. Challenges were also reported in reaching rural audiences, this was thought to be due to issues with local transport infrastructure.

Ticket pricing limits: Peers fed back that there is a maximum limit on ticket pricing to ensure uptake and financial accessibility. This is c. £7 session price limit and c. £20-40 for events.

Schools engagement: Engaging with schools has been more challenging in recent years due to shrinking school budgets for trips and transport. Engagement remains strong in central schools but outreach/travel support can be essential for engaging schools in the outskirts of Colchester or in rural areas. This affects all schools in the Jumbo project's priority postcodes.

Need to welcome: Community organisation who work closely with diaspora communities, communities in areas of deprivation, and ex-service people were clear that the project needs to tailor communications and activities to these groups to ensure they feel equally included and welcomed in the Jumbo project.

3.8 Summary Findings

1. Activities have an opportunity to address educational inequality, demand for skills and training, wellbeing inequality, need for career transition routes (refugees/ex-service people in particular)
2. Activities and interpretation need to connect the story of Jumbo to people's lives and experiences
3. Activities need to be unique and distinctive from other Colchester offers
4. Volunteering strategies should consider how to build a volunteer "community"
5. Ticketing and pricing need to be carefully considered in understanding income potential alongside financial access

6. Geographic access and lack of public transport infrastructure needs to be considered in schools, community and public engagement

SECTION 4: STRATEGIC DECISIONS

4.1 Jumbo Activities, Strategic Aims

The Development Phase has enabled NEH to carefully consider the potential and priorities of its activities programme and develop some core strategic aims for activities. All proposed activities are linked to one or more of these aims:

1. **Involve:** involve a wide range of people in The Jumbo Project and how Jumbo tells its story
2. **Connect:** build widespread public awareness of the Jumbo story with audiences in Colchester, the region, and nationally
3. **Rediscover:** Enable a repeat visitor base through the creation of rolling content
4. **Impact:** support skills, participation and community value through all activities
5. **Partner:** share resources and connect opportunities to complement the Colchester offer
6. **Secure:** activities into the future through resilience strategies

4.2 Future Audiences

The Jumbo Project audience development priorities connect deeply to its strategic aims. Across audience development strategies, The Jumbo Project is seeking to simultaneously:

1. Build the largest and broadest audiences for Jumbo as a site and the Jumbo story *and*
2. Enable reach to communities and audiences who, without targeted engagement, would miss out on these opportunities; focusing on audiences underrepresented in Colchester heritage and culture

Following Development Phase consultation, we have been able to build a more nuanced picture of who Jumbo's activities can, could, and should reach as well as the kinds of activities and themes that will ensure our underlying audience development priorities are met. In response to this learning, we have refined target audience segmentation to include:

Local people, <5km: Jumbo will be a resource for local people, communities and families to visit, learn from and participate with. Aimed at those within walking or public transport distance to the site, The Jumbo Project will focus on building a "community" of regular users that can engage with its venue and programme in different ways at different stages of their lives. The Jumbo Project will co-create permanent content with local people, putting community voices directly at the heart of the Jumbo visitor experience alongside *the local story* being developed as a core theme of the interpretation as a whole. Beyond the Activity Statement, permanent interpretation will be revitalised by a range of rolling elements, alongside a programme of cultural events, exhibitions, and performances that will make Jumbo a go-to venue for experiencing and participating in culture and heritage.

Tourists and Day-Trip visitors: The Jumbo Project will draw in thousands of people from the wider region who will visit as part of a wider day-out to Colchester/East of England. The core offer for these visitors will be the venue, the visitor experience, and the permanent

interpretation, all working to build connection and awareness of Jumbo's heritage to the broadest audience groups. Through marketing, this group will also be encouraged to return and deepen engagement through attendance at talks, events, and workshops. The Jumbo Project will work with partners across Colchester to connect heritage offers and support the marketing of Colchester as a heritage destination. Regional residents within 30 mins drive time of Jumbo will be the key target audience for events and experiences – marketing will target these areas to encourage dedicated trips to Jumbo.

Colchester Families: Jumbo will be a place to visit with family and friends, with family friendly ways to visit integrated into the visitor experience. This will establish Jumbo as a unique destination for local day-trips out where families can return and enjoy an interactive learning experience.

Schools KS1-4: based on consultation with local teachers, a curriculum aligned formal learning programme will be delivered through outreach and visits from schools across Colchester and surrounding villages all the way from primary to KS4. Jumbo aims to provide a quality learning resource that educational settings can rely on and work with to support curriculum learning, home project learning, and teacher CPD. Formal learning will extend connection to the next generation of young people in the area, and introduce Jumbo as a resource to them and their families; connecting content to 1000s of young people in education settings, many whose circumstances mean that they are unlikely to engage with heritage or cultural opportunities outside the classroom. We will also extend comparable opportunities to young people of school age learning outside mainstream educational settings, with tailored opportunities for SEND schools and home educators. School sessions will particularly prioritise schools in postcodes experiencing educational disadvantage, providing additional marketing, outreach sessions and pay it forward subsidies to support their engagement.

Colchester Young People (12-20): The Jumbo Project also wants to connect youth engagement beyond the classroom, developing Jumbo as a resource for skills and career development. It will work through a series of youth-facing partnerships to connect deep engagement and co-creation opportunities to young people in the local area, focusing on young people who are experiencing marginalisation. As co-creators, young people will gain opportunities to develop their confidence and skills and deepen their future engagement with Jumbo and the wider heritage sector in Colchester and beyond. The Jumbo Project will embed progression opportunities across its programme, encouraging young people to continue their relationships with Jumbo beyond their initial engagement through volunteering - signposted and promoted with past participants.

Colchester Diaspora Communities: Colchester has a growing "BAME" population including a number of diaspora communities and community groups. According to national heritage engagement statistics (Participation Survey 2022), Global Majority communities are significantly underrepresented in heritage audiences (15% less engaged). To date, Jumbo has had relatively good reach to communities from diverse backgrounds, giving it significant opportunities to work with diaspora communities. To do this, it will connect its outreach and opportunities through partnership with a growing network of community groups particularly Refugee and Migrant Action, The Bangladeshi Women's Association, Colchester Nepalese

Society, and African Families in the UK - these partnerships are designed to develop stronger relationships with The Jumbo Project, embed diverse voices and perspectives into Jumbo's storytelling, and ensure diaspora communities feel equally welcomed as audiences in the future venue.

Priority Postcodes: Colchester is a region of significant inequality. Factors of disadvantage statistically correlate with lower levels of engagement in the local heritage and cultural offers, creating a risk that Jumbo will only engage in areas that are already best served. The Activities Statement will connect reach with all of its opportunities to schools and community groups in the least served Colchester wards to ensure awareness and inclusion in The Jumbo Project. These areas are Greenstead, St Anne's, Old Heath and Shrub End.

Industrial Heritage Enthusiasts: Jumbo will be the UK's only Victorian water tower made into an accessible heritage destination. It will create a new resource for learning and study for enthusiasts in related heritage themes including public water supply, municipal architecture, Britain in the Victorian age, and industrialisation. Enthusiasts of this heritage will access new learning on Jumbo through its interpretation on site and online. A series of heritage talks, tours, and learning resources will provide a deeper insight into the heritage of Jumbo. Volunteer researchers will support new learning about Jumbo alongside the development of archive research skills.

4.3 Jumbo Programme Structure 2025-2028

The Jumbo Project Action Plan tracks to an expected NLHF Permission to Start date in January 2025 and covers 3 years of activities, up to the end of December 2027. The current schedule sees Jumbo opening to the public in mid 2027, 2.5 years into the Activity Statement. Years 1, 2 and half of year 3 of the Action Plan are designed to take place prior to Jumbo's opening. A final 6 months will cover Jumbo's public launch and half a year of activities delivered with Jumbo as a completed and fully operational venue.

Year 1-2.5 pre-opening activities will largely take place offsite, in partner venues and hired spaces. This will enable all activities to be located strategically in areas or spaces with strong reach to future target audience and community groups, bringing new publics to engage with The Jumbo Project as participants and audiences. Co-creation will be an important thread across activities in pre-opening years, involving communities in the development of interpretation and future content for Jumbo. The structure of programme activities will be fluid pre-launch and will respond to the needs of partners and communities as well as key dates in the construction schedule.

Launch in mid-year 3 (2027) will bring activities into the venue and connect pre-launch engagement and content to the experience of the site itself. In year 3, engagement will be amplified through a series of larger, higher-profile events that build from the additional public attention to The Jumbo Project including a public-realm venue launch and planned Christmas event.

4.4 Key Themes of Interest

Consultation demonstrated interest across Jumbo's themes as outlined in Section 3.5a above. The Jumbo Project will embed connection to these themes across activities, which

will each take one or more as a starting point. A number of activities are also designed to specifically explore particular themes in greater depth. We have outlined these thematic links in our description of activities below.

4.5 Volunteering Approach

The Activities Statement will include a more extensive volunteering programme than currently exists. It aims to recruit a larger base of volunteers for a wider range of volunteering opportunities. Crucially, NEH aim to diversify who accesses and benefits from Jumbo's volunteering opportunities, ensuring its volunteer base is representative of the whole community in Colchester.

Across the Development Phase, NEH have been working with the National Council for Volunteering Organisations (NCVO) to gain specific advice and input into Jumbo's future volunteering plans. As a result of this process, The Jumbo Project now has a: *Volunteering Policy* and *Volunteers Handbook* alongside guidance on roles, induction, volunteer journey, onboarding, and training. Across this process, NEH have developed new organisational knowledge on the processes and practices required to deliver the current and future volunteering programme with the quality and impact aspired to.

The approach to extending and formalising volunteering within The Jumbo Project considers the following key areas:

- Build from existing volunteering: Meet with existing volunteers to understand learning and desire to continue both as tour guides and in other roles
- Develop Clear Roles: Each volunteer opportunity will be promoted through clear and well-defined volunteer roles, outlining specific responsibilities, tasks, and expected outcomes. The Engagement Assistant will ensure each role aligns well with the skills and interests of volunteers and contributes meaningfully to both personal and project objectives
- Plan Recruitment: Design and deliver a targeted recruitment strategy to reach a diverse pool of potential volunteers that reaches out into all Colchester postcodes. Recruitment should make use of community partnerships with local organisations, schools, and community groups to tap into a wide range of backgrounds and activity market and promote to target volunteer groups. Ensure that the volunteer team represents a cross-section of the community and that all volunteers feel welcome, respected, and included.
- Volunteer Leadership: Designate a member of staff with responsibility for volunteers and the volunteer journey, this person should have existing experience and/or train in volunteer management to ensure best practice. Designate a trustee lead to oversee volunteering practice.
- Deliver Training and Orientation: Provide comprehensive training and orientation for all volunteers to equip them with the necessary knowledge and skills to excel in their roles. This should include an introduction to The Jumbo Project, Jumbo heritage, engagement goals, and any specific technical or interpersonal skills required as well as EDI, public engagement and managing challenges. Where appropriate training should take place with staff to encourage a 1-team approach.

- Ongoing Support and Supervision: Establish a robust support and supervision system for volunteers led by the Engagement Assistant. This includes regular check-ins, feedback sessions, and opportunities to voice concerns or ideas. Ensure volunteers feel valued, supported, and part of the project team.
- Continuous Learning: Encourage volunteers to engage in continuous learning and personal development through regular training, participation opportunities and engagement with the Jumbo programme and resources. Where possible The Jumbo Project will seek to build relationships between volunteers to support a growing volunteer community
- Flexibility: Recognise that volunteers have varying availability and commitments. Offer flexible scheduling options and roles that accommodate their time constraints, making it easier for them to participate.
- Exit Strategy: Develop a clear exit strategy for volunteers who may need to leave their roles. Ensure that their contributions are acknowledged and that the transition is smooth.
- Safeguarding: All required volunteers will continue to be DBS checked as part of their recruitment. Volunteers supporting any activities that reach young or vulnerable adults will be subject to enhanced DBS checks. Clear safeguarding practices will be in place and a core part of volunteer training and induction.

4.6 Programming Platforms and Capacity

Jumbo will have no dedicated engagement space. All activities will therefore take place during dedicated activity times (Mondays, evenings, weekends) or will be integrated into the experience of the 2 main public areas - the Tank Room, and the Engineers Room.

The Tank Room has a capacity of 120. Every 10 minutes during public entry the Tank Room will be taken over by a 10-minute AV that supports engagement in Jumbo heritage for all visitors to the site. The AV system offers a unique potential to integrate the creation of audio-visual outcomes for designated public viewings as potential outputs for projects.

The Engineers Room has a capacity of 60 and will be used as a hospitality space during public open times.

The majority of Jumbo activities will take place during times when the site is closed to the public. Mondays will be closed to the public and made available for group and school visits.

SECTION 5. JUMBO HERITAGE ACTIVITIES

5.1 The Activities

5.1.1 Jumbo Projects

We will use the pre-launch period to diversify the voices involved in telling Jumbo's story. Through 3 Jumbo Projects, the Activities Team will work with communities to help communicate Jumbo heritage in new and different ways, deeply explore co-selected heritage themes, and co-create elements of future interpretation.

We have used the Development Phase to strengthen relationships with a range of Colchester community facing organisations who hold direct reach to priority engagement groups – particularly Colchester young people and diaspora communities. We will work with these groups to recruit co-creators to work with the Activities Team alongside skilled freelance contributors and partners to develop resources for interpretation, learning, and engagement that are relevant to broad and diverse cross-sections of Colchester audiences.

A1. Jumbo Hoardings Project

A group of diverse young people will work with local arts organisation, Firstsite, to research, design and produce an artwork inspired by Jumbo heritage themes and what NEH are doing to restore the landmark for communities today. C. 10 Young people (16-20) will be recruited through partnership with youth-facing community groups such as The Townhouse, The Outhouse and Firstsite's Young Artists Kollektiv.

Youth and partner feedback to date have indicated strong interest in the Water Today theme. Thematic and design decisions will continue to be led by young co-creators, specialist creative facilitators, artists, Firstsite and the Jumbo Activities Team. Together, they will engage in a series of 12 artist-led sessions to produce an artwork that interprets the value and heritage of Jumbo through their perspectives. Co-creators will each receive an Arts Award as accreditation for the skills and experience developed across the project.

The artwork will be installed at the base of Jumbo Water Tower throughout the construction period (c.mid 2025-2027) on hoardings or other temporary construction elements. It will create an important opportunity to engage the public and passers-by in Jumbo heritage themes, The Jumbo Project, and build public awareness during a period of otherwise limited physical access to the site.

The Hoardings Project will both involve and build heritage skills in a more diverse range of people across co-creation sessions, and drive broad-reaching public engagement in Jumbo and The Jumbo Project, engaging an estimated 130,000 people as passers-by.

Outputs will include:

- 10 Co-creators: Recruited through youth-facing networks, bringing diverse young people together.
- Co-creators will work with an artist to develop the creative concept and contribute to the artwork's physical production where appropriate.

- C. 12 co-creation sessions led by a commission artist facilitator. The artist will also lead development of elements of the artwork outside sessions.
- High quality images will be taken of the final artworks to enable online presentation and future projection within the Jumbo Tank Room

Partnerships: Youth-facing community groups, First Site, Commissioned artist(s)

Charges: Workshops: free of charge; Commissions: public realm

Reach: c. 10 co-design participants, c. 130,000 passers by

Strategic Objectives: Connect, Include, Impact, Partner

NLHF Investment Principles: Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support all communities to explore and share their heritage; Support heritage skills development

Themes: Co-created with participants.

A2 My Jumbo

What does Jumbo mean to people and place in Colchester?

Many personal stories are already emerging through consultation that demonstrate how Jumbo plays as an important symbolic role in the lives of people and community in Colchester. *My Jumbo* is an informal conversation and storytelling project that brings communities together to explore what Jumbo and Colchester mean to them.

Throughout all pre-launch years, My Jumbo will reach out to a total of c. 16 existing community spaces and special interest groups. It will collect stories from a wide range of voices that include the perspectives of: longstanding Colchester communities as well as communities who have made their home in Colchester more recently; families, young people and elders; communities living in priority postcodes; non-specialists as well as enthusiasts of Jumbo and Colchester heritage more broadly.

My Jumbo will capture stories and soundbites from a broader public in Colchester through a regular presence at community events such as Bonfire Night, Remembrance Day, Colchester Pride, and the Christmas Market.

A digital resource will be created that shares a selection of 20-30 engaging stories captured through the process alongside photographs of contributors (where appropriate) and images and designs that illustrate their stories.

A small number of stories will also be professionally recorded to be included as part of the Jumbo' handheld guide interpreting the Jumbo's Local Story theme and becoming a key part of the site's future interpretation plan.

Outputs will include:

- *C.16 My Jumbo Conversation Sessions*: Facilitated workshops in a series of community locations. Sessions will take a storytelling approach to sharing the heritage of Jumbo and invite participants to share their own stories - touching on what Jumbo means to their lives, Colchester and the city's identity.
- c. 20-30 personal stories captured in long-form and a larger collection of soundbites

that reveal a range of local perspectives on Jumbo.

- c.8 stories will be selected and professionally recorded to become part of the hand-held audio visitor guide that will form a key part of the future interpretation experience at Jumbo. This selection will form a bank of stories that will enable the handheld guide to “rotate” content.
- *C. 3 Community events per year:* A My Jumbo stall at large-scale Colchester events will engage people in Jumbo through creative activities, such as badge and sticker making, and invite people to share their stories
- *1 x digital resource* incl. selected stories alongside images illustrating contributors and/or their stories

Partnerships: Community Groups, Colchester events incl. Farmer’s Market, Colchester Pride, Colchester Carnival, Bonfire Night

Charges: Workshops: free of charge; engagement in outputs included as part of Jumbo ticket price and online experience

Reach: c. 300 community conversation participants; 2,000 engage with community event stalls, 20,000 annual Jumbo visitors

Strategic Objectives: Connect, Rediscover, Include, Partner

NLHF Investment Principles: Support all communities to explore and share their heritage; Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Accessible digital heritage resources

Themes: Jumbo’s Local Story

A3 Water Stories

A group of young leaders (12-18) will work with an experienced facilitator to explore what water means to people and places across the planet today.

Young leaders will take part in 16 sessions of heritage and contemporary focused learning and self-led research and create a film interpreting these issues for the future audiences of Jumbo. Across sessions, a series of speakers will be invited to talk (live and online) about Jumbo’s role in water safety and supply and connect this to the contexts of water today in local, national and international locations. Young people will be facilitated to contact youth groups, communities, and relevant specialists each with unique lived and learnt experiences on this topic to hold conversations, ask questions, and gather stories that interpret these issues for a range of audiences. A final film will be made that documents this process. The film will be available to view online and formatted for projection on the Jumbo AV equipment for special viewings.

Young people consistently fed back that their principal connection point to Jumbo heritage was in exploring how Jumbo’s impact on Colchester linked to contemporary water issues. Diaspora community groups were also deeply engaged in this topic – making connections between the Jumbo story and their experiences of water in their own, or their families’, country of birth. Recruitment will draw on networks in schools and youth groups and particularly connect with young people via diaspora community networks to bring diverse experiences into the core of the project.

A partnership with Colchester’s Rotary Club will draw in the “good news” stories of the local

action that is being taken in tackling these issues today. The support of the Rotary Club for leading global water charity - Water Aid - has lasted decades, and, through its partnership, has brought clean water to some of the communities worst affected by water safety and supply in recent history. The Rotary Club will support with volunteer speakers for sessions and will help connect to and uncover the examples of the impact of this action across the world.

Outputs will include:

- 16 sessions facilitate young people to explore the diverse water safety and supply issues facing the world today
- 10 young people learn skills in research, interviewing, and storytelling as Water Stories project leaders
- 1 film is produced documenting the project and platforming the “Water Stories” it uncovers
- 2000 people view the film online, 200 view the film as part of Jumbo AV screenings incl. a special screening at the Jumbo launch event

Partnerships: Colchester Youth Groups, Colchester Rotary Club, (inter)national youth/community/specialist contributors e.g. Anglian Water

Charges: Workshops: free of charge

Reach: c. 10 young leaders, 2000+ view film online/at Jumbo

Strategic Objectives: Connect, Rediscover Include, Impact, Partner

NLHF Investment Principles: Support all communities to explore and share their heritage; Involve a more diverse range of people in heritage; Accessible digital heritage resources; Increased people’s understanding and connection with nature across towns, cities and the countryside.

Themes: People and Water Story

5.1.2 Public Programme

The Jumbo Project will run a regular programme of open access public events which connect deeper learning opportunities with a broader public including all priority publics. Tours and Talks are particularly targeted to Local People, Tourists and Day Trip Visitors, and Heritage Enthusiasts.

B1 Jumbo Tours

Jumbo Tours have been hugely popular to date and are an important form of public access to Jumbo prior to its public opening. Tours were selected by consultees as one of the activities they are most interested in taking part in across the Delivery Phase. During all months where public access is possible, The Jumbo Project will continue to lead tours of Jumbo that support learning about Jumbo heritage on-site and provide an insight into the restoration process. Delivery will be defined in response to the construction schedule, aiming for a minimum of c. 15 per year.

A pool of volunteers will be trained to lead tours, developing detailed knowledge of the Jumbo story and building skills in public engagement. Prior to launch, a series of special tours will include members of the Jumbo Board of Trustees, activity and design teams to give updates on the Jumbo project from behind the scenes.

Partnerships: n/a

Charges: £10

Reach: 560 people, (225 per year)

Strategic Objectives: Connect, Include, Secure

NLHF Investment Principles: Involve a more diverse range of people in heritage;

Accessible digital heritage resources

Themes: All

B2 Jumbo Talks

The Jumbo Project will host a series of talks that share learning on Jumbo and Colchester heritage. Each talk will explore one or more of the consultation tested themes and bring together 1-3 experts to explore this theme more deeply with the public. To support promotion, talks will be timed to coincide with relevant heritage events such as World Water Day; Jumbo's birthday and the Heritage Open Day.

Talks will be recorded and hosted online.

Partnerships: Local/national history groups, heritage/sector specialists in themes relating to Jumbo story

Charges: £10

Reach: 250 participants (50 people per talk), 500 people view talks online

Strategic Objectives: Connect, Rediscover, Impact, Partner, Secure

NLHF Investment Principles: Involve a more diverse range of people in heritage; Accessible digital heritage resources

Themes: All

B3 Jumbo Launch Event

To coincide with public opening in mid-2027, a day-long event will launch Jumbo's future programme with high reach and public profile.

The Jumbo launch event will take over Balcerne Square and the Jumbo venue, working with Colchester cultural partners such as Mercury Theatre, Colchester Arts Centre and Firstsite to connect the Jumbo offer with what exists in Colchester and deliver a weekend of live music/performance, family activities for passers-by (badge-making; potato printing, water pipe play, Lego), "My Jumbo" story collection, pop up food/drink offer, ticketed entry to Jumbo, and a ticketed Talk that brings together people and communities involved in The Jumbo Project across its Delivery Phase.

The event will celebrate all of the contributions made by communities in the lead up to opening and create a weekend of engagement that enables everyone to take part.

Partnerships: Colchester cultural partners

Charges: Jumbo ticket price, additional charge for Talk, Water Stories screening event

Reach: 1500 people across the day

Strategic Objectives: Connect, Include, Impact, Partner, Secure

NLHF Investment Principles: Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support all communities to explore and share their heritage; Invest in places

Themes: All

5.1.3 Family Activities

Activity tailored to families. Families told us that they want to visit Jumbo with their children and find engaging ways for them get involved and learn about Jumbo.

C1 Family Backpacks

Without dedicated space for family engagement, Jumbo Family Backpacks will allow children and their families to take their activities around with them during their visit to Jumbo.

Visiting families will be able to hire out specially branded Jumbo backpacks that include a curated collection of items, equipment, drawing materials and user guides that encourage young people to explore Jumbo in new and family-friendly ways.

Eye spy trails will equip children with pocket telescopes to find and identify the key Colchester landmarks Jumbo looks out to, a heritage quiz will encourage children to listen and engage with heritage learning points shared through Jumbo's immersive heritage experience, and craft materials will invite children to respond creatively to Jumbo and their experience visiting the site.

Partnerships: n/a

Charges: Jumbo ticket price, £2 charge per backpack (£10 deposit for safe return)

Reach: 100 hires in 6 months post-launch

Strategic Objectives: Connect, Rediscover

NLHF Investment Principles: Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation

Themes: All

5.1.4 Schools Programme

Formal learning will be a key strand of Jumbo's engagement. Each month, Jumbo will engage at least 1 school group from a growing network of primary and secondary schools across Colchester and the surrounding region.

Formal learning activities will connect first access to a broad cross section of young people who may have limited opportunities to engage in heritage activities outside of the classroom. Young people will build the connection and confidence through these sessions to step-up their participation in The Jumbo Project's youth-focused skills and co-creation opportunities.

D1 Schools Session Development

Through conversation with local teachers to date, 7 curriculum aligned themes have been identified in relation to Jumbo. These themes will be the starting point for schools session development and form the basis of Jumbo's future schools offer.

The Activities Team will work up these themes into a series of half-day sessions. They will work with an education specialist and local teachers to ensure that sessions maximise their contribution to curriculum outcomes and are adaptable to the needs of different learning styles. A selection of sessions will also be adaptable to SEND children, home educators and marketed to non-mainstream schools and parent networks. The specialist will also support the Engagement Assistant to train in leading the delivery of all sessions across the Delivery Phase. Themes identified to date are:

D1a. Local Histories: A half-day session for KS1-2 learning about the Jumbo and Balcerne story - from Roman to Victorian to modern Colchester (pre and post launch)

D1b. Map my City: A half-day session adaptable for KS1-2 and a more advanced version for KS3-5 using Jumbo sight lines, coordination tools and wayfinding to learn about Colchester landmarks, mapping and city planning (post launch only). The session will also include study of Historic England maps which show Jumbo's historic sitemaps.

D1c. Building Jumbo: A half-day, SEND adaptable session for KS1-2. Pupils will learn about how Jumbo was built. They then design and build their own towers using Lego (pre and post launch)

D1d. Sketching Colchester: A half-day session for KS1-4 using the views from Jumbo to sketch the city and beyond (post launch only)

D1e. Empire and Industry: A half-day session for KS3-4 learning about Victorian Colchester, industrial revolution and its global impacts, and the municipal infrastructure to support it (pre and post launch)

D1f. Water Supply and Changing Climate: A half-day session for KS 3-4 that connects the Jumbo story to now and explores the changing issues around water supply and safety on a global scale - looking at issues from disease, inundation, water scarcity, to contamination. The session uses Water Stories video following its completion (pre and post launch)

D1g. How our Water Works: A half-day STEM session for KS3-4 that explores how public water supply works including the science behind water pressure, ensuring a clean supply, and managing water flow (pre and post launch). Students will study Jumbo and its place within a water supply infrastructure including studying the Paxman Pumping Station.

Session development will take place during the first 6 months of the Delivery Phase with a target to launch the Jumbo schools programme in September 2025.

Partnerships: Curriculum specialist

Charges: n/a

Reach: n/a

Strategic Objectives: Connect, Rediscover, Include, Secure

NLHF Investment Principles: Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation

Themes: All

D2 Schools Session Delivery

With a varied learning offer for schools available, the Activities Team will build new and develop existing relationships with local schools, delivering at least 1 school session per month across the Delivery Phase.

Sessions will first take place as outreach, regularly combined with a school tour in the pre-opening years. Post-launch, they will be run as half-day sessions in the Tank Room on Mondays - dedicated school and group activity days.

A pay it forward model will scale charges so that under-resourced schools are subsidised by more affluent schools. This will reduce cost per head and aim to create a subsidy for transport that schools beyond walking distance can apply to support travel costs. NEH are committed to maintaining a budget for transport subsidy beyond the funded period and sustain the ability of all schools to engage in the long-term.

Partnerships: Local schools

Charges: Pre-Launch charge for Jumbo tour only. Post launch £10/7/2 per head (scaled pay it forward for independent-to-pupil premium)

Reach: 900 pupils

Strategic Objectives: Connect, Rediscover, Include, Secure

NLHF Investment Principles: Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation

Themes: All

D3 Teaching Jumbo

The Jumbo team will enhance schools education in local heritage and build stronger relationships with a network of local teachers through creating learning resources and contributing to existing culture and heritage focused CPD programmes in the area.

Each year in the delivery phase a new learning resource will be created that gives teachers additional tools, knowledge and confidence to engage with Jumbo as a resource and lead in-school learning in Jumbo's heritage in ways that align to the curriculum.

The Activities Team will look to make local connections with Colchester Creative Partnerships - the Local Cultural Education Partnership - to connect with existing CPD programmes. This will seek to include holding sessions with the neighbouring Mercury Theatre in order to support access to existing teaching networks.

Partnerships: Local schools, LCEP

Charges: n/a

Reach: 12 teachers annually

Strategic Objectives: Connect, Include, Impact, Partner

NLHF Investment Principles: Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Accessible digital heritage resources

Themes: All

5.1.5 Skills and Volunteering

E1 Volunteer Recruitment

Jumbo will significantly expand its volunteering programme across the Delivery Phase, launching new volunteering roles that support the Activities Statement and future operation and growing its current volunteer base to become larger and more diverse.

The Jumbo team will actively promote its volunteering opportunities through a recruitment plan that reaches out to people and communities across Colchester. A series of recruitment events will promote opportunities widely and give a taste of what people can experience and learn as Jumbo volunteers. Locations will have a particular focus on reaching priority audiences with at least 30% of events take place in priority postcodes in Colchester.

Promotion will also have a presence at existing recruitment fairs such as Job Clubs run by community organisations RAMA (Refugee and Migrant Action) and Phoenix Heroes (veteran support organisation).

Partnerships: Community organisations

Charges: n/a

Reach: reach c. 100 per year engage in events, recruit 40 volunteers in total

Strategic Objectives: Connect, Include, Impact, Secure

NLHF Investment Principles: Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support heritage skills development

Themes: All

E2 Internal Staff and Volunteer Training

1 annual half-day session will bring together all staff and volunteers to develop or strengthen learning in the core skills and knowledge essential for public engagement in Jumbo as well as learning about Jumbo heritage and thinking together about the best ways to engage audiences in this learning.

Sessions will also be a chance to meet each other as a whole team, share experiences on the project to date and build a stronger staff and volunteer community. Sessions will be followed by refreshments and a “thank you” celebration.

Quarterly sessions will be led internally to share the core elements of this learning to all incoming volunteers and staff including sharing information on Jumbo operational policies.

Partnerships: n/a

Charges: n/a

Reach: 40 volunteers per year and staff

Strategic Objectives: Connect, Include, Impact, Secure

NLHF Investment Principles: Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support heritage skills development

Themes: All

E3 Activity Strand Volunteer Training

Bespoke training to build skills required for each volunteer role designed and delivered by the relevant activity strand lead ranging from Jumbo Tour leadership, facilitation of small group activities, stewarding large-scale events, and My Jumbo story capture. Jumbo tour guides will also receive detailed induction packs outlining all tour operational information and a guide script.

Partnerships: n/a

Charges: n/a

Reach: 40 volunteers per year

Strategic Objectives: Connect, Include, Impact, Secure

NLHF Investment Principles: Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support heritage skills development

Themes: All

E4 Specialist Training

Regular engagement and operational specialist training for all staff, required volunteers, and optional for wider volunteer pool including areas such as First Aid, Safeguarding, EDI, disability awareness, unconscious bias, environmental responsibility. Supported through Colchester City Council learning resources designed to support organisational training.

Partnerships: Training Providers

Charges: n/a

Reach: 40 volunteers per year

Strategic Objectives: Connect, Include, Impact, Secure

NLHF Investment Principles: Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support heritage skills development

Themes: All

E5 Volunteer Researcher Training:

Introductory archive research training for 4 x Volunteer Researchers to work within formal archives and contribute to research for the development of Jumbo interpretation

Partnerships: Training Providers

Charges: n/a

Reach: 40 volunteers per year

Strategic Objectives: Connect, Include, Impact, Secure

NLHF Investment Principles: Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support heritage skills development

Themes: All

E6 AV Content Training

The Programme Manager will train in photo, film and animation software to enable them to adapt or create digital outputs for Jumbo's immersive AV equipment. This will enable Jumbo activities to make use of this specialist hardware and create the potential to develop unique

and engaging outcomes in response to community programmes. In the Activities Statement, this already includes developing AV displays from the Hoarding Project, My Jumbo, and Water Stories. The Engagement Assistant will also be invited to take part in these online sessions to ensure that basic skills are shared across the team.

Partnerships: n/a

Charges: n/a

Reach: 2

Strategic Objectives: Rediscover, Secure

NLHF Investment Principles: Support heritage skills development; Support financial sustainability; Accessible digital resources

Themes: All

E7 Volunteer Management Training

Training for the Engagement Assistant to build on their volunteering management best practice through membership and training with NCVO that covers recruitment, management, data protection and best practice.

Partnerships: n/a

Charges: n/a

Reach: Engagement Assistant

Strategic Objectives: Rediscover, Secure

NLHF Investment Principles: Support heritage skills development; Support financial sustainability

Themes: All

E8 Volunteering Programme

We will recruit a larger and more diverse team of volunteers who will gain opportunities to support a wider range of roles across the Jumbo Activity Statement. Volunteers will lead Jumbo tours and will support facilitation of all community projects including ensuring a strong Jumbo team presence at volunteer recruitment, My Jumbo community stalls, and the Jumbo launch event. A Volunteer Researcher role will lead archival research to help develop the Jumbo interpretation.

The Engagement Assistant will support all administration and coordination of the volunteering programme.

Partnerships: n/a

Charges: n/a

Reach: 40

Strategic Objectives: Connect, Include, Impact, Secure

NLHF Investment Principles: Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support heritage skills development

Themes: All

5.2 Engagement Numbers

Project	Description	2025-26	2026-27	2027-28	TOTAL
The Hoardings Project	12 x youth co-creation sessions; 10 x co-creators; c. 100,000 visitors online/public realm during presentation	10 co-creators 50,000 (passers-by)	70,000 (passers-by)	10,000	130,010
My Jumbo	20-30 stories audio captured for online collection, 16 outreach sessions, 6 community events, 300 community participants; c.2,000 reached at community events, 2,000 Jumbo visitors engage with handheld guide/online collection	1150	1150	2,000 Jumbo/online visitors	4,300
Water Stories	16 sessions; 10 young people (50% diaspora communities), 500 view online and/or special screening	0	10	500 online/special screening	510
Jumbo Tours	15 annual tours; 15 visitors each tour (225)	225	225	100	550
Jumbo Talks	5 talks; 250 attendees	50	100	100	250
Launch Weekender	10 events; 1500 attendees; 20% attendees from priority groups	0	0	1500	1500
Family Backpacks	100 backpack "rentals"	0	0	100	100
Schools Sessions	30 sessions, c.900 pupils, 50% schools with high pupil premium/located in priority postcodes	120	360	420	900
Teaching Jumbo	3 CPD events, 3 resources created and hosted online, 50 resources downloaded	12	12	62	86
Volunteer Programme	40 volunteers and all Jumbo staff learn skills each year	20	20	40	80

	Participants	1,587	1,877	2,322	5,786
	Content viewers*	0	0	2,500	2,500
	Passers-by	0	70,000	30,000	130,000

* Special views of new content both online and special live screenings. This figure does not include audiences to the Jumbo attraction who will experience content as part of their visit.

5.3 ACTION PLAN

AP Ref	Description (Full Description see Section 2.)	Target Audience	Outcome - What Change will there be	Resources/ Staff	Timetable	Location	Measures and Targets	Evaluation
JUMBO PROJECTS								
YEAR 1								
A1	<p>Jumbo Hoardings Project: Young people (16-20) recruited through a series of youth-facing partnerships work with First Site and a specialist creative to research, design and produce a large-scale interpretation display for the Jumbo hoardings that explores 1 or more of Jumbo heritage themes and what NEH are doing to restore the landmark.</p> <p>The creative display will connect large numbers of passers-by to the project prior to launch.</p>	<p><i>Co-Creators: Young People (16-20)</i></p> <p><i>Creative Outputs: Local people (-5km); Tourists and day-trip visitors</i></p>	<p>Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support all communities to explore and share their heritage Support heritage skills development</p>	<p>Programme Manager: Project Manager and coordination</p> <p>Engagement Assistant: Outreach Delivery</p> <p>First Site: Partner supporting venue, creative oversight, creative networks and selection</p>	<p>Yrs. 1, 2 and 2.5</p> <p>Creative interpretation displays installed during construction</p> <p>Digitised images recorded and hosted online and through Tank Room projection in future Jumbo</p>	<p>Sessions: First Site</p> <p>Jumbo, external hoardings pre-opening</p>	<p>1 x Creative work; 12 x youth co-creation sessions; 10 x co-creators; c. 100,000 visitors online/public realm during presentation</p>	<p>feedback forms and interviews with Engagement staff and partners /participant feedback form/ Jumbo attender feedback postcards and comment book/ include in team reflection session</p>

AP Ref	Description (Full Description see Section 2.)	Target Audience	Outcome - What Change will there be	Resources/ Staff	Timetable	Location	Measures and Targets	Evaluation
A2	<p>My Jumbo: an informal storytelling project that goes out to c.16 locations in priority postcodes and with community groups. A specialist facilitator will lead conversation sessions that take the question "What does Jumbo mean to you" as a starting point to explore memories and experiences of Jumbo as well as broader personal/civic stories of the city.</p> <p>My Jumbo will also give Jumbo a presence at large-scale city and community events pre-launch (Christmas Market, Bonfire Night, Remembrance Day Colchester Pride), with volunteers meeting the public and collecting soundbites and stories from broader Colchester audiences.</p> <p>A digital resource of stories and illustrations will be available for audiences to engage with online. We will identify c. 8 stories for professional capture to be included in the Jumbo handheld guide as part of the main interpretation experience.</p>	<p><i>Outreach sessions: Young People (12-24), Colchester Families, Colchester Diaspora Communities, Priority Postcodes, Local People <5km; Industrial Heritage Enthusiasts</i></p> <p><i>Engagement with Story Collection: All</i></p>	<p>Support all communities to explore and share their heritage; Involve a more diverse range of people in heritage; Invest in Place; Enable organisations to remove barriers to access and participation; Accessible digital heritage resources</p>	<p>Programme Manager: Project Management</p> <p>Engagement Assistant: Outreach Delivery</p> <p>Freelance Facilitator: Community conversation facilitation</p> <p>Interpretation Designers: Selection/production of stories for interpretation</p> <p>Community partners: recruitment and venues</p>	Years 1, 2, and 3	Outreach into community venues, prioritising underserved postcodes; community events	20-30 stories audio captured for online collection, 16 outreach sessions, 6 community events, 8 stories professionally captured for interpretation; 300 community participants; c.2,000 reached at community events	feedback forms and interviews with Programme Manager and partners /participant feedback form/ Jumbo attendee feedback postcards and comment book/ include in team reflection session

AP Ref	Description (Full Description see Section 2.)	Target Audience	Outcome - What Change will there be	Resources/ Staff	Timetable	Location	Measures and Targets	Evaluation
A3	<p>Water Stories: Colchester young people recruited through community networks explore what water means to people and places across the planet today.</p> <p>Young people will work with a lead facilitator with experience in this subject and a series of specialist contributors. This will include a partnership with Colchester's Rotary Club who have supported work around this issue for many years.</p> <p>A final film will be created adaptable for screening in the Tank Room AV system and online.</p>	<p><i>Young Leaders;</i> <i>Young People;</i> <i>Colchester Diaspora Communities</i></p> <p>Final Film: All</p>	<p>Support all communities to explore and share their heritage; Involve a more diverse range of people in heritage; Accessible digital heritage resources; Increased people's understanding and connection with nature across towns, cities and the countryside.</p>	<p>Programme Manager: Project Management</p> <p>Freelance Youth Facilitator: Lead coordinator</p> <p>Engagement Assistant: Facilitation support</p>	Years 2+ 3	<p>Hired location</p> <p>Jumbo Tank/Engineers Room</p>	<p>16 sessions; 10 Colchester young people (50% Global Majority); 1 film;1 regional outing, 500 view online and/or special screening</p>	<p>feedback forms and interviews with Programme Manager and partners /participant feedback form/ Jumbo attender feedback postcards and comment book/ include in team reflection session</p>

AP Ref	Description (Full Description see Section 2.)	Target Audience	Outcome - What Change will there be	Resources/ Staff	Timetable	Location	Measures and Targets	Evaluation
PUBLIC PROGRAMME								
ALL YEARS								
B1	<p>Jumbo Tours: During all months where public access is possible, volunteer-led tours of Jumbo will give communities the opportunity to learn about Jumbo heritage and gain insights into the restoration process. We will define their delivery in response to the construction schedule, aiming for c. 15 per year.</p> <p>Prior to launch, a series of special tours will include members of the Jumbo team and design team.</p>	<p><i>Local People <5km;</i> <i>Tourist and Day Trip Visitors;</i> <i>Industrial Heritage Enthusiasts</i></p> <p><i>Volunteers</i></p>	Involve a more diverse range of people in heritage; Support heritage skills development	Engagement Assistant (Project Management) Volunteers (tour guiding)	All years Average monthly	Jumbo	15 annual tours; 15 visitors each tour (225); 4 special sessions; 270 volunteer hours; 30 volunteers upskilled to lead tours	Booking data; feedback forms from participants; volunteer feedback
B2	<p>Jumbo Talks: A series of 5 talks that share key learning on Jumbo and Colchester heritage. Each talk will explore one or more of the 5 heritage themes.</p> <p>Talks will be recorded and made available as digital resources online.</p>	<p><i>Local People (<5km);</i> <i>Industrial Heritage Enthusiasts</i></p>	Involve a more diverse range of people in heritage; Accessible digital heritage resources	Programme Manager: Project Manager Specialist contributors	All years Programmed to coincide with key heritage events such as World Water Day; Jumbo birthday, Heritage Open Day	Pre-Launch Mercury Theatre Jumbo	5 talks; 10 contributors; 250 attendees	Booking data, feedback forms, contributor feedback

AP Ref	Description (Full Description see Section 2.)	Target Audience	Outcome - What Change will there be	Resources/ Staff	Timetable	Location	Measures and Targets	Evaluation
YEAR 3 ONLY								
B3	<p>Launch Event: Launch programme coinciding with the launch of Jumbo in mid-2027.</p> <p>Activities will take over Balmerne Gardens and Jumbo and launch the activities of Jumbo's future programme. A Launch Coordinator will deliver the event and work with nearby partners (CAC, Mercury Theatre) to stage creative events and activities.</p>	<p><i>Local people (-5km); Tourists day-trip visitors; Colchester Families; Young People; Colchester Diaspora Communities; Priority Postcodes' Industrial Heritage Enthusiasts</i></p>	<p>Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support all communities to explore and share their heritage; Invest in places</p>	<p>Freelance Coordinator</p> <p>All Jumbo staff</p> <p>Balmerne Gardens culture partners (Mercury Theatre, Colchester Arts Centre, First Site)</p>	Yr. 3 Only	<p>All Jumbo spaces; public realm</p> <p>Balmerne Gardens</p>	<p>8 events; 1500 attendees; targeted marketing in priority communities</p>	<p>Attendance numbers; attendance feedback forms; booking data; demographic information; marketing delivery evaluation; team reflection meeting</p>
FAMILY ACTIVITIES								
YEAR 3 ONLY								
C1	<p>Family Backpacks: 8 backpacks + 3 SEND backpacks are created for families to loan as part of their visit. Backpacks include games and items to explore Jumbo in family friendly ways, including a pocket telescope for seeing the views, an eye spy trail and craft materials</p>	<p><i>Colchester families</i></p>	<p>Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation</p>	<p>Programme Manager: Project Management</p>	Ready for launch	Jumbo	<p>11 backpacks developed, 100 backpack "rentals"</p>	<p>Attendance numbers, participant feedback forms, booking data, marketing delivery</p>

AP Ref	Description (Full Description see Section 2.)	Target Audience	Outcome - What Change will there be	Resources/ Staff	Timetable	Location	Measures and Targets	Evaluation
SCHOOLS PROGRAMME								
YEAR 1								
D1	<p>Schools Sessions Development: An education specialist will help develop a series of curriculum related sessions to connect Jumbo heritage learning to entry points across Key Stages, accessible to multiple learning styles.</p> <p>The learning specialist will work with our Engagement Team to ensure our ability to deliver sessions by in-house.</p>	<i>Schools KS1-4</i>	Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation	Programme Manager: Coordination Learning Consultant	Year 1 (May-July)	Various	c. 7 curriculum aligned sessions designed; Engagement Assistant trained to deliver	Booking data for schools sessions; teacher feedback forms
ALL YEARS								
D2	<p>School Sessions Delivery: Local schools engage with curriculum linked sessions incl. Local Histories, Map my City, Building Jumbo, Sketching Colchester, Victorian Empire and Industry, Water Supply and Changing Climate, How Water Works - further details outlined in main document.</p> <p>Pre-launch school sessions are delivered through outreach in schools with optional visits. Post launch, schools will be invited to Jumbo.</p>	<i>Schools KS1-4</i>	Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation;	Programme Manager Engagement Assistant Teaching support	All Years Yr. 1 4 sessions Yr. 2 12 sessions Yr.3 prelaunch - 6 sessions Yr.3 post launch - 8 sessions	Pre-launch in schools with optional visit Post launch at Jumbo	30 sessions, c.900 pupils, 6 schools by year 2; 50% schools with high pupil premium/located in priority postcodes	Feedback forms for Programme Manager, session leaders/ teacher feedback forms and interviews to measure curriculum relevance, learning outcomes, impacts on participating schoolchildren / case studies

AP Ref	Description (Full Description see Section 2.)	Target Audience	Outcome - What Change will there be	Resources/ Staff	Timetable	Location	Measures and Targets	Evaluation
D3	<p>Teaching Jumbo: Working with Mercury Theatres CPD programme to embed sessions on Jumbo's heritage, offer and learning resources. Sessions will serve to build skills and knowledge in local teachers of learning related to Jumbo and promote the Jumbo schools offer.</p> <p>Partnerships with FE and HEI institutions to create dedicated resources to strengthen curricula learning of Jumbo including a resource for self-led visits for KS5</p>	Colchester primary, secondary, FE teachers and librarians	Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Accessible digital heritage resources	<p>Programme Manager: partnership coordination Engagement Assistant: resources development</p> <p>Partner: Mercury Theatre</p> <p>Partnership FE and HEIs</p>	<p>1 resource developed per year</p> <p>1 CPD event delivered annually</p>	Mercury Theatre	3 resources created and hosted online, 50 resources downloaded, 1 CPD event annually, 12 local educators attend, 12 printed resources shared	Numbers taken up following attendance / number of teachers accessing resource / short survey to teachers to assess use incl. frequency of resource

AP Ref	Description (Full Description see Section 2.)	Target Audience	Outcome - What Change will there be	Resources/ Staff	Timetable	Location	Measures and Targets	Evaluation
SKILLS AND VOLUNTEERING								
YEARS 2 + 3								
E1	Volunteer Recruitment: A series of dedicated events in community locations and stalls at existing recruitment fairs to expand volunteer recruitment and give a taste of what people can experience and learn as Jumbo volunteers	<i>Young people; Local People (<2km); Priority Postcode; Colchester Diaspora Communities</i>	Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support heritage skills development	Engagement Assistant 5 volunteers support each session	Yr. 1, 2, 3 Minimum of 6 events pre-launch	Partner locations	100 participants engage, pool of 40 volunteers recruited, 30% sessions delivered in priority locations	Number of attendees / Review volunteer recruitment process, and effectiveness in reaching priority groups /interview with Engagement Assistant to review strengths, weaknesses and lessons learnt on volunteer recruitment process to attract priority groups / Include in volunteer survey

AP Ref	Description (Full Description see Section 2.)	Target Audience	Outcome - What Change will there be	Resources/ Staff	Timetable	Location	Measures and Targets	Evaluation
E2	<p>Internal Staff and Volunteer Training: Annual half-day event led by Jumbo staff for the full staff team and volunteers to learn/refresh skills and understanding in internal policies/approaches. Staff/volunteers will learn about Jumbo heritage and share experiences of working at Jumbo to inform future planning and organisational learning. A post-session celebration will thank volunteers for their contribution.</p>	<p><i>Young people; Local People (<2km); Priority Postcode; Colchester Diaspora Communities</i></p>	<p>Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support heritage skills development</p>	Activity Staff	All years (enhance yr3)	<p>Mercury Theatre Yr. 3 Jumbo</p>	40 volunteers and all Jumbo staff learn skills each year	<p>Number of attendees //interview with Programme Manager to review strengths, weaknesses and lessons learnt on volunteer training process / Include in volunteer survey</p>
E3	<p>Activity Strand Volunteer Training: Bespoke training to build skills required for each volunteer role led by the relevant activity strand lead.</p>	<p><i>Young people; Local People (<2km); Priority Postcode; Colchester Diaspora Communities</i></p>	<p>Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support heritage skills development</p>	Project leads deliver bespoke training for all Activity Statement volunteering	All years	Various	40 volunteers and all Jumbo staff learn skills each year	<p>Number of attendees //interview with Programme Manager to review strengths, weaknesses and lessons learnt on volunteer training process / Include in volunteer survey</p>

AP Ref	Description (Full Description see Section 2.)	Target Audience	Outcome - What Change will there be	Resources/ Staff	Timetable	Location	Measures and Targets	Evaluation
E4	Specialist training: Regular engagement and operational specialist training for all staff, required volunteers, and optional for wider volunteer pool including areas such as First Aid, Safeguarding, EDI, disability awareness, unconscious bias. Supported by Colchester Council training resources.	<i>Staff and volunteers</i>	Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support heritage skills development	Programme Manager Training Providers	All years	Various	15 volunteers and all Jumbo staff learn skills each year	Number of attendees //interview with Programme Manager to review strengths, weaknesses and lessons learnt on volunteer training process / Include in volunteer survey
E5	Volunteer Researcher Training: Introductory archive research training for 4 x Volunteer Researchers at National Archives or equivalent.	<i>Volunteers</i>	Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support heritage skills development	Programme Manager Training Providers	Year 1	Various	4 volunteers learn new archive research skills	Interview with volunteer researchers and Programme Manager to review strengths, weaknesses and lessons learnt on volunteer training process / Include in volunteer survey

AP Ref	Description (Full Description see Section 2.)	Target Audience	Outcome - What Change will there be	Resources/ Staff	Timetable	Location	Measures and Targets	Evaluation
E6	AV Content Training: Training for the Activities Team to develop/strengthen their skills in AV content creation and use of software in order to be able make full use of Jumbo's immersive interpretation equipment and create/adapt content that enables community-led outputs to be projected at Jumbo and hosted online	Staff	Support heritage skills development; Support financial sustainability; Accessible digital resources	Programme Manager	Year 1	Online	6-8 training courses complete, new heritage resource created through PM leadership	Interview with Programme Manager
E7	Volunteer Management Training: Training for the Engagement Assistant to build on their volunteering management best practice through membership and training with NCVO	Staff	Support heritage skills development; Support financial sustainability	Programme Manager	Year 1	Online	3 online courses	Interview with Engagement Assistant
E8	Volunteering programme: Volunteers support the delivery of the Activity Statement including leading tours, supporting public events and supporting engagement where appropriate; and volunteer research	Young people; Local People (<2km); Priority Postcode; Colchester Diaspora Communities	Involve a more diverse range of people in heritage; Enable organisations to remove barriers to access and participation; Support heritage skills development	Engagement Assistant	All years	n/a	40 volunteers recruited, 806 volunteering hours delivered	Volunteer survey, Feedback from volunteers, interview with Engagement Assistant to review strengths, weaknesses and lessons learnt on volunteer delivery process

AP Ref	Description (Full Description see Section 2.)	Target Audience	Outcome - What Change will there be	Resources/ Staff	Timetable	Location	Measures and Targets	Evaluation
RECRUITMENT AND ORGANISATIONAL DEVELOPMENT								
F1	FT Programme Manager: Leading on the coordination and oversight of the Activity Statement incl. overall project management, management of all freelancers and project design/development	All	Involve a more diverse range of people in heritage	Board of Trustees recruitment	Recruited by May 2025 31 months	n/a	n/a	n/a
F2	PT 3 days per week. Engagement Assistant: A dedicated delivery role with a focus on 1. schools coordination, 2. volunteer management and 3. session delivery	All	Involve a more diverse range of people in heritage	Programme Manager recruitment and line management	Recruited by June 2025 30 months	n/a	n/a	n/a
F3	Recruitment of Operational Roles: From 6 months prior to launch, NEH will build the Jumbo operational team recruiting the Jumbo Manager, Jumbo Assistant, Bookkeeper and Administrator and Functions and Marketing Assistant	All	Support financial sustainability	Board of Trustee recruitment and line management	Recruiting from Jan 2027 12 months	n/a	n/a	n/a

AP Ref	Description (Full Description see Section 2.)	Target Audience	Outcome - What Change will there be	Resources/ Staff	Timetable	Location	Measures and Targets	Evaluation
F4	Policy Development: the team work with specialists to develop policies across HR and operational practice	n/a	Support financial sustainability	Board of Trustees Consultant support	Year 1 and 2	n/a	n/a	n/a
F5	Engagement Marketing: Specific marketing budget to promote engagement activities	All	Involve a more diverse range of people in heritage	Programme Manager	All years	n/a	n/a	n/a
F6	Jumbo Marketing: Widespread public marketing and comms campaign in the lead up to launch and beyond	All	Involve a more diverse range of people in heritage; Support financial sustainability	Programme Manager/Jumbo Manager/Freelance consultant	All years	n/a	n/a	n/a
F7	Trustee Training: Study trips for all trustees to visit comparable regional/national venues to learn more about how they are run and embed findings into planning for Jumbo	Trustees	Support heritage skills development; Support financial sustainability	Programme Manager	Year 1 and 2	n/a	n/a	n/a
F8	Trustee Training: Training for 2 trustees to ensure best practices activities oversight incl. safeguarding, EDI, youth/community engagement	Trustees	Enable organisations to remove barriers to access and participation; Support financial sustainability	External providers	All years	n/a	n/a	n/a

SECTION 6. MANAGING ACTIVITIES

6.1 The Jumbo Project Management Overview

NEH will manage The Jumbo Project and its Activity Statement across the NLHF Delivery Phase. NEH are also exploring the option of working with an operator who, if this option is selected, will partner with NEH within the Delivery Phase in preparation for managing the site post-launch. In both options, NEH will continue to manage The Jumbo Project including capital development and delivery of the Activity Statement.

The NLHF Delivery Phase will see NEH recruit a small team of paid staff and a pool of volunteers to manage the Activity Statement and the operation of the Jumbo site post-launch. The staffing structure includes:

Activities Roles

- Programme Manager
- Engagement Assistant

Operational, commercial and venue roles

- Jumbo Manager (1 FTE)
- Jumbo Assistant (PT)
- * Bookkeeper and Administrator (0.3 FTE)
- * Functions and Marketing (0.5 FTE)

** Roles included as part of The Jumbo Project post-launch operating structure are fully funded by earned income outside the NLHF award. We have included these roles to demonstrate the full staff structure but are not proposing them as part of this project.*

The Jumbo Manager and Jumbo Assistant will be funded in the pre-launch period only and 1-month post opening. After this time, these roles will be paid for through earned income.

The NLHF Delivery Phase will mark a shift in NEH staffing and operational model, recruiting new paid PAYE roles for the first time. The NLHF Project Business Plan outlines our full staffing plan, the Activity Statement delivery team is an important part of this wider structure.

6.2 Activities Delivery

To ensure on the ground management and delivery of the Activities Statement, 2 roles (1.6 FTEs), a Programme Manager and Engagement Assistant will be recruited from Year 1 from c. May 2025 (allowing 4-5 months for Permission to Start and recruitment). The two roles are positioned to work collaboratively on all strands of the Activity Statement.

From the start of Year 3, the Activity Statement Delivery Team will be joined by a Jumbo Manager and Assistant who will provide operational and venue oversight, coordinate the launch publicity campaign, support visitor welcome and experience, and drive commercial activity at the future venue. They will work with the Activities Delivery team to coordinate

marketing and communications; recruit, train, and rota volunteers; and coordinate venue use.

6.3 Volunteering

Volunteers will be an important part of how Jumbo runs and how NEH deliver its Activity Statement. The Business Plan outlines the ways in which volunteers will support Jumbo to open and operate and are not included in the below breakdown.

The Activity Statement will draw on volunteers to support specific activities where their contribution both supports the project and meaningfully gives opportunity to volunteers to learn skills and get involved in heritage, in line with Jumbo’s approach to volunteering. Jumbo will augment its event and delivery staff whenever there is an event, workshop, or session through volunteers.

Volunteers will be trained and DBS checked where relevant to support facilitation and programme delivery, assisting the lead staff member and/or external specialist contributor. They will also lead tours and research, gaining specialist training to lead these elements. Co-creators (Hoardings Project) and Young Leaders (Water Stories) will also contribute significant time to support the project and are included in this breakdown.

	Volunteers per			
	No of Sessions	session	Hours	Total
Jumbo Hoardings (facilitation)	12	1	2.5	30
Jumbo Hoardings (co-creators)	12	10	2	240
My Jumbo	16	2	3	96
My Jumbo Public Events	6	5	5	150
Water Stories (facilitation)	16	1	2.5	40
Water Stories (co-creators)	10	16	2	320
Jumbo Tours	45	2	3	270
Jumbo Talks	5	2	3	30
Launch Weekender	1	10	10	100
Volunteers Recruitment	6	5	3	90
Volunteer Training	3	40	3.5	420
Activity Strand Training	20	40	1.5	1200
Specialist Training	12	15	3	540
Volunteer Research Training	3	4	5	60
Volunteer Researchers	12	4	7	336
TOTAL	179	157	56	3922

6.4. Specialist Collaborators

Allowance for specialist collaborators has been made to develop specific strands and projects within the Activity Statement. These collaborators will boost the engagement and

community focus of the Activities Team with specialist skills and knowledge to ensure the highest quality delivery of all Activity Statement, they include:

- Volunteering strategy and protocol, volunteering programme
- Curriculum Learning Consultant, Schools Resources and Session development
- Artist Facilitator and Artist Lead, Hoardings Project
- Community Conversation Facilitator, My Jumbo
- Youth Facilitator, Water Stories
- AV and Film Maker, Water Stories
- Speakers for talks and events
- Public realm event coordinator, Launch event
- Training Providers, staff and volunteer training

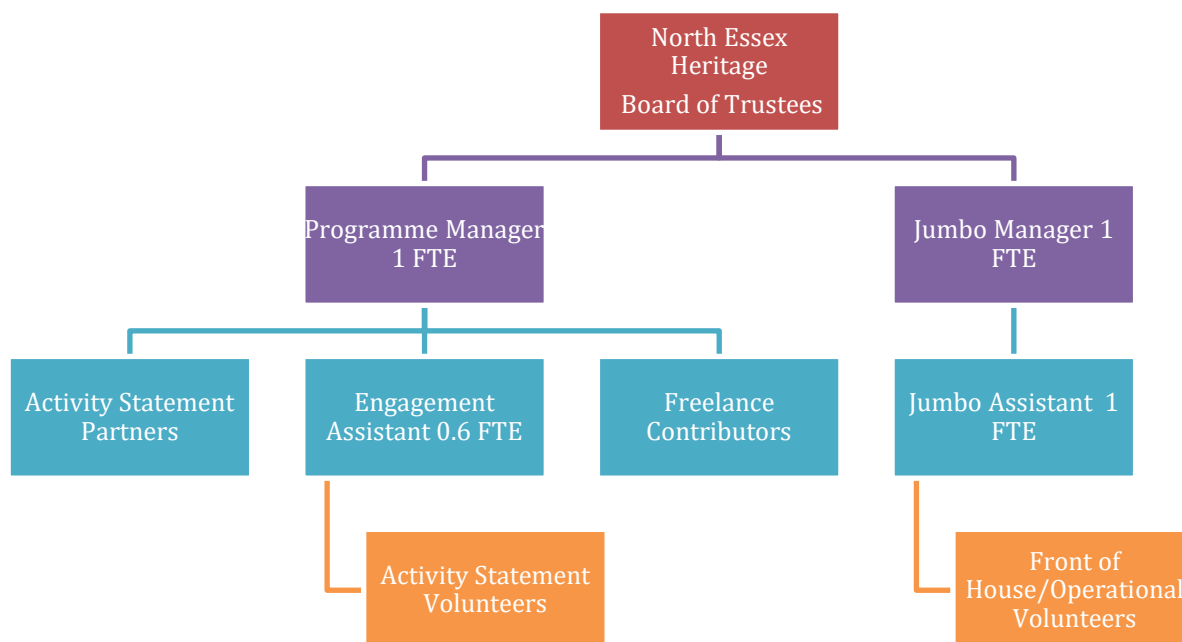
6.5 Activities Staff Team

The below chart shows the roles that will directly deliver the Activity Statement and an overview of their responsibilities:

Role Title	FTE	Activity Statement Responsibility
Programme Manager	1 FTE	<p>Oversight of Activity Statement across all strands; partnership and community development lead; activity lead for: public programme, content and resource creation, commissioning:</p> <p>Water Stories Jumbo Talks Family Backpacks Teaching Resources Training Plans and Delivery Engagement Marketing</p> <p>Line Management of Engagement Assistant</p>
Engagement Assistant	0.6 FTE	<p>Delivery of engagement sessions across strands, supporting facilitation with specialist collaborators. Leading on coordination and delivery of schools and volunteering programme:</p> <p>Hoardings Project My Jumbo Jumbo Tours Schools Sessions Delivery Volunteer Recruitment Volunteer Coordination</p>
Jumbo Manager	1 FTE	<p>Coordination of contractor to deliver launch publicity including direct marketing and</p>

		engagement with priority community groups; coordination of venue and staff for post-launch activities
Jumbo Assistant	0.8 FTE	Welcome and duty management for post-launch activities
Specialist Collaborators	n/a	Specialist support to ensure the required skill sets to deliver all Activity Statement outputs, resources, and events to the highest quality bringing in specialist support for: <ul style="list-style-type: none"> - Volunteering - Curriculum alignment - Marginalised youth engagement - AV/film content creation - Learning resource development - Public realm events - Training (volunteers, staff, trustees)
Volunteers (tours)	n/a	Volunteers will continue to lead tours of Jumbo c.15 tours per year. 2 volunteers will lead each tour, with training and coordination overseen by the Engagement Assistant
Volunteer Researcher	n/a	3 roles to lead research to support the development of the Jumbo interpretation narrative. Volunteers will access training and undertake formal archive research.
Volunteers (events)	n/a	Volunteers will support group and event facilitation, boosting the staff team and providing opportunities for volunteers to gain awareness and skills of heritage engagement programming.

6.6 Management Structure



6.7 Governance

The Activities Team will report to the North Essex Heritage Board of Trustees who will oversee the successful delivery of the Activity Statement. They are independent of the Executive with decision-making authority and oversight of vision, risk, strategy and finances and hold overall responsibility for project completion. Their key responsibilities in relation to the Activity Statement are:

- Ensuring the Activity Statement meets its strategic objectives and funder commitments
- Managing, identifying and addressing risk
- Ensuring the budget and timeline are met

The Board of Trustees will meet quarterly with the Programme Manager to review progress against the Activity Statement. Regular staff reporting will detail progress against strategic objectives and outcomes.

6.8 Organisational Training and Policies

The NEH Board of Trustees are developing the internal structures, skills and policies to support the needs of Jumbo's future activities and operation. This has already begun and a policy framework is in place including (but not limited to) Safeguarding and EDI policies and a bespoke Volunteering Policy developed with NCVO to respond to Jumbo's current and planned volunteering programme.

During the Delivery Phase they will continue to refine and establish policies, working with specialists to develop the full suite of policies required including reviewing existing policies and establishing HR, Environmental policies among others.

Trustees will receive training to develop new skills and knowledge in operating a venue and engaging communities and audiences, including:

- 3-4 study trips for all trustees to visit comparable regional venues to learn how different sites are run and take these lessons back to Jumbo
- All trustees will take part in core training including Safeguarding, Charity Law and Governance
- 2 Trustees will be designated as “engagement leads” with especial oversight of the Activities Statement, volunteer management and ongoing engagement. Engagement lead trustees will undertake additional annual training to develop best practice in public and community engagement

6.9 Partnerships

The Activities Statement will continue to draw on a network of partners:

Cultural partners: Jumbo is located in the immediate vicinity of Colchester Arts Centre and Mercury Theatre. The Mercury Theatre owns much of Balkerne Gardens which surrounds Jumbo and delivers a monthly farmers market across the square as well as occasional other activities. Both Mercury Theatre and Colchester Arts Centre will be ongoing partners of The Jumbo Project and have showed interest in supporting the co-programming of live and performance events (outside of the Activity Statement) as well as collaborating to connect programming into the public realm through event and festivals.

Firstsite: Firstsite are an established contemporary visual arts organisation and will work as creative leads for the Hoardings Project to ensure artistic quality and best practice commissioning and engagement approaches.

Community partners: Across the Development Phase, we have worked with a range of community partners to connect with diverse groups. We will continue to work with these groups across the next stage of planning and to ensure that the sensitivities of engaging with communities with higher needs are embedded into programme design. This network looks to include: Refugee and Migrant Action, The Townhouse, Essex Youth Service, Phoenix Heroes; Essex Cultural Diversity Project; African Families in the UK. The Jumbo Project will also work with community partners on co-creation projects to ensure reach to a wide range of participants.

Schools: Teachers have fed into planning The Jumbo Project’s formal learning programme. They will continue to work with the project to co-develop educational opportunities and will be an important network in building school visits and engagement

Many strands of The Jumbo Project Activity Statement will target specific partnerships to support their delivery:

Project	Partnership	Role
Jumbo Hoardings Project	First Site	Creative production
	First Site	Recruitment of young people

	Townhouse AfinUK CCC	Recruitment of young people Recruitment of young people Permissions
My Jumbo	Imagemakers RAMA AFinUK Phoenix Heroes Greenstead Community Centre "Priority Postcode" community Centre	Integrating stories into interpretation Community Conversation group Community Conversation group Community Conversation group Community Conversation group Community Conversation groups
Water Stories	Rotary Club AFinUK RAMA Local schools	Connecting international stories Recruiting young people
Jumbo Talks	FE/HEIs Mercury Theatre	Connecting to speakers Venue
Launch Weekender	Mercury Theatre Colchester Arts Centre Essex Cultural Diversity Project All participating community partners Historic England/Curriculum Specialists	Shared engagement/creative activities Performances/music Performances/music
Schools sessions	Mercury Theatre, PGCE courses	Accessing school networks
Teaching Jumbo	Community locations	
Volunteers Recruitment	Various training providers	
Staff and Volunteer Training	Various training providers	
Trustee Training		

6.10 Beyond NLHF Funding

NLHF funding gives The Jumbo Project an exceptional opportunity to invest in public engagement at the crucial first period prior to Jumbo's public launch.

During the course of the Activity Statement, The Jumbo Project will be able to nurture new community and audience relationships; embed diverse Colchester voices in how Jumbo tells its story; create permanent interpretation and resources to share this across future engagement in Jumbo onsite and online; and develop new audiences and networks from which to launch a venue that is meaningfully developed by, with and for the community. The outcomes of the Activities Statement will have a legacy for Jumbo and Colchester communities far beyond the December 2027 funding period end date.

However, NEH are clear that continuing a community programme is a central future commitment for Jumbo and they are embedding plans to continue the delivery of activities into 5-year business and longer-term strategic plans. In order to secure a future for public engagement, NEH have modelled a minimum scale version of what this might look like and the resources required to deliver. This includes:

- 1 FTE Programme Manager continues as a permanent engagement and community lead and overtakes responsibility for all planning and delivery of Jumbo engagement and activity volunteers
- A regular school offer continues to invite schools for half day learning sessions and group visits on Mondays. The aim is to maintain at least 1 monthly visit with a goal to increase the regularity of visits as school networks develop
- A volunteering programme will continue to recruit, train, and connect opportunity to a base of c.40 volunteers who will support public engagement and operations
- Co-programmed cultural events with Colchester partners such as Mercury Theatre, Colchester Arts Centre will connect Jumbo to the Colchester cultural offer, sell tickets, and generate enough income to cover costs

In addition to this, The Programme Manager will also fundraise to support annual Jumbo “projects” such as a creative commission, new AV experience development, a heritage exhibition, or community event. The projects would be funding dependant and scalable to secured funds. They would enable continued community building and new audience development and would work continually to co-develop new content for Jumbo to revitalise its visitor experience.

The Activity Statement purposefully structures its activities around this “project” model in order to build experience, a track-record, legacy materials and evidence and data around this way of working. This will support future fundraising and increase the viability of delivering deeper community engagement into the future.

APPENDIX 1. JUMBO ACTIVITIES, 3 WEEKS IN THE LIFE

The following chart gives a sense of what a typical week will look like in each year of the Activity Statement Delivery Phase.

YEAR 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
AM	School Outreach: Building Jumbo (KS2)					Jumbo Tours Volunteer- Led AM	
PM						Jumbo Tours Volunteer- Led PM	
EVENING		My Jumbo: Community Conversation @ AfinUK Session		Hoardings Project Co-Creation Session @ Firstsite			

YEAR 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
AM						Jumbo Tours Volunteer- Led AM	My Jumbo stall at Colchester Farmer's Market
PM	School Outreach: Empire and Industry (KS3)					Jumbo Tours Volunteer- Led PM	



VOLUNTEER POLICY

1. CONTEXT

At Jumbo, as part of North Essex Heritage, we aim to provide opportunities for people from our local communities to get involved, through volunteering, in all that we do. Our volunteers are our advocates, supporters and creators, helping us connect with the people of Colchester and our visitors from far and wide. In return, we provide a safe, welcoming, inclusive and supportive environment in which volunteers can contribute their time, ideas, skills and energy.

We are committed to developing, supporting, training and growing a volunteer team which reflects the National Lottery Heritage Fund's Investment Principle of *greater inclusion, diversity, access and participation in heritage*. Additionally, we recognise volunteering as a means to wellbeing and seek to contribute to Colchester City Council's 2023-2026 Three Year Plan priorities to: *Improve health, wellbeing and happiness for local people*.

The Jumbo Project is evolving. As we move from our development and engagement phase through to opening and then to 'business as usual', and as our knowledge of our local communities continues to grow, we will introduce new activities and ways of working. Consequently, our involvement of volunteers, the roles we develop and the volunteer skills and attributes we need will also grow and change. Volunteering with Jumbo is not static. Roles will develop and we will offer the opportunity for our volunteers to develop too.

2. WHY WE INVOLVE VOLUNTEERS AT JUMBO

As a prominent local landmark, Jumbo is well-known and loved by communities across Colchester. We know from consultation and conversations that there is substantial local interest in volunteering at The Jumbo Project. We know that volunteering can benefit wellbeing, help with skills development and social connections and contribute to individuals being able to 'give back' to their community. Volunteers help projects stay relevant and reflective of local interests.

Additionally, we can't provide greater access to Jumbo without volunteer contribution. Volunteers help us provide the much-loved guided tours, deliver the activities that communities have requested and open as a venue for music and other events. Volunteers are at the heart of Jumbo.

3. HOW CAN PEOPLE VOLUNTEER WITH JUMBO?

We have a range of different roles, tailored to different audiences, which will develop and grow over time. Some roles have higher levels of responsibility and commitment. Others are flexible and occasional. Some may be 'one-off'. Some roles require a DBS check.

Roles will be as accessible and inclusive as possible. We will balance the operational needs of the Jumbo Project with our volunteer involvement. This may mean that there is not a role for everyone who wishes to volunteer with us. However, as new opportunities become available, we will share them via our contacts, on our website and on social media.

Prior to commencing volunteering the right of the individual to volunteer must be ensured¹.

4. CONNECTING WITH PROSPECTIVE VOLUNTEERS

Connection to our local communities is at the heart of the Jumbo Project. We will use our existing relationships with local organisations and individuals to both develop and share volunteer opportunities. We will promote opportunities at the events we run, on our website and via social media. We will ensure that volunteering with Jumbo is fun, sociable and rewarding, and is seen as the place to volunteer in Colchester.

5. WHAT VOLUNTEERS CAN EXPECT

Prospective volunteers can expect:

- To get easy access to information about volunteering via our website and from any member of Jumbo staff.
- Access to role descriptions which set out any specific requirements for the role/s and include details of any essential training or other expectations.
- A clear, simple and adaptable process for applying to volunteer, with all enquiries dealt with in a timely manner.
- An opportunity to meet up with the staff member responsible for volunteering to discuss their interest in volunteering and any access needs they may have. This meeting may simultaneously be used as an interview process.
- To receive timely notification of the success or otherwise of their application, with an explanation if unsuccessful, or an update if there is a delay in processing the application.

As part of the on-boarding process all Jumbo volunteers will receive:

- A role description plus other key information about Jumbo and North Essex Heritage.
- A DBS check as required.

¹ [Volunteer from overseas](#) [Volunteers who claim benefits](#)

- A relevant, helpful and welcoming induction relevant to their role, including a meeting with their manager.
- Guidance, equipment & resources, training and support relevant to their role and personal requirements, including health & safety information and details of who to contact when not on site.
- Information on how to claim expenses.
- Jumbo branded ID.

Regular volunteers will receive:

- Regular communications to keep them updated on Jumbo activities and developments.
- Payment of expenses, in line with the Jumbo Expenses Policy.
- Training appropriate to their role.
- One to one meetings with their manager to review their volunteering role, give and receive feedback, discuss any changes to their role and anything else relevant to their volunteering with Jumbo.
- The opportunity to provide feedback via the annual evaluation survey.
- Opportunities to attend special events.

6. WHAT WE EXPECT FROM OUR VOLUNTEERS

Volunteering is a gift of time and we recognise that volunteers will have many other demands day-to-day. Volunteers will come with different approaches and attitudes. Whilst we endeavour to be flexible and understanding of other responsibilities and views we do ask that volunteers:

- Follow our code of conduct, treating others with respect, including not using language or behaviour which is likely to cause offence or upset.
- Provide information required by Jumbo, including for a DBS check if required.
- Follow our health and safety, confidentiality and data protection guidance along with any other relevant Jumbo policy and guidance.
- Let us know in advance if they are unable to volunteer for a shift, activity or event they have signed up for.
- Let us know if they are unhappy in their role, would like to do something different or if they have access needs which we can support with.
- Attend any training necessary for their role.
- Be positive advocates for Jumbo, sharing our story and being a part of creating our next exciting chapter.

7. TEAM RESPONSIBILITIES

The role of the Volunteer Lead

Supported by other team members, the volunteer lead is responsible for ensuring that the involvement of volunteers is in line with our Jumbo mission, guidance and values, follows all safeguarding and health & safety guidance and operates according to the principles of inclusivity, diversity, access and participation.

In collaboration with other team members, the volunteer lead will support the following aspects of volunteering:

- Plan effectively for volunteer involvement, including budgeting for volunteer management and expenses, ensuring risk assessments are prepared and ensuring roles are inclusive and accessible.
- As required, run effective and inclusive volunteer recruitment, advertising widely and reaching out to diverse communities.
- Support volunteer recruitment, induction, training, recognition and thank you events.
- Support volunteers to claim expenses in line with the Jumbo Expenses Policy.
- Organise volunteer shifts, ensuring appropriate cover for each activity.
- Engage effectively and personally with Jumbo volunteers, ensuring all volunteers are treated with fairness and equity.
- Ensure all paperwork and monitoring is completed as required, including the collation of hours contributed, ensuring data protection rules are followed.
- Where necessary organise DBS checks.
- Oversee the annual evaluation survey of the volunteer experience.
- Address any issues in a timely manner, seeking support from their line manager as needed.

The role of the Jumbo Team:

While the volunteer lead has clear responsibilities for organising and supporting the involvement of volunteers, all members of the Jumbo staff team, along with any volunteers involved in coordinating or leading volunteer groups, have a role to play.

The Jumbo manager is responsible for overseeing the volunteer programme and ensuring the volunteer lead has the skills, training and resources to undertake their role. Other team members will support the involvement of volunteers, including providing support and guidance for volunteers operating under their supervision, and for promoting volunteering at Jumbo.

8. VOLUNTEER RECOGNITION

Volunteers are fundamental to opening Jumbo and delivering tours, activities and events. Recognising their contribution is vital. We do this every day, thanking volunteers for their contribution and recognising when they have gone over and beyond what we might expect.

We hold events throughout the year to show appreciation and provide opportunities for volunteers, trustees and staff to meet up together informally. We celebrate the national annual Volunteers' Week and use this event as an opportunity to share widely the contributions and achievements of our volunteer team.

9. PROBLEM SOLVING & COMPLAINTS

From time to time an issue may arise resulting in a volunteer being unhappy in their role, with a decision that has been made, with how they have been treated or for some other reason. Likewise, there may be an issue with how a volunteer is behaving which needs to be resolved. We will always endeavour to deal with any issues promptly and

with care and understanding. If this is not possible, our Problem Solving and Complaints guidance provides a step-by-step process for resolving difficult situations.

10. EVALUATION

To ensure we understand what is working well and where we can improve our involvement of volunteers we will conduct an annual confidential evaluation survey. We will collect data, in line with our Confidentiality and Data Protection Policy, to help us monitor the demographics of our volunteer team. We will ask volunteers who leave, if willing, to feedback to us their reasons for going.

LINKED POLICY/ GUIDANCE

- Expenses Policy
- Safeguarding Policy
- Health & Safety Policy
- Confidentiality and Data Protection Policy
- DBS Policy
- Problem Solving and Complaints Policy
- Code of conduct

This policy will initially be reviewed on an annual basis to ensure project developments are accounted for and the policy adapted if necessary.

Signed off by Trustees on: