Head of Steam - Darlington Railway Museum

Forward Plan 2016-2019

Strategic objectives of Head of Steam – Darlington Railway Museum for the period December 2016 to December 2019.

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Head of Steam - Darlington Railway Museum

Forward Plan

2016-2019

1. Introduction

1.1. The forward plan outlines the strategic objectives of Head of Steam – Darlington Railway Museum for the period December 2016 to December 2019.

1.2. The plan will be reviewed annually, with the first review being in December 2017. The plan will be reviewed by the museum's management team.

1.3. Date on which this policy was approved by governing body: Insert date

2. Statement of Purpose

Head of Steam - Darlington Railway Museum aims to delight all its visitors in the town that is the birthplace of the modern railway.

The museum's **mission** is to explain the significance of Darlington to railways, and for Darlington to be known for its railway heritage and its unique place in the birth of the modern railway.

The museum's **responsibility** is to preserve for future generations, and to make available for education and enjoyment, the unique historical collections it holds in trust.

The museum's **objective** is to make, in relation to the funding it receives, a worthwhile contribution to community development and economic prosperity in Darlington.

3. Background to Museum

3.1. Head of Steam - Darlington Railway Museum is located on the route of the Stockton and Darlington Railway, the world's first steam hauled railway to carry fare-paying passengers. The museum consists of the Stockton and Darlington Railway's buildings of the 1830s/50s, North Road Passenger Station and a range of north-eastern region railway exhibits.

3.2. The museum was founded in 1975, to coincide with the 150th anniversary of the Darlington and Stockton Railway, when the campaigning of enthusiasts and community activists resulted in the preservation of the passenger station. One side of the platform was partitioned off for ongoing main line usage and the remainder opened as 'Darlington Railway Museum'. The museum was originally administered by a charitable trust, but responsibility passed to Darlington Borough Council in 1984.

3.3. The museum changed its name again in the early 1980's and became the 'Darlington Railway Centre and Museum'. This name change was adopted to highlight the other historical buildings on the site, i.e. Hopetown Carriage Works, Goods Agents Office and Goods Shed. As a whole, the site represents the world's most important surviving group of early railway buildings.

3.4. Over the past 30 years the site has become home to several independent heritage railway organizations, working in partnership with the Council. Partnerships include A1 Steam Locomotive Trust, Darlington Railway Preservation Society, Darlington Model Railway Club, North Eastern Locomotive Preservation Group, North Eastern Railway Association and the Friends of Darlington Railway Centre and Museum.

3.5. In 2007/2008 a £1.7m refurbishment project was undertaken with support from the Heritage Lottery Fund, the Northern Rock Foundation, the Railway Heritage Trust, English Heritage, European Regional Development Fund and other sources - Darlington Borough Council and the museum was re-branded the Head of Steam - Darlington Railway Museum.

4. Review of the Previous Forward Plan (2009-2014)

4.1. The previous Forward Plan was created in 2009 and edited in preparation for the museum's last Accreditation Return in 2012.

4.2. The plan was created by the previous Manager, David Tetlow, after he took up the post. The plan was written a year after the museum reopened after refurbishment in 2008.

4.3. The plan focused on Short Term (2009-2012), Long Term (2013-2016) and Future Vision development at the museum.

4.4. Short Term Action & Resource Plan

Short Term Action & Resource Plan
Post refurbishment the museum should be looking to develop in terms of local promotion, and especially in increasing visitor numbers in all areas (paying visitors, school groups, etc.). The short-term action plan will aim to include:

	Aim	Responsibility & Funding	Outcome
1	A range of events throughout the year and especially the summer holiday season. These should be of sufficient variety to appeal to as wide a cross section of the visiting public as possible – **Projected target of 8,000 visits per annum for events.**	• Officer responsible – Museum Manager • Funding – No direct funding available for events. The events need to make money to cover expense	**The museum holds six regular events throughout the year to coincide with holiday periods in addition to additional events e.g. plays and performances.** **In 2015/16 the total number of visits per**

			annum for events was 10,315, nearly a 29% increase on the projected target.
2	A programme of museum based temporary exhibitions to attract both new and repeat visits again appealing to wide a cross section of visiting public as possible.	• Officer responsible – Museum Manager & Museum Curator • Funding – Temporary exhibitions budget (see financial statement)	**The museum holds on average six large exhibitions a year covering different subjects such as railways, art, social history, local history. In addition to these we host smaller exhibitions on the platform and in the Victorian Toilets including railway themed exhibitions by railway group the North Eastern Railway Association (NERA).**
3	A comprehensive Education Programme with projected annual figure **3,000 pupils for year**. Monitored on quarterly basis. With opportunity to upsale pre visit retail packs on request. Complete by April 08- continue to seek opportunities throughout the year.	• Officer Responsible – Learning & Access Officer • Funding – Education budget (see financial statement)	**The museum's Education Programme continues to grow with visits exceeding 3000 in the years 2009-2016.** *See Appendices 12.1*
4	The promotion of the museum's study centre and the care of its collections.	• Officer Responsible – Museum Curator • Funding – Collection Management/Conservation budget (see financial statement)	**The museum study centre leaflet was produced in 2011 to promote the service. The use of the study centre continues to grow.** *See Appendices 12.1*
5	The promotion of the facilities through the Marketing Strategy plan, distributing of leaflets, advertising, and other appropriate means including the local press and radio.	• Officer Responsible – Museum Manager • Funding – Museum Marketing budget held with Communications Team	**The museum continues to promote the venue through a targeted marketing campaign in specialist publications, social media, local publication, leaflet stands and mail drops.**
6	Develop partnership working on site, including partnership agreements,	• Officer Responsible – Museum Manager • Funding – None needed for	**All on-site partners have signed up to a Service Level**

	input to events and core museum offer, and the implementation of safety management case for museum site to include operation of Live steam, Railway operating regulations, risk assessments and safety assessments in compliance to relevant bodies.	liaison but museum income is generated through tenant income and Service Level Agreements with site tenants.	**Agreement (SLA) which ensures that they implement health and safety measures e.g. PAT testing and risk assessments for specific activities. Any event organised by a partner on site is submitted to the council's Public Event Safety Advisory Group (PESAG) for approval.**
7	To improve the Retail stock and improve secondary spend and income for museum, appealing to a broader audience than previous years. To achieve an estimated **0.63p per visitor**. To monitor weekly, monthly and annually to review at these times and reassess if not achieved.	• Officer Responsible – Administration Assistant • Funding – Museum Shop budget (see financial statement)	**The amount of stock held at the museum has been reduced to allow seasonal changes to what's on offer and to keep the displays fresh and interesting. 'Pocket money' items have been introduced. Unfortunately despite this spend per head for 2015/16 is 0.30p.**
8	Improve the outlook of museum site including buildings, gardens and outdoor spaces to create a more attractive appearance of a visitor attraction.	• Responsible Officer – Museum Manager • Funding – Landscaping and Maintenance budgets (see financial statement)	**The grounds are regularly maintained by the council's Street Scene. Extra foliage has been removed to improve the appearance of the site.**
9	Open up the site to include access to the other historic buildings.	• Responsible Officer – Museum Manager • Funding – Exhibitions and Maintenance budgets (see financial statements)	**The Carriage Works are open to the public one Saturday a month and the Goods Shed is open to the public on specific event days.**

4.5. Long Term Development and Resource Plan

Long Term Development & Resource Plan 2013 - 2016

The long-term development plan will consider developments throughout the whole site that will substantially create a stand-alone visitor attraction for Darlington to compliment other local and regional attractions.

	Aim	Responsibility & Funding	Outcome
1	Outdoor children's play area.	• Officer Responsible – Access & Learning Officer • Funding – Secure funding from outside source	**Completed September 2011.**
2	Improved development and	• Responsible Officer –	**The Goods Shed**

	maintenance of listed buildings on site such as Hopetown Carriage works, Goods Shed, Goods Agent Offices and others to quality standard maintaining original features and historical presence via a five year maintenance plan and funding applications.	Museum Manager • Funding – Maintenance Budget and income from tenants (see financial statement)	**underwent a £200k restoration of the roof and interior in 2015. The Carriage Works underwent a £200k restoration of the windows and render in 2016. All buildings on site are regularly maintained by DBC.**
3	To establish a high status Educational Museum Programme appealing to local, regional and national visits developing target audience on annual basis.	• Responsible Officer – Access & Learning Officer • Funding – Education budget (see financial statement)	**The museum has been awarded the 'Sandford Award' for Heritage Education in 2016.**
4	Additional track work to tie in various parts of the railway site to enable site to have cohesion and unity with possibility of linking to main line railway in accordance to five-year development plan.	• Responsible Officer – Museum Manager • Funding – Maintenance budget (see financial statement)	**Work is ongoing regarding the track work on site. The aim is to have developed the track by the 200th anniversary of the Stockton & Darlington Railway in 2025.**
5	Entrance and Car park facilities to be improved to assist with presentation, event safety and accessibility to museum. Research costing for gates and designs 2008 and submit bid to fund.	• Responsible Officer – Museum Manager • Funding - Maintenance budget (see financial statement)	**Work is ongoing regarding the entrance to the site and car parking. This is planned as part of the potential remodelling of the museum to coincide with the 200th anniversary of the Stockton & Darlington Railway in 2025.**
6	Create and build partnerships between local attractions such as Shildon, group booking to visit both sites using main line rail links within 5yr period for both Education and Event usage.	• Responsible Officer – Museum Manager • Funding – Marketing budget through Communications team.	**The museum worked with these attractions on the 190th anniversary of the Stockton & Darlington Railway event in 2015. We will continue to work with them in the run up to the celebrations in 2025.**
7	To improve budgets for museum to be able to continue to develop museum site in to a self-sufficient business.	• Responsible Officer – Museum Manager • Funding – development of income rather than impact on expenditure.	**In 2015/16 the museum saw increases in income in Admissions, rents and lettings, shop sales and catering.** *See Appendices 12.2*

8	Continue to improve Visitor numbers of museum and improving facility year on year.	• Responsible Officer – Museum Manager • Funding – all budget headings	**For the past five years the visitor figures have improved every year with a 17% increase in visitor figures over the five years.** *See Appendices 12.1*

4.6. Future Vision

Future Vision

The vision for Head of Steam Museum is to develop the site over a five year period to achieve a minimum visitor number of **58,000** people, **2-3 hr** visit stay per annum. The key aims will be:

	Aim	Outcome
1	To improve the breadth, variety and quality of attractions at the museum centre to the extent that it will provide sufficient interest for the casual visitor for **at least 2 hour stay**. This will form the basis of Development plan aimed at creating a significant visitor attraction for Darlington and working alongside future development of partnerships such as Shildon to encourage longer stays and broader visitor offer.	**In Summer 2016 (June-September) 76 visitors to the museum were surveyed about their visit. Of the sample surveyed 51% stayed at the museum for over 2 hours.** **The aim to achieve an increase visitor figures by 100% over five years was optimistic considering the current economic climate and the lack of resources available to the museum during this time. From 2011 to 2016 visitor figures have increased from 29,485 to 34,525 this is an increase of 17%. Each year the visitor figures have increased on average by 3.5%** *See Appendices 12.1*
2	To develop the site so it appeals to all sections of the community and tourists via community partnerships, sessions, school holiday activities, event schedule, workshops, temporary exhibitions etc.	**The museum held a consultation with users and non-users in 2015 and is currently surveying visitors to the museum as part of a Tees Valley Audience Development project. This will be considered with regards to the potential remodelling of the museum to coincide with the 200th anniversary of the Stockton & Darlington Railway in 2025.**
3	To develop and market the site so as to attract the group market and work in conjunction with all other leisure providers to enhance mass tourist appeal of the area in conjunction with the Communications Team.	**Work is ongoing regarding group travel as this is dependent on improved coach parking facilities. This will be considered as part of the potential remodelling of the museum to coincide with the 200th anniversary of the Stockton & Darlington Railway in 2025.**
4	To work in partnership with other officers of Durham County Council, Stockton-on-Tees Borough Council and the National Railway Museum to provide effective marketing of the Stockton and Darlington Railway from North Road to Shildon, including the museums to encourage visitors from further afield via school visits, joint	**The museum continues to work with these attractions in the run up to the celebrations in 2025.**

	day outings etc.	
5	To develop the museum as a focus for displaying and archiving the history, particularly the local and regional history of the North Eastern Railway and its associated museums using the resources and society groups within the Collection Department and study Centre and offer historical and regional interest group sessions to encourage people into the museum.	**The museum held a consultation with users and non-users in 2015 and is currently surveying visitors to the museum as part of a Tees Valley Audience Development project. This will be considered with regards to the potential remodelling of the museum to coincide with the 200th anniversary of the Stockton & Darlington Railway in 2025.**
Objectives		**Comments**
6	To develop and enhance the existing, large site through the introduction of a range of elements which appeal to wider audiences whilst creating a centre of excellence for the history of the North Eastern Railways.	**This will be considered with regards to the potential remodelling of the museum to coincide with the 200th anniversary of the Stockton & Darlington Railway in 2025.**
7	To develop relationships and partnerships with groups on the site including NELPG, DRPS, A1 Steam Locomotive Trust and other users and get involved on joint projects such as museum events and site events such as launch of Tornado etc. to benefit both site and museum and raise further awareness and appreciation of site benefits and visitor offer.	**Work is ongoing. The museum continues to develop partnerships with groups on the site and hopes to work with them on events and projects leading up to the 200th anniversary of the Stockton & Darlington Railway in 2025.**
8	To initiate an annual programme of special events and temporary exhibitions to attract wider audience as well as the enthusiast, target families, young people and people of different interests such as art etc. via the temporary exhibitions spaces.	**The museum held a consultation with users and non-users in 2015 and is currently surveying visitors to the museum as part of a Tees Valley Audience Development project. We will be using this information to direct the potential remodelling of the museum to coincide with the 200th anniversary of the Stockton & Darlington Railway in 2025.**
9	To achieve staff structure that will implement and maintain the museum's development proposals by implementing new proposals for rotas and roles to suit need of business	**In 2013 the Manager's post was merged with the Curator's post and this put strain on the collections department. In 2015 a Collections and Learning Assistant post was introduced to the staff structure to help alleviate this and to assist the Learning Officer with educational visits in order to develop this offer.**
10	To develop and link in to local, regional, and national strategies using key performance indicators to develop museum site, visitor numbers and community engagement within specified frameworks	**The museum links in to the council's strategies and wider museum focussed strategies. The museum works in partnership on a variety of projects to monitor links with museums in the Tees Valley. We await the outcome of the combined regional authority negotiations.**

4.7. Summary of Previous Forward Plan

The previous Forward Plan was written at a time when the museum was undergoing significant cuts to budgets and staffing, despite being recently refurbished. It was unrealistic to expect a doubling of visitors within five years, especially with the introduction of a larger admission fee after the refurbishment of the museum. Many of the aims were not linked to objectives and were very vague, without key dates to work towards, making it a difficult forward plan to follow. Where target figures were given some were unrealistic and unachievable given the current economic climate and lack of museum resources (budget and staffing).

5. Current Position

5.1. The museum sits within Leisure and Culture (alongside Libraries, Markets and Leisure) in the Community Services section of the Neighbourhood Services and Resources department of Darlington Borough Council.

5.2. The museum currently employs 5.33 FTE staff and six casual Visitor Assistants.

5.3. We have 22 regular volunteers working with the museum. Volunteers worked 1587.6 hours during 2015/16.

5.4. During 2015/16 the net revenue cost of the Museum to Darlington Borough Council was £199,400 plus premises costs (held by the Estates Team) at £95,315 for 2015/16 and £58,165 for 2014/15.

5.5. The museum has benefitted from nearly £20,000 of external funding in 2015/16.

5.6. During 2015/16 the museum was used by 34,525 people. This is a 0.45% increase on the previous year.

5.7. The 'One Darlington: Perfectly Placed' strategy highlights the importance of Darlington's railway heritage to the future development of the town, in particular tourism.

5.8. Environmental Sustainability

Darlington Borough Council is committed to protecting and enhancing the environment. The 'One Darlington: Perfectly Placed (Darlington's Sustainable Community Strategy 2008-2026)' highlights the following as key issues:

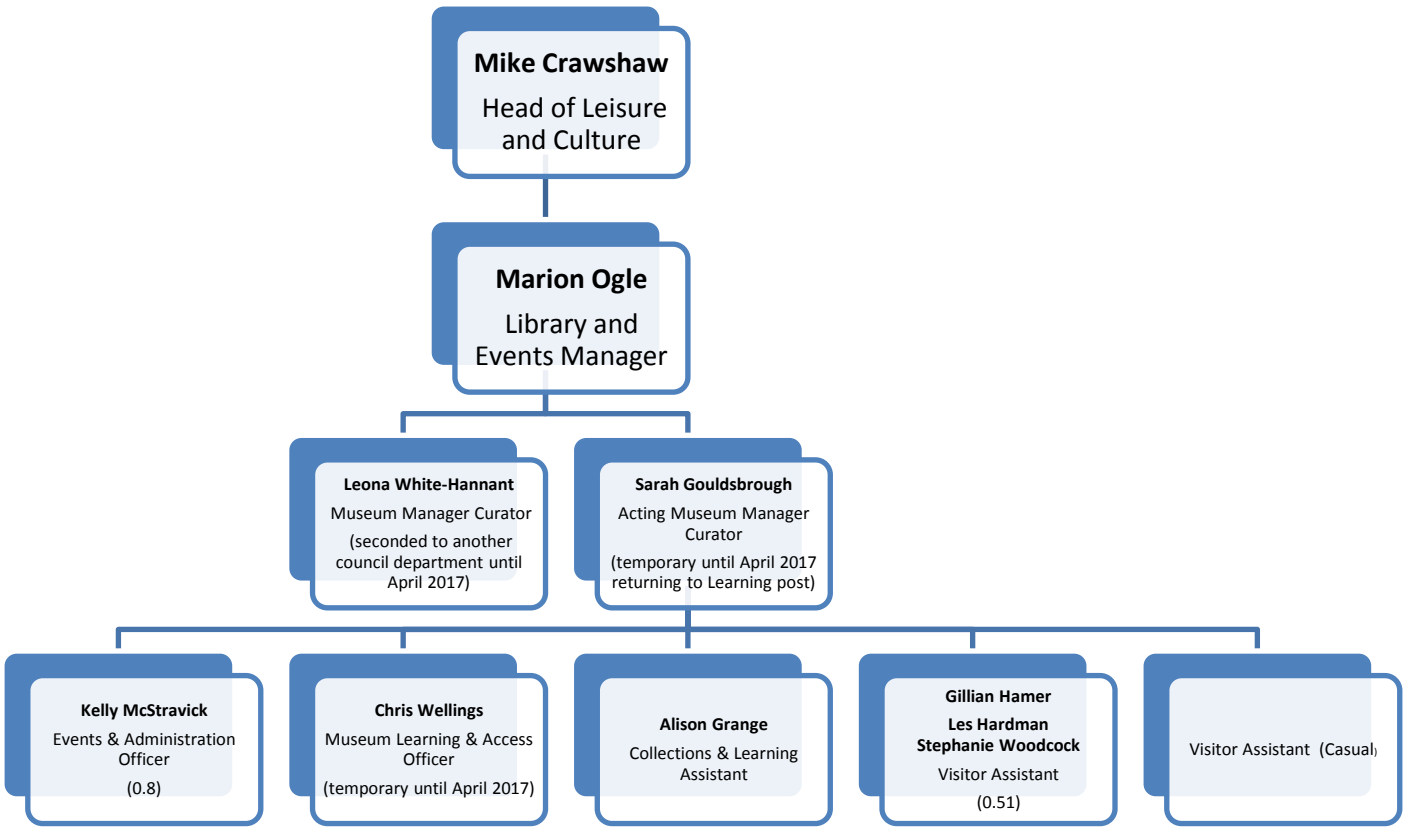
- Creating and maintaining a high quality environment for people, wildlife and new development.
- Promoting sustainable travel to reduce CO2 emissions.
- Encouraging people to take responsibility of the environment.

- Encouraging recycling and reducing household waste.

The museum will ensure that the site is environmentally sustainable by:

- Increased planting in the museum gardens, to give more varied habitats and holding joint events with local groups such as Durham Wildlife Trust, the RSPB and Natural England, with support from the Council's Ranger team to promote wildlife to our visitors.
- Promoting Sustainable Transport such as rail travel. As the museum is at North Road Railway Station, we work with Northern Rail to promote train travel to the museum with 2 for 1 ticket offers. Information about public transport options are on the museum website and on leaflets. A cycle rack is provided at the museum. We regularly work with the Local Motion team to promote the use of public transport.
- The museum had new and improved boilers installed in 2007-08 and have these are maintained annually. Staff restrict the use of heating and lighting when the building is not open to the public or when rooms are not in use. Energy efficient bulbs are used throughout the museum where possible. The museum's energy certificate is a C rating (66). Our rating has improved year on year from a D rating (96) in 2009.
- Staff are working with the Darlington Borough Council recycling officer to increase opportunities for staff and visitors to recycle.

5.9. Organisational Structure



5.10. Current Position (SWOT analysis)

Strengths	Weaknesses
Uniqueness – national / international importance Locomotion No1 & story Site / buildings / Listed status Track bed location Good public transport links / rail link Accessibility – one level Partnerships A1 & P2 Steam Locomotive Company 200th Anniversary of S&DR Political commitment to Heritage Events programme Ken Hoole Study Centre – research resource Links with schools – excellent with primary Staff / team Learning team reputation (Sandford Award)	Undervalued and under-promoted Website Partnerships Brand Identity Exterior access / visibility / area – 'kerb appeal' Resources to drive forward Size of site limits the offer Connectivity to broader site and to the line 'Family experience' – static Café / food and beverage provision Old building – continuous maintenenace Use of casual staff Parking infrastructure e.g. coachparking
Opportunities	**Threats**
International appeal Events Programme 'Ingenious Darlington' branding Political commitment to Heritage 200th Anniversary of S&DR Hitachi Heritage Campus Partnering with NRM Secondary school opportunities Volunteers Friends and On-site partners Giving Theatre & Hullaballoon Dementia Friendly Community Darlington Partnership Combined Tees Valley Authority	Ownership / Museum Trust land Collection Ownership of Track Heritage Campus phasing Current premises condition, e.g. rendering Current economic climate Resources to drive forward

5.11. Succession Planning

The museum has the following procedures in place for effective continuity and resilience to ensure the continuous running of the service. This will enable staff to 'multi-task' and cover other posts' work if required.

- Building Operations Management
- Banking Procedures
- Opening & Closing Procedures
- Events Development
- Education & Community Activities
- Collection Management
- Acquisitions
- Temporary Exhibition Planning and Delivery
- Marketing and Development
- Externally Funded Projects.

For examples of the procedures see appendices (*See Appendices 12.6*).

5.12. Risk Analysis of Working Environment

The following have been identified as risks through SWOT analysis:

- *Ownership of Museum Trust Land:* the museum and Darlington Borough Council (DBC) are working with the Museum Trust regarding the absorption of the land.
- *Collection*: the museum and DBC will work with the Museum Trust regarding the permanent transfer of the Museum Trust loans into the museum's collection. The museum will maintain good relations with the National Railway Museum and maintain Accreditation to ensure that we can continue to loan artefacts.
- *Ownership of Track:* DBC's legal team are investigated the ownership of the track.
- *Heritage Campus Phasing:* The museum will work closely with the Heritage Campus team to ensure the project does not conflict with plans for the museum in the run up to 2025.
- *Current premises condition:* The museum will work with DBC's Corporate Landlord team to ensure that all maintenance issues relating to the museum are dealt with in a timely fashion.
- *Current economic climate:* The museum will investigate sources of external funding to supplement the current budget and will explore ways to increase income to the museum.
- *Resources to drive forward:* The museum will investigate sources of external funding in order move forward with plans with the development of the museum and its site.

6. Consultation and Analysis of Views

6.1. In March/April 2015 the museum commissioned Wildlight Limited to complete a Visitor Experience Audit with focus groups to inform the development of an 'engaging museum' with the focus on visitor experience.

6.2. The key target groups included in the focus group programme were:

- Key personnel from Darlington Borough Council and the museum
- Stakeholder group of organisations sharing the site
- Friends and Volunteers
- Schools and Community Groups who use the site
- Family groups (existing visitors)
- Non-users

6.3. Despite the wide difference between the individual groups' knowledge and experience of railway heritage and culture it was agreed the following areas required development:

- Access to the museum
- Provision of parking

- Need to bring the experience alive
- Requirement to re-examine the displays
- Fresh approach to the museum's brand and communications

6.4. There was also recognition within all user groups of the consistently high levels of customer care provided by the current staff team at the museum.

6.5. All participants were proud of their town and its place in railway heritage. The user groups all expressed a marked degree of emotional attachment to the railway museum and its locomotives.

6.6. The results of the audit were used to direct the focus of the museum's Interpretation Plan, which outlines a plan for the development of the museum's displays, station building and surrounding landscape over the next ten years (2015-2025) in readiness for the 200th anniversary of the Stockton and Darlington Railway in 2025.

6.7. In July 2015 the museum, in conjunction with the other Tees Valley Museums and the North East Museum Development Programme, began a project to collect data to increase our knowledge of our audiences therefore shaping the delivery of our services and what the Tees Valley has to offer. Working with the Audience Agency the museum undertook a postcode survey between August and December 2015 to give an immediate profile of visitors to the museum and a picture of current engagement with potential audiences in the Tees Valley area.

6.8. Analysis of the 535 postcodes collected showed that over half (59%) of visitors to the museum during this period were from outside of the Tees Valley area, with a quarter (25%) being from the Darlington area. Only 16% of visitors visited from the Tees Valley *(See Appendices 12.4)*

6.9. In April 2016 the museum starting asking customers to complete a questionnaire about their visit and where they had travelled from. *(See Appendices 12.5)* By September 2016 a total of 73 questionnaires had been completed. Analysis of the data at this stage showed:

- The majority of visitors came to museum to spend time with family/friends, to learn something, visiting museums was an important part of who they are and to entertain the children.
- 67% of visitors would highly recommend the museum to family and friends.
- When asked 'how welcoming were the staff' 86% of visitors said very good and 13% said good.
- When asked about the quality of the displays 62% of visitors said very good and 36% said good.
- Only 14% of the visitors rated the refreshments as very good, with 42% rating them good, 20% neither good not poor and 14% rating them poor.
- 71% of visitors surveyed rated our retail facilities as either very good or good.

- 51% of visitors surveyed stayed at the museum for longer than two hours.
- Of the 73 people surveyed for 53 people (73%) this was their first visit to the museum. Only 6 people (8%) of the people surveyed had visited the museum in the last twelve months.

6.10. The visitor survey questionnaires will continue until March 2017 when the data will be collated by The Audience Agency and made available to the Tees Valley Museums to guide their audience development strategies.

7. Aims

7.1. To encourage activity, interaction and enjoyment of the site.

7.2. To develop the museum to inspire learning and connect people with the past, present and future.

7.3. To care for the museum's collections and ensure they are accessible to the public.

7.4. For Darlington to be known for its railway heritage and as the birthplace of the modern railway.

7.5. To ensure the museum is operated successfully as a financially sustainable model.

8. Objectives

8.1. Develop an exciting events and exhibitions programme that appeals to a varied audience.

8.2. Engage with new groups and schools, in particular Secondary schools, through activities and new workshops.

8.3. Complete Documentation Backlog and increase access to the collection through partnership working, outreach and digital media.

8.4. Promote the museum and Darlington's railway heritage through an improved marketing strategy and online presence.

8.5. Promote the facilities available to hire and increase retail income through new lines of stock and online presence.

9. Action Plan 2016-2019

9.1. Aim: To encourage activity, interaction and enjoyment of the site.

Objective	Action	Task	Completion by	Lead Officer(s) /Resources
Develop an exciting events and exhibitions programme that appeals to a varied audience. *(See Audience Development Policy and Plan)*	Develop a Lego Show at the museum (2017)	Check other regional Lego events to avoid clashes	January 2017	Events & Administration Officer / Events budget
		Liaise with Brick Alley LUG	February 2017	
		Set date of event (November 2017?)	March 2017	
	Mark the 175th Anniversary of North Road Station (2017)	Press Release asking for memories and photographs	April 2017	Manager Curator / Events budget
		Develop history of station tours and trails	August 2017	
		Launch tours and trail to coincide with NERA station display	September 2017	
	Development of summer blockbuster exhibition (Summer 2019)	Join Touring Exhibitions Group	January 2018	Manager Curator / Exhibitions budget
		Block out diary for Summer 2019	January 2018	
		Identify which exhibitions are available	March 2018	
		Feasibility study re: environ conditions in Meeting Room	April 2018	
		Investigate funding streams	July 2018	
		Identify need for new display equipment	September 2018	
	Develop 'Focus on' Collections Event (2018)	Investigate whether other museum have done a similar	January 2018	Manager Curator / Collections budget

		event		
		Staff training re: conservation etc.	June 2018	
		Launch sessions	October 2018	

9.2. Aim: To develop the museum to inspire learning and connect people with the past, present and future.

Objective	Action	Task	Completion by	Lead Officer (s)
Engage with new groups and schools, in particular Secondary schools, through activities and new workshops. *(See Learning and Access Policy and Plan)*	Consult with Secondary Schools about that they want (2017)	Identify Secondary Schools in Darlington.	January 2017	Learning and Access Officer / Education budget
		Contact schools	February 2017	
		Consult with History / Science Technology leaders	March 2017	
	Recruit Front of House (Interpreters) Volunteers (2017)	Send out Press Release	June 2017	Learning and Access Officer / Education budget
		Drop In/Open Day session	August 2017	
		Training of volunteers	September 2017	
	Develop new STEM Workshop for schools (2019)	Consult STEM subject leaders	June 2018	Learning and Access Officer / Education budget & external funding
		Talk to STEM NE	July 2018	
		Investigate funding streams	September 2018	
		Talk to 'Foundation for Jobs' &'Darlington Partnership'	October 2018	
		Develop and trial new activities	April 2019	
	Recruit and Train volunteer Engine Cleaning Team (2019)	Liaise with NRM re: cleaning procedure and guidelines	April 2018	Learning and Access Officer / Manager Curator / Collections budget
		Involve Health & Wellbeing groups e.g. GOLD	May 2018	
		Develop a training day for new recruits	August 2018	
		Send out Press	January 2019	

		Release		
		Drop In/Open Day session	March 2019	
		Launch project 'Spring Clean'	April 2019	

9.3. Aim: To care for the museum's collections and ensure they are accessible to the public.

Objective	Action	Task	Completion by	Lead Officer(s)
Complete Documentation Backlog and increase access to the collection through partnership working, outreach and digital media. *(See Collections Management Framework)*	Complete Documentation Backlog	Complete Documentation Stage Two	December 2017	Manager Curator / Collections budget
		Complete Documentation Stage Three	December 2018	
		Complete Documentation Stage Four	December 2021	
	Promotion of Collections and Archive (2017)	Purchase new camera and photography cube (funded by Friends?)	December 2016	Manager Curator / Collections budget
		Develop 'Objects in Focus' section on website	January 2017	
		Attend at least three outreach events	December 2017	
		Basic museum database on-line	December 2017	
	Partnership working within Darlington (2017)	Establish link with Hippodrome's new Heritage and Engagement Officer	January 2017	Manager Curator / Collections budget
		Develop closer links with Centre for Local Studies e.g. exhibition sharing	July 2017	
		Work with the Ingenious Darlington	December 2017	

		concept to further develop the Heritage Offer in Darlington		
	Relocation of collection stored elsewhere on site (2019)	Get safe access to the site	January 2019	Manager Curator / Collections budget
		Organise area for removal of artefacts to (interim location)	January 2019	
		Inventory of the container	March 2019	
		Rationalise artefacts	May 2019	
		Identify artefacts for conservation	June 2019	
		Move artefacts to new storage area	October 2019	

9.4. Aim: For Darlington to be known for its railway heritage and as the place of the birth of the modern railway.

Objective	Action	Task	Completion by	Lead Officer(s)
Promote the museum and Darlington's railway heritage through an improved marketing strategy and online presence. *(See Marketing Policy and Plan)*	Develop marketing strategy (2017)	Liaise with Communications Team and D&P	December 2016	Manager Curator / Marketing budget
		Develop new marketing strategy using data from The Audience Agency	January 2017	
	New museum marketing material (2017)	Design new museum leaflet	January 2017	Manager Curator / Marketing budget
		Print new museum leaflet	February 2017	
		Distribute new leaflet	March 2017	
	Develop standalone website (2019)	Meeting with Neil Bowerbank	December 2017	Manager Curator / Marketing budget and Museum budget
		Xentrall ICT re: website	March 2018	
		Development & test period	November 2019	
		Launch website	December	

			2019	
	Work collaboratively with other Tees Valley Partners (2019)	Liaise with Tees Valley Partners on future projects e.g. TV Combined Authority bid 'Great Places'.	December 2019	Manager Curator / Marketing budget

9.5. Aim: To ensure the museum is operated successfully as a financially sustainable model.

Objective	Action	Task	Completion by	Lead Officer(s)
Promote the facilities available to hire and increase retail income through new lines of stock and online presence. *(See Marketing Policy and Plan)*	Retail discount for annual members to encourage repeat spend (2017)	Mailshot regarding annual member discount in shop	December 2016	Events & Administration Officer / Retail budget
		Trial run	January 2017	
		Evaluate results	February 2017	
	Darlington souvenirs shop stock (2017)	Identify suppliers	December 2016	Events & Administration Officer / Retail budget
		Liaise with suppliers	January 2017	
		Order shop stock	March 2017	
	Promotion of museum as venue to hire (2017)	Promote the meeting room for private hire	May 2017	Events & Administration Officer / Retail budget
		Promote the museum for weddings	July 2017	
	Develop on-line shop via new standalone website(2019)	Talk to other museums with on-line shop	December 2018	Events & Administration Officer / Retail budget and Museum Budget
		Photograph shop stock	July 2019	

10. Resources

10.1. The museum employs three full time museum professionals for the effective delivery of the service. The Museum Manager Curator oversees the strategic and operational management of the museum service in addition to curatorial duties such as collections management, exhibitions and overseeing the Ken Hoole Study Centre. The Learning and Access Officer develops and delivers the learning programme for the museum including

being responsible for all access issues relating to the museum. The Collections and Learning Assistant assists the Manager Curator with collections management, enquiries, exhibitions and the running of the Ken Hoole Study Centre as well as helping to deliver educational workshops with the Learning and Access Officer. The museum also employs an Events and Administration Officer on a part-time (0.8) contract who organises and delivers all of the museum's events as well as overseeing the retail offer at the museum and handling all of the museum's administrative duties. The museum employs three Visitor Assistants (3 x 0.51) and six casual Visitor Assistants to work front of house.

10.2. The museum uses volunteers to assist (not replace) staff with activities such as cataloguing, guided tours etc. In 2015/16 the museum had 22 regular volunteers and they worked a total of 1587.6 hours across the year.

10.3. The budget for utilities lies with Corporate Landlord.

10.4. The museum generates income through admissions, room hire, venue hire (weddings), monetary donations, retail and events.

10.5. Financial Performance 2014-2016 *See Appendices 12.2 & 12.3*

Year	Total Budget (£)	Total Spend	Better/Worse
2014/2015	195,760	175,304	20,456
2015/2016	198,960	199,400	440

10.6. Looking at the museum's financial situation over the last two years it is obvious that staffing budgets are where the biggest savings were made (2014/15) and where the largest deficit was (2015/16). This is due to money being left in the staffing budget in 2014/15 for the Curator's post (which was merged with the Manager's post in 2013) meaning a saving that year. However, an increase in staffing at the museum during 2015 (with the addition of the Collections and Learning Assistant to the team) and with the Museum Manager Curator being on maternity leave during 2015 meant that extra money was needed for cover at the museum. Despite this the museum was only £440 over budget in 2015/16.

11. Review Date

The Head of Steam - Darlington Railway Museum Forward Plan will be reviewed annually with the first review taking place in **December 2017**.

12. Appendices

12.1. Performance Indicators 2011-2016

2011/2012	
Adult	2963
Ad. Conc.	2518
Child	1569
Under 6	849
Fam Mem (total x 6)	2979
Ind Member	13
Repeat Fam Members (total x 6)	4988
Repeat Ind Member	8
Free/Meeting	9861
Study Centre	718
Schools	3019
Sub-Totals	**29485**

2012/2013	
Adult	3049
Ad. Conc.	3075
Child	1721
Under 6	704
Fam Mem (total x 6)	3018
Ind Member	17
Repeat Fam Members (total x 6)	5031
Repeat Ind Member	5
Free/Meeting	10412
Study Centre	699
Schools	3793
Sub-Totals	**31524**

2013/2014	
Adult	3317
Ad. Conc.	2791
Child	1784
Under 6	751
Fam Mem (total x 6)	3057
Ind Member	25
Repeat Fam Members (total x 6)	6187
Repeat Ind Member	17
Free/Meeting	11682
Study Centre	677
Schools	3233
Sub-Totals	**33521**

2014/2015	
Adult	3541
Ad. Conc.	2351
Child	2013
Under 6	836
Fam Mem (total x 6)	3147
Ind Member	37
Repeat Fam Members (total x 6)	5814
Repeat Ind Member	33
Free/Meeting	11950
Study Centre	742
Schools	3918
Sub-Totals	**34382**

2015/2016	
Adult	4947
Ad. Conc.	2392
Child	186
Under 6	675
Fam Mem (total x 6)	4206
Ind Member	17
Repeat Fam Members (total x 6)	5844
Repeat Ind Member	32
Free/Meeting	11738
Study Centre	664
Schools	3824
Sub-Totals	**34525**

12.2. Financial Overview 2014-2015

	Costc	Costc(T)	Account	Account(T)	Total Budget	Amount	Better/Worse
1	90871	Railway Museum	1000	Basic Pay	120,880	105,263	-15,617
2	90871	Railway Museum	1050	Nic Employers	9,310	4,963	-4,347
3	90871	Railway Museum	1060	Superann `Ers	19,180	15,857	-3,323
4	90871	Railway Museum	1707	Employee Training Course Costs	0	495	495
5	90871	Railway Museum	1708	Pension Increase Pay	230	0	-230
6	90871	Railway Museum	1710	Employee Related Insurance	2,380	2,406	26
7	90871	Railway Museum	1729	Employee Related Health Schemes	0	11	11
8	90871	Railway Museum	1803	General Employee Expenses	230	15	-215
9	90871	Railway Museum	2000	Alterations & Improvements	0	2,535	2,535
12	90871	Railway Museum	2015	Non-Domestic Rates	16,410	15,665	-745
13	90871	Railway Museum	2017	Pest Control	0	155	155
14	90871	Railway Museum	2018	Premises Insurance	8,500	8,162	-338
16	90871	Railway Museum	2021	Building Repairs And Maintenance	7,790	1,625	-6,165
18	90871	Railway Museum	2026	Signage	0	117	117
19	90871	Railway Museum	2027	Soft Landscaping	3,340	0	-3,340
20	90871	Railway Museum	2031	Water Charges	0	0	0
21	90871	Railway Museum	2033	Ground Maintenance	0	206	206
22	90871	Railway Museum	2036	Premises Related Hire Charges	0	71	71
24	90871	Railway Museum	2850	Alterations & Improvements - Decoration	0	130	130
25	90871	Railway Museum	2865	Repairs - Building Fabric	0	1,172	1,172
26	90871	Railway Museum	2868	Repairs - Mechanical	0	136	136
27	90871	Railway Museum	3001	Casual Mileage	1,180	511	-669
28	90871	Railway Museum	3016	Officers - Other	300	0	-300
29	90871	Railway Museum	4001	Books	410	0	-410
30	90871	Railway Museum	4004	Commissions & Other Services	270	888	618
31	90871	Railway Museum	4009	Equipment	1,260	375	-885
32	90871	Railway Museum	4010	Events & Awards	0	1,890	1,890
33	90871	Railway Museum	4011	External Courier Service	0	181	181
34	90871	Railway Museum	4018	Hospitality & Room Hire	0	57	57
35	90871	Railway Museum	4022	Ict Hardware Support & Maintenance	0	70	70
36	90871	Railway Museum	4024	Ict Software Purchase	0	118	118
37	90871	Railway Museum	4028	Licences	150	180	30
38	90871	Railway Museum	4030	Marketing & Advertising	0	1,550	1,550

39	90871	Railway Museum	4031	Materials	3,070	4,183	1,113
40	90871	Railway Museum	4033	Memberships	0	300	300
41	90871	Railway Museum	4037	Professional Fees & Consultancy	6,000	14,184	8,184
42	90871	Railway Museum	4039	Purchase Of Clothing	1,250	760	-491
43	90871	Railway Museum	4043	Security Services	0	799	799
44	90871	Railway Museum	4045	Stationery	1,310	1,036	-274
45	90871	Railway Museum	4046	Subscriptions	960	427	-533
47	90871	Railway Museum	4048	Telephone Costs	4,840	879	-3,961
48	90871	Railway Museum	4050	Postages	1,040	225	-815
49	90871	Railway Museum	4072	Misc. Insurances	9,580	10,010	430
50	90871	Railway Museum	4083	DBS Checks	100	88	-12
51	90871	Railway Museum	4094	Printer Consolidation Charge	0	982	982
52	90871	Railway Museum	4110	Equipment Hire	0	30	30
53	90871	Railway Museum	4125	Voice Telephone Mobile Costs	0	62	62
54	90871	Railway Museum	4507	Ppe Clothing & Equipment	0	84	84
55	90871	Railway Museum	4815	Production Costs	3,130	3,240	110
57	90871	Railway Museum	4846	Photocopy Charges	1,300	0	-1,300
58	90871	Railway Museum	4850	Other Supplies & Services	1,390	4,941	3,551
59	90871	Railway Museum	7004	Hr	3,351	3,351	0
60	90871	Railway Museum	7014	Printing	0	2,430	2,430
61	90871	Railway Museum	7031	Health & Safety	732	732	0
62	90871	Railway Museum	7045	Land & Property	1,025	3,214	2,189
63	90871	Railway Museum	7100	Directorate	1,049	1,049	0
64	90871	Railway Museum	7801	Man & Admin Allocation	650	637	-13
65	90871	Railway Museum	7831	Performance & Development	6,374	6,374	0
66	90871	Railway Museum	7832	Accounting Services	3,063	3,063	0
67	90871	Railway Museum	7837	Town Hall Telephones	197	197	0
68	90871	Railway Museum	7840	Occupational Health	532	532	0
69	90871	Railway Museum	7842	Xentrall It - Development & Operations	4,393	4,393	0
70	90871	Railway Museum	7844	Xentrall - Transactional Finance	1,571	1,571	0
71	90871	Railway Museum	7845	Xentrall - Transactional Hr	2,122	2,122	0
73	90871	Railway Museum	8002	Leasing Charges	470	0	-470
75	90871	Railway Museum	8004	Principal Repayments	590	0	-590
77	90871	Railway Museum	8800	Provision For Bad Debt	0	5	5
78	90871	Railway Museum	9051	Non-Government Grants & Contributions	0	-1,000	-1,000
79	90871	Railway Museum	9111	Donations	0	-500	-500
80	90871	Railway Museum	9218	Fees & Charges General (Standard Rated Vat)	-220	-70	150
81	90871	Railway Museum	9241	Lettings (Exempt Vat)	0	-130	-130

82	90871	Railway Museum	9263	Reports Photocopying, Etc(Standard Rated Vat)	-220	-553	-333
83	90871	Railway Museum	9271	Admissions	-32,030	-27,842	4,188
84	90871	Railway Museum	9816	Contributions/Donations	0	-752	-752
85	90871	Railway Museum	9838	Rents, Wayleaves (Non Vat)	-1,670	-4,280	-2,610
86	90871	Railway Museum	9839	Lettings (Vat)	-40	-83	-43
87	90871	Railway Museum	9842	Overs/Shorts On Income Banked	0	-631	-631
88	90871	Railway Museum	9943	Casual Rents & Lettings (Exempt Vat)	0	-175	-175
∑1	90871	Railway Museum			217,729	200,686	-17,043
90	90872	Railway Education	1000	Basic Pay	0	6,940	6,940
91	90872	Railway Education	1050	Nic Employers	0	45	45
92	90872	Railway Education	1060	Superann `Ers	0	1,284	1,284
93	90872	Railway Education	1707	Employee Training Course Costs	0	10	10
94	90872	Railway Education	3017	Officers - Train Costs	0	47	47
95	90872	Railway Education	4009	Equipment	0	1,878	1,878
96	90872	Railway Education	4013	Food & Drink Costs	0	13	13
97	90872	Railway Education	4016	Grants	0	199	199
98	90872	Railway Education	4021	Ict Hardware Purchase	0	1,008	1,008
99	90872	Railway Education	4024	Ict Software Purchase	0	89	89
100	90872	Railway Education	4030	Marketing & Advertising	0	200	200
101	90872	Railway Education	4031	Materials	0	4,600	4,600
102	90872	Railway Education	4033	Memberships	0	104	104
103	90872	Railway Education	4037	Professional Fees & Consultancy	7,530	9,262	1,732
104	90872	Railway Education	4046	Subscriptions	0	200	200
105	90872	Railway Education	4094	Printer Consolidation Charge	0	34	34
106	90872	Railway Education	4112	Equipment Specialist Care	0	4,275	4,275
107	90872	Railway Education	4507	Ppe Clothing & Equipment	0	16	16
108	90872	Railway Education	4815	Production Costs	0	6,132	6,132
109	90872	Railway Education	4850	Other Supplies & Services	0	52	52
110	90872	Railway Education	6801	Contributions/Donations	0	100	100
111	90872	Railway Education	9051	Non-Government Grants & Contributions	0	-31,072	-31,072
112	90872	Railway Education	9816	Contributions/Donations	-2,000	-89	1,911
113	90872	Railway Education	9926	Other Grants (Outside Scope Vat)	0	-422	-422
∑1	90872	Railway Education			5,530	4,904	-626
117	90874	MUSEUM TRADING	4031	Materials	0	206	206
118	90874	MUSEUM TRADING	4805	Items For Resale	7,090	5,057	-2,033
119	90874	MUSEUM TRADING	4850	Other Supplies & Services	0	30	30
120	90874	MUSEUM TRADING	9206	Sales - Books/Publications (Zero Rated Vat)	0	-98	-98

121	90874	MUSEUM TRADING	9928	Sales - Goods (Standard Rated Vat)	-7,720	-7,403	317
Σ1	90874	MUSEUM TRADING			-630	-2,207	-1,577
124	90875	Railway Museum Catering	4009	Equipment	0	84	84
125	90875	Railway Museum Catering	4013	Food & Drink Costs	0	71	71
126	90875	Railway Museum Catering	4045	Stationery	0	1,448	1,448
127	90875	Railway Museum Catering	4054	Catering Provisions	540	33	-507
128	90875	Railway Museum Catering	4056	Materials For Re-Sale	0	9	9
129	90875	Railway Museum Catering	4136	Catering Consumables (Cutlery Etc)	0	1,017	1,017
130	90875	Railway Museum Catering	4850	Other Supplies & Services	0	13	13
131	90875	Railway Museum Catering	9253	Catering Income (Outside Scope Vat)	0	-203	-203
132	90875	Railway Museum Catering	9940	Catering Income (Standard Rated Vat)	-3,000	-3,953	-953
Σ1	90875	Railway Museum Catering			-2,460	-1,481	979
Σ					220,169	201,902	-18,267
		Sits below line	Less	SSR's (Support Service Recharges)	23,384.00	23,384.00	0.00
		Sits below line	Less	Land & Property	1,025.00	3,213.66	2,188.66
□					195,760	175,304	-20,456

12.3. Financial Overview 2015-2016

	Costc	Costc(T)	Account	Account(T)	Total Budget	Amount	Better/Worse
1	90871	Railway Museum	1000	Basic Pay	121,210	131,785	10,575
2	90871	Railway Museum	1050	Nic Employers	9,300	6,989	-2,311
3	90871	Railway Museum	1060	Superann `Ers	19,170	19,239	69
4	90871	Railway Museum	1701	Recruitment Advertising	0	400	400
5	90871	Railway Museum	1707	Employee Training Course Costs	0	282	282
6	90871	Railway Museum	1708	Pension Increase Pay	230	0	-230
7	90871	Railway Museum	1710	Employee Related Insurance	2,620	2,620	0
8	90871	Railway Museum	1729	Employee Related Health Schemes	0	11	11
9	90871	Railway Museum	1733	Excess Travel	0	42	42
10	90871	Railway Museum	1803	General Employee Expenses	230	16	-214
11	90871	Railway Museum	2000	Alterations & Improvements	0	6,770	6,770
14	90871	Railway Museum	2015	Non-Domestic Rates	16,740	16,023	-718
15	90871	Railway Museum	2017	Pest Control	0	40	40
16	90871	Railway Museum	2018	Premises Insurance	9,350	9,350	0
17	90871	Railway Museum	2021	Building Repairs And Maintenance	7,950	1,164	-6,786
18	90871	Railway Museum	2027	Soft Landscaping	3,410	0	-3,410
19	90871	Railway Museum	2045	Hygiene Services	0	968	968
21	90871	Railway Museum	3000	Car Parking Fee Reimbursement	0	2	2
22	90871	Railway Museum	3001	Casual Mileage	1,200	391	-809
23	90871	Railway Museum	3002	Client Travel Costs	0	55	55
24	90871	Railway Museum	3016	Officers - Other	300	0	-300
25	90871	Railway Museum	3017	Officers - Train Costs	0	24	24
28	90871	Railway Museum	4004	Commissions & Other Services	690	637	-53
29	90871	Railway Museum	4009	Equipment	1,260	1,121	-139
30	90871	Railway Museum	4010	Events & Awards	0	2,649	2,649
31	90871	Railway Museum	4013	Food & Drink Costs	0	30	30
32	90871	Railway Museum	4028	Licences	150	240	90
33	90871	Railway Museum	4030	Marketing & Advertising	0	35	35
34	90871	Railway Museum	4031	Materials	3,070	2,659	-411
35	90871	Railway Museum	4033	Memberships	0	359	359
36	90871	Railway Museum	4037	Professional Fees & Consultancy	8,080	9,144	1,064
37	90871	Railway Museum	4039	Purchase Of Clothing	750	178	-572
38	90871	Railway Museum	4043	Security Services	2,500	1,610	-890

39	90871	Railway Museum	4045	Stationery	1,310	862	-448
40	90871	Railway Museum	4046	Subscriptions	980	588	-392
41	90871	Railway Museum	4048	Telephone Costs	1,000	473	-527
42	90871	Railway Museum	4050	Postages	1,070	635	-435
43	90871	Railway Museum	4072	Misc. Insurances	10,540	10,540	0
44	90871	Railway Museum	4083	DBS Checks	100	88	-12
45	90871	Railway Museum	4094	Printer Consolidation Charge	1,300	725	-575
47	90871	Railway Museum	4125	Voice Telephone Mobile Costs	0	8	8
48	90871	Railway Museum	4507	Ppe Clothing & Equipment	0	584	584
49	90871	Railway Museum	4815	Production Costs	3,130	2,858	-272
51	90871	Railway Museum	4850	Other Supplies & Services	1,390	1,415	25
52	90871	Railway Museum	7002	It	4,139	4,139	0
53	90871	Railway Museum	7004	Hr	5,420	5,420	0
54	90871	Railway Museum	7031	Health & Safety	848	848	0
55	90871	Railway Museum	7045	Land & Property	1,129	2,457	1,328
56	90871	Railway Museum	7100	Directorate	1,003	1,003	0
57	90871	Railway Museum	7801	Man & Admin Allocation	610	588	-22
58	90871	Railway Museum	7831	Performance & Development	7,141	7,141	0
59	90871	Railway Museum	7832	Accounting Services	3,114	3,114	0
60	90871	Railway Museum	7837	Town Hall Telephones	197	197	0
61	90871	Railway Museum	7840	Occupational Health	665	665	0
62	90871	Railway Museum	7844	Xentrall - Transactional Finance	1,491	1,491	0
64	90871	Railway Museum	8002	Leasing Charges	470	0	-470
66	90871	Railway Museum	8004	Principal Repayments	590	0	-590
67	90871	Railway Museum	9218	Fees & Charges General (Standard Rated Vat)	-220	0	220
68	90871	Railway Museum	9241	Lettings (Exempt Vat)	0	-105	-105
69	90871	Railway Museum	9263	Reports Photocopying, Etc(Standard Rated Vat)	-220	-1,026	-806
70	90871	Railway Museum	9271	Admissions	-31,030	-31,714	-684
71	90871	Railway Museum	9803	Other Income(Outside Scope Vat)	0	-779	-779
72	90871	Railway Museum	9838	Rents, Wayleaves (Non Vat)	-2,670	-4,280	-1,610
73	90871	Railway Museum	9839	Lettings (Vat)	-40	0	40
74	90871	Railway Museum	9842	Overs/Shorts On Income Banked	0	23	23
Σ1	90871	Railway Museum			221,667	222,793	1,126
76	90872	Railway Education	1000	Basic Pay	0	4,387	4,387
77	90872	Railway Education	1050	Nic Employers	0	78	78
78	90872	Railway Education	1060	Superann `Ers	0	812	812
79	90872	Railway Education	1707	Employee Training	0	0	0

				Course Costs			
80	90872	Railway Education	1803	General Employee Expenses	0	28	28
81	90872	Railway Education	3017	Officers - Train Costs	0	19	19
82	90872	Railway Education	3019	Pupil Transport Costs	0	70	70
83	90872	Railway Education	4009	Equipment	400	0	-400
84	90872	Railway Education	4013	Food & Drink Costs	0	78	78
85	90872	Railway Education	4016	Grants	0	650	650
86	90872	Railway Education	4031	Materials	1,000	46	-954
87	90872	Railway Education	4033	Memberships	0	304	304
88	90872	Railway Education	4037	Professional Fees & Consultancy	5,530	9,421	3,891
89	90872	Railway Education	4046	Subscriptions	0	200	200
90	90872	Railway Education	4050	Postages	0	2,062	2,062
91	90872	Railway Education	4083	DBS Checks	0	0	0
92	90872	Railway Education	4094	Printer Consolidation Charge	0	66	66
93	90872	Railway Education	4815	Production Costs	0	7,677	7,677
94	90872	Railway Education	4850	Other Supplies & Services	600	0	-600
95	90872	Railway Education	9050	Government Grants & Contributions	0	-14,421	-14,421
96	90872	Railway Education	9051	Non-Government Grants & Contributions	0	-17	-17
97	90872	Railway Education	9250	Leisure Trust Income	0	-810	-810
98	90872	Railway Education	9816	Contributions/Donations	-2,000	0	2,000
99	90872	Railway Education	9926	Other Grants (Outside Scope Vat)	0	-4,527	-4,527
100	90872	Railway Education	9932	Fees & Charges General (Exempt Vat)	0	-130	-130
∑1	90872	Railway Education			5,530	5,991	461
102	90874	MUSEUM TRADING	4031	Materials	0	69	69
103	90874	MUSEUM TRADING	4805	Items For Resale	6,090	8,256	2,166
104	90874	MUSEUM TRADING	9928	Sales - Goods (Standard Rated Vat)	-7,720	-9,402	-1,682
∑1	90874	MUSEUM TRADING			-1,630	-1,077	553
106	90875	Railway Museum Catering	4009	Equipment	0	174	174
107	90875	Railway Museum Catering	4013	Food & Drink Costs	0	83	83
108	90875	Railway Museum Catering	4031	Materials	0	20	20
109	90875	Railway Museum Catering	4045	Stationery	0	1,348	1,348
110	90875	Railway Museum Catering	4054	Catering Provisions	1,540	0	-1,540
111	90875	Railway Museum Catering	4136	Catering Consumables (Cutlery Etc)	0	505	505
112	90875	Railway Museum	4805	Items For Resale	0	542	542

		Catering					
113	90875	Railway Museum Catering	9940	Catering Income (Standard Rated Vat)	-3,000	-4,503	-1,503
∑1	90875	Railway Museum Catering			-1,460	-1,831	-371
∑					224,107	225,875	1,768
		Sits below line	Less	SSR's (Support Service Recharges)			24,018
		Sits below line	Less	Land & Property	1,129	2,457	1,328
□					198,960	199,400	440

12.4. Information from The Audience Agency's 'Tees Valley Museums: Mapping and Profiling' January 2016 report.

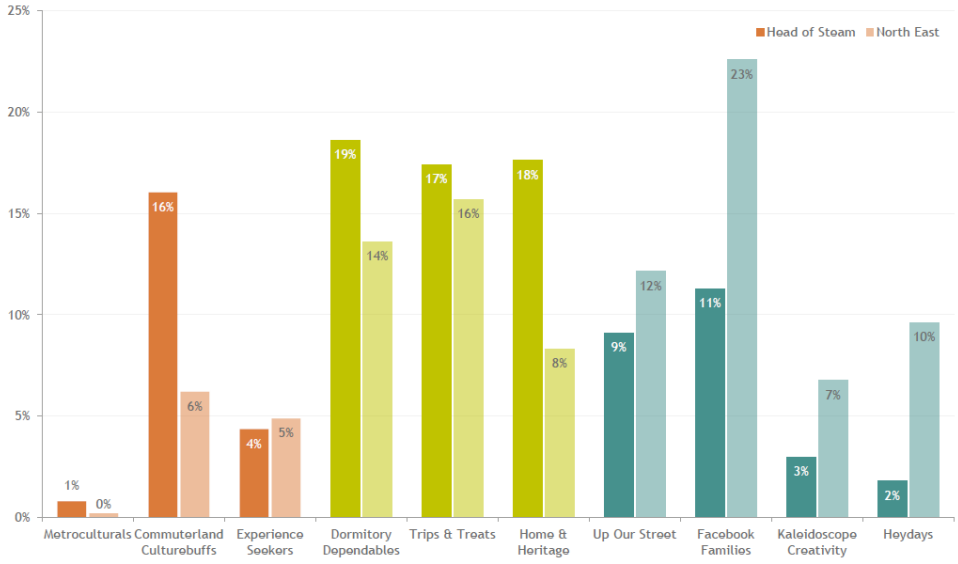
Head of Steam

Audience Spectrum Profile

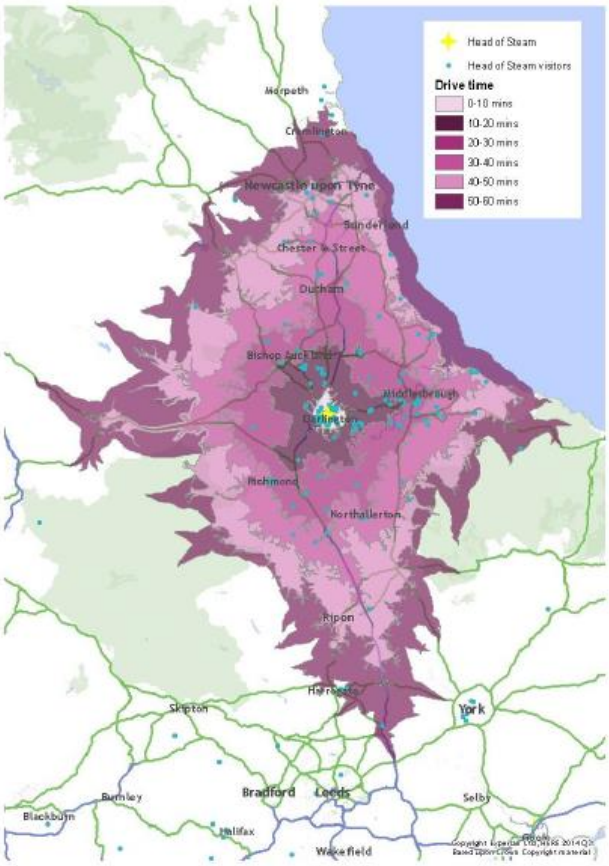
Audience Spectrum Segment	Head of Steam		North East (Adults 15+ estimate 2013)		Index
	Count	%	Count	%	
Metroculturals	4	1%	4,150	0%	412
Commuterland Culturebuffs	81	16%	133,658	6%	259
Experience Seekers	22	4%	105,075	5%	89
Dormitory Dependables	94	19%	293,495	14%	137
Trips & Treats	88	17%	338,528	16%	111
Home & Heritage	89	18%	179,322	8%	212
Up Our Street	46	9%	261,935	12%	75
Facebook Families	57	11%	487,326	23%	50
Kaleidoscope Creativity	15	3%	145,862	7%	44
Heydays	9	2%	207,390	10%	19
Unclassified	*30*	-	*23,503*	-	-
Total count	**505**	**100%**	**2,156,741**	**100%**	-

Please note: profile totals and base population counts and percentages do not include unclassified records

Percentage breakdown of Audience Spectrum segments



Catchment areas



Head of Steam visitors are dispersed throughout the UK.

Drive times	Count of Attenders	% of visitors	cumulative %
0-10 minutes	110	21	21
10-20 minutes	67	13	33
20-30 minutes	66	12	45
30-40 minutes	41	8	53
40-50 minutes	31	6	59
50-60 minutes	7	1	60
Over 60 minutes	213	40	100
Total	*535*	*100%*	

Visitors per Tees Valley local authority

	Visitor Count per local authority	Percentage of visitors
Darlington	134	25%
Hartlepool	5	1%
Middlesbrough	26	5%
Redcar & Cleveland	11	2%
Stockton-on-Tees	41	8%
Other local authority	318	59%
Total Visitors	*535*	

Over half (59%) of Head of Steam visitors come from outside the 5 local authorities. Quarter (25%) come from Darlington.

12.5. The Audience Agency Head of Steam Museum Questionnaire 2016-2017

Date ____ / ____ / ____ Interview time: ____:____ Interviewer: _____

Head of Steam - Darlington Railway Museum 2016/17 questionnaire

We are carrying out a survey to find out more about our visitors - who they are, why they visit, and what they think of us. Could you spare five minutes to answer some questions? Your answers will be kept confidential and will only be used for research purposes.

1. Have you visited Head of Steam before? *(Tick one only)*

- ❑ Yes, in the last 12 months
- ❑ Yes, between one and two years ago
- ❑ Yes, between two and three years ago
- ❑ Yes, between three and five years ago
- ❑ Yes, but more than five years ago
- ❑ No, this is my first visit

1a. *(If yes in the last 12 months)* Including today, how many times have you visited Head of Steam in the last 12months?

2. At approximately what time did you arrive at Head of Steam, and what time do you anticipate that you will leave?

Arrival : Departure : *(HH:MM)*

3. Which of the following have you done on your visit to Head of Steam today? *(Tick all that apply)*

- ❑ Visited the temporary exhibition
- ❑ Visited the permanent displays
- ❑ Attended/participated in a talk/workshop
- ❑ Used the food/drink facilities
- ❑ Visited the Ken Hoole Study Centre
- ❑ Looked at the building/site itself
- ❑ Used the shopping facilities
- ❑ Had a general visit
- ❑ Attended an event
- ❑ For something else - *what else?* _____

4. Are you visiting with other people? (Tick one only)

- ❑ Yes
- ❑ No

4a. If yes, how many of those you are visiting with are aged... *(this does not include yourself)*

Under 16 _____ 16 or older _____

5. Which of the following describe your motivations for visiting today? *(Tick all that apply)*

6. And which of these was your main motivation? *(Circle one only)*

- ❑ To spend time with friends/family
- ❑ For a special occasion
- ❑ For peace and quiet
- ❑ To be intellectually stimulated
- ❑ To be entertained
- ❑ To be inspired
- ❑ To do something new/out of the ordinary
- ❑ To learn something
- ❑ To enjoy the atmosphere
- ❑ For reflection
- ❑ Visiting museums is an important part of who I am
- ❑ To escape from everyday life
- ❑ For academic reasons
- ❑ For professional reasons
- ❑ To entertain my children
- ❑ To educate/ stimulate my children
- ❑ Other - please specify _____

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7. How would you rate the following? (Please give one rating for each item)

	Very good	Good	Neither good nor poor	Poor	Very poor	Don't know/Not applicable
How welcoming the staff were	❑	❑	❑	❑	❑	❑
Quality of exhibition	❑	❑	❑	❑	❑	❑
Food & drink facilities	❑	❑	❑	❑	❑	❑
Shopping facilities	❑	❑	❑	❑	❑	❑
The whole experience	❑	❑	❑	❑	❑	❑

8. On a scale of 0-10, how likely is it that you would recommend Head of Steam to a friend, family member or colleague, with 10 being extremely likely and 0 being not at all likely? *(Tick one only)*

❑ 10 ❑ 9 ❑ 8 ❑ 7 ❑ 6 ❑ 5 ❑ 4 ❑ 3 ❑ 2 ❑ 1 ❑ 0

9. If you are visiting Tees Valley for the day or overnight, did you plan your trip particularly to go to Head of Steam?

❑ Yes ❑ No ❑ Not applicable, I live in the area

10. Are you staying overnight in Tees Valley, somewhere other than your own home? *(Tick one only)*

❑ Yes ❑ No

10a. If yes, which of the following types of accommodation are you staying in and for how many nights? *Please tick and state the number of nights spent*

❑ With friends or family _____nights ❑ In paid accommodation (e.g. hotel) _____ nights

❑ Other - *please specify other* _____ _____ nights

11. Which of the following have you visited within the last three years? *(Tick all that apply)*
And of these, which have you visited in the last 12 months? *(circle all that apply)*

❑ Preston Park Museum ❑ Dorman Museum ❑ Locomotion, Shildon
❑ Kirkleatham Museum ❑ Hartlepool Art Gallery ❑ National Railway Museum, York
❑ Captain Cook Birthplace Museum ❑ Museum of Hartlepool ❑ None of these
❑ Hartlepool Quay

About You The next questions are a little more personal, but are really useful to us - by answering these questions, you will help us make sure we're serving everyone in our community. If there are any you'd rather not answer, please tick "Prefer not to say".

12. Are you... *(Tick one only)*

❑ Male ❑ Female ❑ Prefer not to say

13. Which of the following age groups do you belong to? *(Tick one only)*

❑ Under 16 ❑ 16 - 24 ❑ 35 - 44 ❑ 55 - 64 ❑ Prefer not to say
❑ 25 - 34 ❑ 45 - 54 ❑ 65 or older

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14. What is your ethnic group? *(Tick one only)*

❑ White British	❑ Mixed/multiple ethnic background	❑ Asian or Asian British
❑ White other*	❑ Black or Black British	❑ Other*
❑ Prefer not to say	❑ *What other?	

15. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? *(Tick one only)*

❑ Yes, limited a lot ❑ Yes, limited a little ❑ No ❑ Prefer not to say

16. Do you live in the UK? *(Tick one only)*

❑ Yes ❑ No

16a. If you live in the UK, what is your full postcode?

16b. If you live overseas, what is your country of residence?

Thank you for your help.

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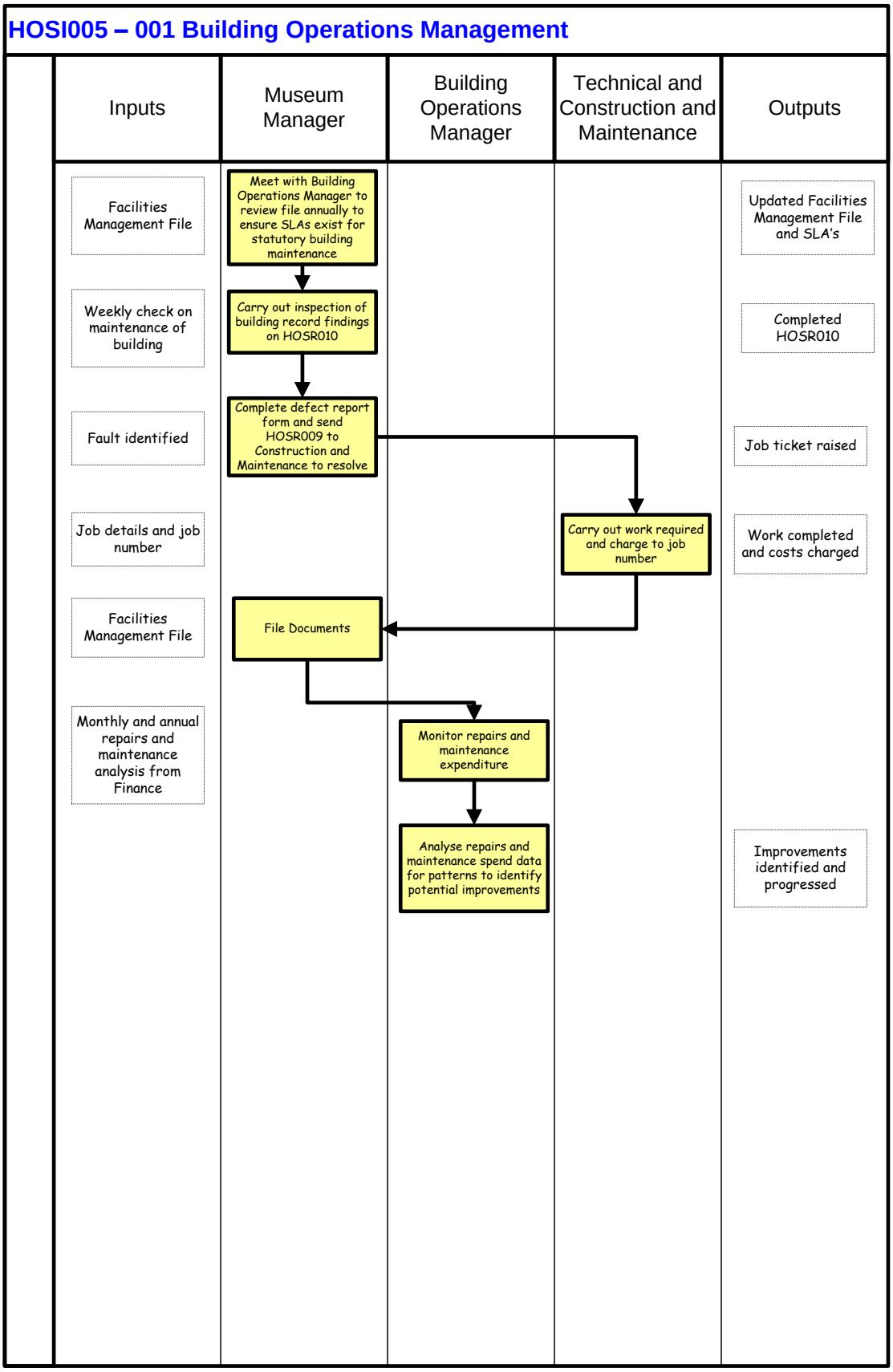
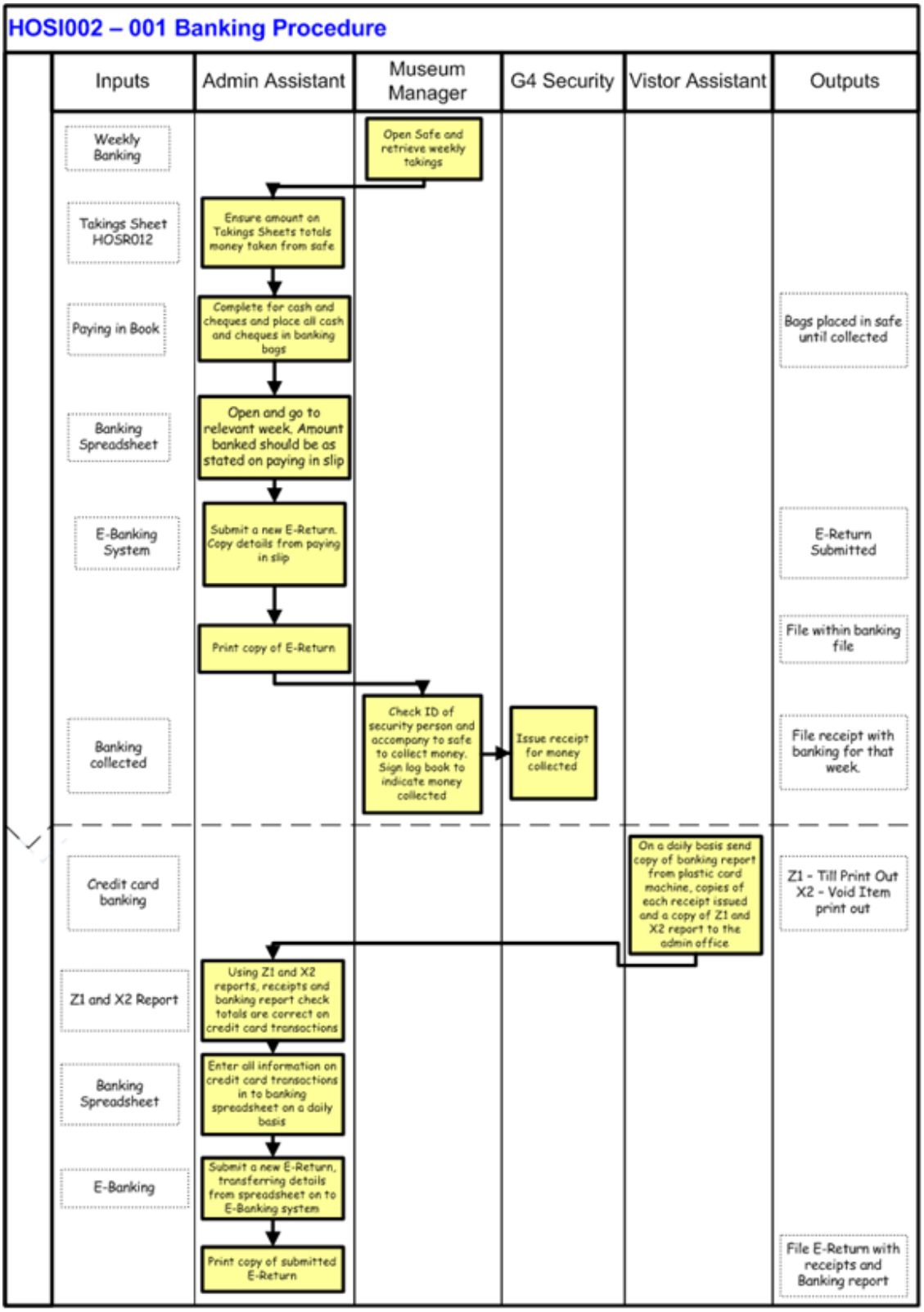
12.6. Examples of museum's procedures




HOSI002 – 001 Banking Procedure
Inputs
Admin Assistant
Museum Manager
G4 Security
Vistor Assistant
Outputs
Weekly Banking
Takings Sheet HOSR012
Paying in Book
Banking Spreadsheet
E-Banking System
Banking collected
Credit card banking
Z1 and X2 Report
Banking Spreadsheet
E-Banking
Open Safe and retrieve weekly takings
Ensure amount on Takings Sheets totals money taken from safe
Complete for cash and cheques and place all cash and cheques in banking bags
Open and go to relevant week. Amount banked should be as stated on paying in slip
Submit a new E-Return. Copy details from paying in slip
Print copy of E-Return
Check ID of security person and accompany to safe to collect money. Sign log book to indicate money collected
Issue receipt for money collected
On a daily basis send copy of banking report from plastic card machine, copies of each receipt issued and a copy of Z1 and X2 report to the admin office
Using Z1 and X2 reports, receipts and banking report check totals are correct on credit card transactions
Enter all information on credit card transactions in to banking spreadsheet on a daily basis
Submit a new E-Return, transferring details from spreadsheet on to E-Banking system
Print copy of submitted E-Return
Bags placed in safe until collected
E-Return Submitted
File within banking file
File receipt with banking for that week.
Z1 - Till Print Out
X2 - Void Item print out
File E-Return with receipts and Banking report