

# Head of Steam: Darlington Railway Museum

## **Business Plan: 2009-2014**

*Forward Planning for the next 5 years*



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## **The Museum's Mission Statement – What are we here to do?**

The museum's **mission** is to explain the significance of Darlington to railways, and of railways to Darlington.

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.

### **Formal Statement of Objectives**

1. To acquire, preserve, research, display and interpret material evidence and associated information on the history and development of: -
  - (A) the railways of North-East England (being generally the area formerly served by the North-Eastern Railways).
  - (B) The railway industry of Darlington and related aspects of the life and work of the local community.
2. To liaise with other museums, as appropriate, on the question of proposed acquisitions where there may be any conflict of interests
3. To use material from the collections for the benefit, education and enjoyment of the general public, via display, exhibitions and loans to schools and other organizations, and to provide facilities for study and research.
4. To assist the general public in the identification of their own material and in providing information on the subject areas described in (1) above.

### **Sustainable Community Strategy**

One of our priorities within the SCS is to create a location for learning, achievement and leisure and the Museum is at the centre of this objective. We are ideally based to deliver our promise of encouraging a cultural community identity through our work with local community groups. Community outcomes are tangible from the Museum's perspective. We are not simply a nice addition to educational resources but a centre of learning excellence. For example, educational activities within a Museum environment can provide something that the classroom cannot. We can contribute to education outside the classroom framework. Children can view the original artefacts firsthand, outside a textbook environment, assisting with stimulation and enlightenment.

## **Key areas of the Sustainable Community Strategy**

### **Prosperous Darlington**

The Museum helps improve the standard of living within the local community through our education program, our changing temporary exhibitions, events and new projects.

The Museum is ideally placed to assist with the aim of enhancing the borough's vibrant cultural appeal. We are becoming involved in more and more community based projects (liaising with the Northgate Community Partnership) to help Darlington remain an attractive and cultural place.

### **Aspiring Darlington**

The Museum supports members of the local community in many different ways, assisting with their education, life long learning and work experience. We have students from MENCAP, schools and colleges, volunteers and university students on work placements throughout the year. Two local Museum Volunteers have also gone on to work in the Museum sector after volunteering at the Museum.

Within the Cultural Services Service Strategy we strive to 'develop and strengthen partnerships' (with the Arts Council and Renaissance in the Regions). We continue to 'ensure access for all' – not just through our compliance to DDA legislation but through our opening times, the research centre, our events and education programme and now conference facilities. And as previously discussed we strive to 'promote social inclusion and community cohesion'.

### **Healthy Darlington**

The museum is a great place for assisting with the Council's vision of a Healthier Darlington. The museum site is a place that assists with the mental and physical stimulation to aid healthier citizens. In particular, the museum aims to encourage citizens to 'go outdoors', discovering the museum site through our new Darlington Rail Trail. The museum is also working in partnership with Tees Valley Arts on the DARLOcomotion HLF bid to interpret the old Stockton and Darlington Railway track bed. We also promote family friendly outdoor activities in partnership with Natural England, Durham Wildlife Trust and Darlington's RSPB group. The museum encourages use of the events field by local schools and community groups for sports day activities and general outdoor fun days.

### **Greener Darlington**

The museum works to the guidelines set out by Darlington Borough Council's Local Development Framework Course Strategy in relation to environmental sustainability.

## **Governance of the Museum and Museum Constitution – changes in responsibility**

In 1984, Darlington Borough Council started the process of assuming responsibility for the museum, taking over from the Museum Trust.

Referring to Minute No. 57/84, the Council, at its Policy and Resources Committee on September 25th 1984, and subject to confirmation by the Council on October 4th, chose to accept a Council take-over of responsibility for North Road Station and the Museum. The Council also has to take-over the lease of the building from British Rail (now Network Rail) as part of this process.

### **Museum Constitution**

That in accordance with the Trust deed, Para. 6 (d), this Trust enter into an agreement with Darlington Borough Council for that Council to take on, as from October 1st 1984, the full financial responsibility for maintenance, and the management of North Road Station, the Museum housed therein, and that portion of the Goods Shed occupied by the Trust under licence from the said Council, and that no financial responsibility, from whatever source, shall fall upon the Trust thereby. In these circumstances, para. 1 of the schedule to the Trust Deed shall be deleted, and is replaced by-

‘Para. 1. **The Committee shall consist of the members, for the time being, of the Recreation Committee of Darlington Borough Council.** (The Recreation Committee no longer exists and responsibility now sits with Cabinet. This governance change will be reported in due course.)

It is further RESOLVED

**This Trust hereby delegates to the Recreation Committee of the said Council, acting in line with Para. 1 of the schedule, and in accordance with Para. 8 of the Trust Deed. (The Recreation Committee no longer exists and responsibility now sits with Cabinet. This governance change will be reported in due course.) These powers:**

1. For the benefit of the inhabitants of the town of Darlington in the County of Durham and of visitors thereto to acquire a freehold or long leasehold interest in and to restore and preserve the Railway Station at North Road Darlington as a place of historical interest and educational value.
2. To acquire for preservation objects associated with the history of transport and to accumulate a collection of such objects for exhibition to the public.
3. To enter into agreements to accept on loan objects for exhibition **PROVIDED ALWAYS** that any such agreement shall be conducive to the attainment of the objects hereinbefore stated.
4. To open and maintain in their name a Bank Account or Bank Accounts as they may decide provided that all monies due to the Trust shall be handed over to the Trust. And that Mr. G. W. Beckwith and Mr. R. J. Hall be authorized to act for the Trust to receive monies in this respect.

5. To undertake such alterations or to enter into arrangements for the carrying out and financing of such alterations to the existing buildings and structures at North Road as are necessary for the proper storage, preservation and exhibition of objects to the public.
6. To supervise the management and administration of the buildings and structures under the control of the Trust.
7. That to comply with the Trust Deed, a copy of all Minutes of the Recreation Committee wherein decisions regarding the Railway Museum are entered be sent to the Trust, and that Mr. G.W. Beckwith be authorized to receive them on behalf of the Trust. (The Recreation Committee no longer exists and responsibility now sits with Cabinet. This governance change will be reported in due course.)

## Background Site History

Head of Steam, Darlington Railway Museum is located on the route of the Stockton and Darlington railway, the world's first railway to carry fare-paying passengers. The museum consists of the Stockton and Darlington railways buildings of the 1830s/50s, North Road Passenger Station and a range of exhibits that are of interest to the enthusiast, the casual visitor and tourist.

In addition it provides access to more specialized exhibits and collections that are of academic and historic value.

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.

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. Hope Town Carriage Works, Goods Agents Office, Goods Shed and Lime cells building. As a whole, the site represents the world's most important surviving group of early railway buildings.

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 Group, North Eastern Locomotive Preservation Group, North Eastern Railway Association and the Friends of Darlington Railway Centre and Museum.

The museum - prior to refurbishment - had altered very little from the mid - 1970s, but the Station building itself required significant structural repairs.

Visitor numbers had dropped considerably between 2004 and 2008, especially in educational visits. The prominent audience prior to closure was rail enthusiasts, with little appeal to the family audience except during museum events. One of the objectives of the refurbishment and re branding the museum was to target a wider audience and to provide a much stronger offer to visitors.

The initial Business Plan after refurbishment targeted new audiences – especially families - through greater emphasis on event and education programming, to increase the volume of visitors using the facility. This relied on improving and building external partnerships to assist delivery and funding opportunities. The Museum has also introduced Conference Facilities, a new high profile Temporary Exhibition Programme and improvements to the Ken Hoole Study Centre to assist with attracting new and repeat visitors.

In 2007/2008 - with support from the Heritage Lottery Fund, the Northern Rock Foundation, the Railway Heritage Trust, English Heritage and other sources - Darlington Borough Council was able to undertake a full programme of refurbishment for the Station building, together with the renewal of its displays. This sparks the first stage of a Development Plan for the regeneration of the whole site.

Darlington Railway Centre and Museum was re-branded the Head of Steam in 2008 and the 1.7 million pound refurbishment project is now complete. The future vision is to make the site a popular Visitor Attraction, with the aim of dramatically increasing visitor numbers and offering a unique visitor experience that would appeal to local, national and international audiences.



## **Background to the Re branding of Museum to Head of Steam: Darlington Railway Museum**

After a 1.7m refurbishment, the museum reopened on the 5th April 2008, it had changed considerably since prior to closure. It reopened with a new identity and a professional re-branding. The old 'Darlington Railway Museum' has a great deal to say, however in the past has lacked the confidence and ambition to say it to a wide enough audience. Having reviewed the proposed developments and discussed opportunities to add value to the offer with the Cultural Services team it was clear that the Council faced a real opportunity to create a strong attraction for the town and the region as a whole.

Positioning Head of Steam as an attraction has started to increase its appeal and increase visitors. Creating a multi faceted attraction, based around the social and cultural history of the railways, is now the focus of the brand.

Visitors can now learn how the Stockton to Darlington railway came in to being and how it impacted on the world and came to occupy such an important place in history as the world's first modern railway. This has repositioned Head of Steam to a destination of regional, national and international culture significance.

Research has shown Museums are seen as staid and boring – it is an uphill struggle to brand an attraction as a museum and expect the audience to see it as a fun day out. Locomotion and Beamish have both moved strongly away from a museum positioning and have achieved significant growth as a result.

Traditionally museums attract three visits in a lifetime, once as a child with school, once as a parent and once as a grand parent. However, attractions in the main draw greater loyalty and frequency particularly from the family and extended family market. The above positioning has worked and reinforces the opportunities of achieving frequency and drawing in greater visitor numbers.

Although visitor numbers have increased at Head of Steam over the past few years this has primarily been achieved through events. For example, 12,548 general visitors attended the museum in 2006/7 plus a further 7,700 for specific events.

Admission charges before the refurbishment were £2.50 for adults with a concession charged at £1.50. The price increase after the refurbishment indicates what it is worth in the mind of the visitor. £2.50 did not offer a great deal of promise and undervalued the cultural heritage of the people of Darlington. The new pricing reflects the new enhanced product of the museum.

Retail also offers significant opportunities due to the low level offer available in the past. A commercial themed approach could drive significant additional revenue that will be reflected in the 2009-2014 business plan.

## Refurbishment Project Outcome

The result of the re branding project has achieved:

- Clear Brand guidelines
- Head of Steam Museum staff members behind the brand vision
- United group of stakeholders behind one vision for Head of Steam Museum
- Valuable research and information that can be applied to the Head of Steam Museum Business Plan
- A short, medium and long-term perspective adding value to the cultural heritage of the region
- A best practice example of strategic marketing and development within the museum
- Greater participation from the local community and visitors due to clearer communication and audience focused product development plans
- A good reputation within the museum and heritage sector of the North East.
- A strong local and regional presence, co-ordinated and communicated in a clear and concise manner
- Create partnership working within the museum and heritage sector and local businesses.

## **Analysis of Situation prior to refurbishment**

The museum had struggled financially over the last few years leading up to refurbishment, largely due to the reduction in visitor numbers. However, there were also other contributing factors such as poor catering and a small under stocked retail area that has not helped the situation.

No unified facility fees were in place and conferencing opportunities had been overlooked.

Visitor numbers had partly been sustained through the museum's event programme rather than specific visits to the museum.

The Museum staffing structure had lacked continuity within the Museum Manager's post over last two years, therefore contributing to issues regarding employee reporting relationships, partnership development and the operational needs of the site.

Advertising for a permanent Museum Manager resulted in the appointment of a new manager in August 2008 with the effect of improving and developing the museum and providing consistency within the team and eliminating some of the above concerns.

## S.W.O.T Analysis

### Strengths

- £1.7 k refurbishment investment in building and displays to bring into 21st century in line with other museum facilities using modern graphic panels and interactive displays.
- Rail heritage site- Head of Steam Museum has potential to evolve into an excellent site. Its historic railway buildings include North Road Station, with links to Hopetown Carriage works and the Goods shed. Both with significant historical value unique to Darlington museum.
- The names of George Stephenson, Edward Pease and Stockton and Darlington Railway are recognized throughout the world.
- Heritage line between Bishop Auckland, Darlington and Saltburn, are physically linked by working passenger railway along part of original Stockton and Darlington line, now marketed as Tees Valley Railway.
- Museum has now moved to Cultural Services Department, which will bring with it many beneficial factors. The management team has great strengths and knowledge and expertise in dealing with public facilities for people of all ages and abilities, including programming, marketing, event management and catering management. This can only benefit the museum and its future within Cultural Services and improve service provision at the facility as well as achieving projected visitor figures and income targets at the museum.
- Assistance from the Communications team within Cultural services who have specialized experience in promoting the other large venues within Cultural services and production of a 12 month marketing strategy for museum also supported by external company Alcazar giving a more professional 12 month commitment.
- Excellent parking facilities in place.

## Weaknesses

- Museum's location at North Road is some distance from Darlington town Centre, with no attractive walking route or interpretive link to the centre- to minimize this risk, museum will seek partnerships with local rail companies to assist in travel provision with education programme as well as partnerships with other attractions such as Shildon Museum. Provision of park and ride will also be considered for events.
- Local museums operated by different local authorities in area are free of charge- to minimize expense and encourage repeat visits, education will be offered free within the museum as well as outreach to schools. Offering an annual memberships to visitors so that they can have unlimited use and access to museum over an annual period will also reduce costs to visitors and promote repeat visits. (In progress).
- Fairly limited rail service between museum sites- Liaise with rail services for support on events and education visits, promotion of station and links to museum
- At present there is no interpretive link between Shildon and Darlington sites. Seek to develop a stronger partnership between the museums with possibility of joint funding applications within the 5yr development plan
- Partnerships not used to full potential on site – poor relationships, little communication, no focus for unity to increase output content – to develop via regular meetings throughout the year, to involve them on events, opening days and communicate programmes of work to each other and also promote inclusion via a partnership agreement alongside lease for unit on site. (In progress).
- The reduction in Winter Opening Times by one day per week will not assist in the museum's vision to become an International Visitor Attraction or indeed to increase it's visitor figures. Future funding for a Phase Two redevelopment of the rest of the Museum site may be jeopardised as a result of cutting opening times.
- The Museum Trust – still a recognized body – does not assist the Council and Museum to move forward.
- The different site users and their differing politics does not assist the Council and Museum with a unified progression of the site.
- Events budget cut could have an impact on the quality and diversity of events at the museum.

## Opportunities

- To form a group link between local museums and a cohesive approach to group visits would be a broader package to sell both regional and nationally – develop via 5yr development plan
- Improve partnerships through a ‘Darlington Together’ approach both on site and externally to broaden scope for possible future funding and development.
- Review use of all Museum buildings with aim of improving site and offer to customers. Ensure an options appraisal is carried regarding the current provision of and potential future use of outbuildings within the Museum site including accommodation for the A1 Trust, DRPS and NELPG.
- Museum and site maintenance plan will assist in the monitoring of the site buildings.
- To produce a comprehensive Marketing and Communications Strategy Plan to promote re opening of museum and new facilities, using press, tv, leaflets, website, railway marketing groups etc to drive visitor numbers
- Seek external funding to develop site and maintenance of buildings.
- Develop community groups within museum to further increase activity and visitor numbers during the week at museum, also to improve secondary spend in retail, conference and facilities areas.
- Enhance the appeal of the museum by improving the external areas of the museum site.
- To tender out the Museum Café to reduce the financial pressure on Darlington Borough Council without losing the offer to customers – completed.
- Further develop the Head of Steam website as a promotional tool and learning resource – in progress.
- Continue to develop the children and young people’s offer on site for education and outreach, casual visitors and community groups.

## Threats

- Lack of investment-post refurbishment in the infrastructure of the building.
- There is a relatively limited market for purely rail based heritage attractions because of strong competition from other sites within the region e.g. North Yorkshire moors Beamish etc.
- Lack of financial investment in museum budget will impact the output and content of facility, impacting on areas such as maintenance, event schedule, marketing of facility, further development of site.
- Lack of resources also limit the expenditure to maintain and develop on site buildings, also listed building status can detrimentally impact resources if encounter any major repairs.
- Public sector financial situation.

## Development Aims and Objectives

- Continue to develop the museum and provide a local, regional, and long term nationally recognised visitor attraction situated in the heart of the community
- Raise the profile of the museum providing a local community facility, via events, educational visits, and product offer, multipurpose facility and rooms. To include activities for young people to encourage engagement at facility via positive activities and increase visitor footfall
- Identify target audience to include development of product offer in order to reach and sustain targeted audiences in order to significantly increase total visitor numbers on year on year basis
- To develop partnerships using a joined up approach working with partnerships on site and externally to enhance core offer and future development
- Provide a people focused approach to service delivery through Council's Sustainable Community Strategy – especially in relation to inspirational, aspiring, Green and Healthy Darlington.
- Maximise opportunities for significant matched funding
- To identify income at Museum and monitor performance in accordance with proposed annual budget, recognizing areas for development and to challenge existing income to raise financial profits at museum and increase profits and opportunities within the business.



## Marketing Plan and Pricing Policy

### Pricing

This is the new pricing strategy for the Head of Steam Museum reflecting the new multi faceted offer we now provide:

#### FACILITY FEES AT THE HEAD OF STEAM – DARLINGTON RAILWAY MUSEUM 2012/13

FACILITY	FEE
<b>Entrance Fees</b>	
Adults	£4.95
Concessions	£3.75
Children (6-16 years old)	£3.00
Children (under 6)	FREE
Single Membership	£10.00 per annum
Family Day Pass (2 adults 2 children)	£10.00
Family Membership (2 adults 4 children)	£15.00 per annum *
Organised School Visits	FREE
Lectures	£2.50 per person
Live Darlington	25% discounts for eligible persons (discount also applies to members of the Friends of Darlington Railway Museum and the Darlington Railway Preservation Society, and FREE admission to their committee members)
<b>Family History Research</b>	
Family/Railway History Research (for personal use only) via letter, email or phone	£20 (first hour) £20 per additional hour Personal Visits to the Ken Hoole Study Centre are FREE of charge
Family/Railway History Research Agents	£30 (first hour) £30 per additional hour
<b>Historical Research</b>	
Current Affairs and Documentaries	£60 per hour
TV Dramas and Films	£120 per hour
<b>Photocopying</b>	
A4	.20p
A3	.40p
<b>Personal digital reproduction (not photographic)</b>	
A4	£2.00 per digital copy (exc. postage) £2.00 per CD (exc. postage)
<b>Personal photographic reproduction</b>	
Photographic reproduction: max size A4 (including non-commercial websites)	£4.50 per hard copy image (exc. postage) £6.50 for digital copy (exc. postage)

Plan Copies	£6.00 per metre
<b>Commercial photographic reproduction</b>	
Regional newspapers & Charities (including websites)	Free
National newspapers (including websites)	£35 per image
Specialist Journals, Newsletters and Magazines (including websites)	£15 per image
National, Journals, Newsletters and Magazines (including websites)	£25 per image
Television and Film Productions	£50 per image
<b>Photographic reproduction in Books</b>	
Less than 6,000 runs	£20 per image
Less than 6,000 runs (cover image)	£25 per image
Over 6,000 runs	£40 per image
Over 6,000 runs (cover image)	£60 per image
Discount for 10 images or more	10%
<b>Postage and Packing</b>	
Up to A4 (in UK only)	£1.50 (under 100grams)
'Package' size & outside UK delivery	Dependant on size and weight
<b>Filming Fees</b>	
Student Productions (interiors/exterior)	Free but donation welcome
Small Productions (interiors/exterior) e.g. TV shows and Documentaries	£300.00 per day (including setting up and de-rigging days)
Large Productions (interiors/exterior) e.g. Films	£500.00 per day (including setting up and de-rigging days)
<b>Conference Facilities (use of room and access to facilities but excludes Catering)</b>	
External Users	
During Opening Hours – per hour	£25.00
Outside Opening Hours – per hour	£32.50
Internal Users	
<b>During Opening Hours – per hour</b>	£10.00
<b>Outside Opening Hours – per hour</b>	£15.00
Use by Museum Friends, DRPS, NELPG, NERA, A1 Trust, DMRC and GLAD – During Opening Hours (with an understanding that paying users have priority booking)	FREE

Use by Museum Friends – Outside Opening Hours (providing nominated persons are responsible for securing premises when vacated)	FREE
Use of Museum Field	
Caravan Users	£6.00 per Caravan per night
Educational Use	FREE
Corporate Events	Negotiated on an individual basis
<b>Paranormal Investigation Groups</b>	
Non commercial organisations	£200.00
Commercial organisations	£500.00

**\* Family Pass incentive**

On average visitors will come 1.6 times per year (particularly given the ‘visiting friends and relatives’ market). The family pass or annual pass has proved to be an effective incentive to increase repeat visitors – especially from local residents and families.

To support the pricing strategy the museum will reflect the price increase with a more valuable and attractive offer to its visitors. It will include:

- Exciting introductory experience using AV equipment
- Interactive displays for people all ages, using audio, visual, and sensory equipment.
- Structured storyline format using colourful graphic panels.
- Creation of children activity offer – via Children Activity Room and workshops
- 2 New Temporary Exhibition area’s with a scheduled programme providing a variety of exhibits to different audience categories
- Comprehensive and exciting annual Event programme to include Live Steam from NRM
- Improved and more welcoming environment
- Improved customer Service
- New improved educational programme for schools
- New and improved franchised Café facility including plaza outdoor space
- New improved retail facility
- Improved marketing literature and website.
- Landscaped forecourt to Museum improving the external grounds

## **Strategic Marketing Plan – an introduction**

This will aim to include

- Clarification of Market Objectives
- Market Reviews
- Product Audit
- Website Critique
- Selection of Target Audiences
- Development of Market and media plan
- Implementation Plan

The strategic marketing plan put together by Darlington Borough Council and Alcazar will aim to achieve the following:

- Increase and sustain participation in strategic marketing and learning within the museum
- Put Head of Steam Museum at the heart of local, regional and longer-term national life. Establish a world class operating platform united by a single mission and vision.
- Establish best practice for policy development and lead by example for future strategic marketing programmes

### **Outcomes**

An effective marketing strategy should result in promoting the Museum as a tourist attraction in Darlington which is capable of attracting a total of 58,000 visitors per year at the end of a five year development phase. The market for the museum is a large one, but it will be necessary to widen the appeal by including a range of activities, theme and product offer to achieve the visitor levels the museum deserves.

## **The Strategic Marketing Plan**

### **1. Background**

Darlington Railway Centre & Museum was opened in 1975 and is housed within North Road Station, built in 1842 for the Stockton & Darlington Railway. The Stockton & Darlington Railway was the first steam hauled public railway and was opened on September 27th 1825.

More recently the museum has undergone a complete refurbishment to the value of £1.7 million.

Computer-generated imagery will be used to show the significance of the historic North Road site. Visitors will be able to learn how the Stockton to Darlington railway came into being and why it occupies such an important place in history as the world's first modern railway. This will reposition Darlington Railway Museum from a museum solely of preservation to a destination of regional and national cultural significance. We have a great deal to say however lack the confidence and ambition to say it to a wide enough audience.

Having reviewed the proposed developments and discussed opportunities for adding value to the offer with the cultural services team it is clear that we are faced with a real opportunity to create a strong attraction for Darlington within the region, as well as nationally.

Railway Heritage has historically been communicated in a drab and boring manner. Yet in reality it is filled with both passion and ambition. It represents the full entrepreneurial spirit, commitment and hard graft associated with the people of the North East and represents a time when we truly did impact on the global stage – driving industrialisation and the modern world.

There is a big story to tell that could be of real value if we tell it in the right way, to the right people, at the right time.

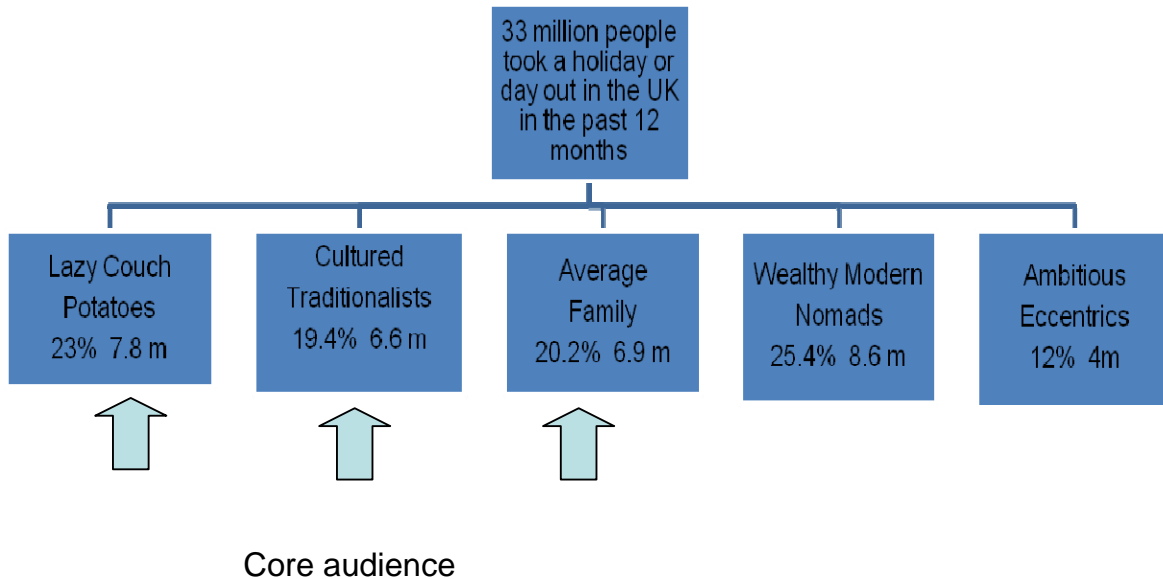
### **2. Aims of Head of Steam Marketing plan**

The aims of the communications plan are to:-

- Ensure the public are aware of the attraction and it's importance.
- Inform all customers, potential customers, employees and stakeholders of the aims, objectives of the museum.
- Maintain the existing reputation of the museum and the goodwill that exists between the service and its customers

### 3. Target Audience

A good customer segmentation is a core foundation of any strategic marketing program. In order to attract and satisfy customers it is critical to understand who they are, what they want and how to reach them. In an ideal world marketing would target every customer individually – sending out tailor-made messages to each individual. The Connections segmentation divides the audience into groups of people who have similar attitudes, interests and beliefs. By doing so we can then predict their behaviour and target each segment with tourism products they are really interested in.



The above diagram represents our tourism and leisure segmentation.

Three key segments have been identified, the “Lazy Coach Potato”, the “Cultured Traditionalist” and the “Average Family”.

The table below shows the number of people who fit into the three key segments in the North East of England.

We are positioned as an attraction which is based around the story of the railways – the passion, ambition and spirit of the times.

#### 4. Positioning Moving Forward

Position Head of Steam, Darlington Railway Museum as a destination by creating a multi faceted attraction based around the story of the railways, Darlington's impact and its impact on the world and focusing on the fact that this is the cultural Heritage of the people of the North East – it is telling our story and the story of our forefathers.

Ideally we need to be targeting the different groups by focusing on the following messages:

- **Lazy Couch Potatoes** – the children will be entertained for a couple of hours while you can relax in the Café – core offer children's play area and the interactive displays
- **Average Families** – Good Family Day out with something for everyone and the kids tired at the end of it – core offer interactive displays, children's play area and café
- **Cultured Traditionalist** – Learn about the birth of modern age through the developments of the Railways – core offer – educational day out, interpretation and café

Traditionally museums attract three visits in a lifetime, once as a child with school, once as a parent and once as a grand parent. We need to break this pattern and increase frequency.

#### 5. Additional identified target audiences

**In addition there are other key audiences that we must continue to positively engage with:**

- Members of the public throughout the North East particularly Tees Valley
- All current visitors and users of the museum
- Community groups, associations and organisations who meet in or use the Museum
- Darlington schools
- Local/regional media including Northern Echo, Herald & Post, Darlington & Stockton Times, Advertiser, Evening Gazette, The Journal, BBC Radio Cleveland, BBC Television, Tyne Tees Television, Alpha 103.2
- Specialist rail heritage press
- Darlington Borough Council employees
- Council Members
- Darlington Talking Newspaper
- Town Crier readers
- Flyer readers
- Funders and partners

## Review of Visitor Numbers & Current Business Performance

### Key Performance Indicators – Head of Steam Museum 2011/01

	2010-11	2009-10	2008-9	2007-8	2006-07	2005-06	2004-05	2003-04	2002-03	2001-02
<b>Regular visitors</b>	15,297	9,964	17,823	-	12,411	12,548	15,486	16,715	14,443	20,108
<b>Meetings</b>	3,940	3,681	-	-	759	1,720	1,134	-	-	-
<b>Study Centre</b>	654	136	194	-	173	266	275	-	-	-
<b>School Visitors</b>	3,777	3,395	2,391	-	2,338	4,713	6,455	6,141	-	-
<b>Event Visitors</b>	9,195	8,036	8,794	-	7,771	7,700	5,150	3,841	1,452	3,218
<b>Total Visitors</b>	<b>32,863</b>	<b>25,212</b>	<b>31,918</b>	-	<b>23,452</b>	<b>26,947</b>	<b>28,500</b>	<b>26,697</b>	<b>15,895</b>	<b>23,326</b>
<b>Ticket Income</b>	<b>29,016</b>	<b>25,608</b>	<b>44,530</b>	-	13,797	14,791	29,819	23,418	-	-
<b>Net Catering Sales</b>	-	-	<b>22,319</b>	-	-	6,000	-	-	-	-
<b>Catering spend/visitor **</b>	-	-	1.25	-	-	0.22	-	-	-	-
<b>Net Retail Sales</b>	<b>8,535</b>	<b>10,983</b>	<b>11,869</b>	-	12,379	11,436	*11,812	-	-	-
<b>Retail spend /Visitor **</b>	0.25	0.44	0.37	-	0.53	0.42	0.41	-	-	-

- No data available or N/A

#### A number of observations can be made:

##### Total visitors

- Visitors numbers were at an all time high 2008/09, after the refurbishment project.
- Visitors have started to increase again, post refurbishment.
- Event visitors have steadily increased due to the new and dynamic events and exhibitions programme.
- Shop sales dipped 2010/11 due to the downturn in the economy.
- Visitor numbers dipped 2009/11 due to the reduction in winter opening hours to three days per week (this has now been reverse back to five days opening in the winter months).
- Education and research visits (Ken Hoole Study Centre) have steadily increased due to a better focused and dynamic educational workshops and activities programme.
- Catering was franchised out in 2009/10 and so these figures are N/A.



**Proposed Projected Total Visitor numbers per annum from 2010/11 based on 10% growth year on year.**

The Museum hopes that several factors will assist with increasing visitors. These factors include our new exhibitions and events programme, liaison with NRM for live steam shuttles (York and Shildon), our Ken Hoole Study Centre for academic researchers, our Conference facility for training days and educational visits. It is projected that the Museum can achieve this increase by a 10% growth year on year.

<b>Year</b>	2012/13	2013/14	2014/15	2015/16
<b>Projected total visitor number</b>	40,572	45,080	50,088	55,654

## **Proposed Growth for Museum**

### **Learning and Access section for Revised Business Plan – March 2012.**

Formal Learning:

Schools, Early Years Foundation Stage providers, Home Educators, Colleges and Universities

The museum building and its collections tie in with many aspects of the National Curriculum, and lend themselves well to inspire work in cross curricular themes. These include: science, technology, maths and engineering; history; literacy; art and design and geography. The museum provides learning in a real life context, and can also be linked with local studies and transport. Most of the primary schools in Darlington visit the museum, and many are repeat visitors throughout the school year. There is an increasing number of schools visiting from outside the Borough, as many other museums in the region are beginning to charge admission for school groups. The nearest free museum is 'Locomotion', the National Railway Museum at Shildon, and it also has a similar subject matter. Some schools combine visits to both Head of Steam and Locomotion with a train journey.

#### **Key Point:**

**The provision of workshops for educational users either at the museum or as outreach is free, and should remain so to ensure that numbers may grow.**

#### **Key target:**

**The number of educational users (visits to the museum and outreach) for 2012-15 should rise to 3500 and remain constant. Further growth would require an increase in funding and also in staff capacity, at present there is one member of staff to develop all of the points below as well as various other managerial and operational duties.**

#### **The growth will be achieved by:**

Ongoing development of resources

- Physical resource boxes
- Web based material to download
- Workshops for delivery at the museum and as outreach
- Consultation with users

Partnership working

- Internal partners within Darlington Borough Council, such as the Library service, sustainable transport team
- External partnerships with other museums, libraries and archives, arts providers
- External partnerships with other relevant organisations such as Northern Rail

Themed weeks of workshop provision

- Concentrate specialist resources or subject specialist freelance provision into workshop weeks throughout the school year depending on availability and cost.
- Provision of at least one themed week per term
- Aim for 300 children per 5 days of workshops (depending on class size)

#### Promotion to school users

- Use of internal email system to send materials to each school within Darlington Borough
- Advertising on UK School Trips website and it's partner site – Times Educational Supplement
- Promotion to list of named teachers

#### Availability of placements

- Y10 work experience placements
- Short term placements as part of collaborative projects with colleges and universities
- Medium term placements as part of Museum Studies Masters degrees from regional Universities offering these courses.

#### Informal Learning:

Families, community groups, adult groups

Informal learning is an area for growth, as the Learning and Access Officer works alongside the Curator on a number of projects, including providing talks for community groups and developing a wider range of volunteer opportunities.

#### Families

- Continued provision of art and craft activities in school holidays and on event days. These are currently included in admission and yearly membership prices. Training of volunteers to deliver these sessions would increase capacity and may increase the number of sessions we could offer.
- Trails and activities around the museum – the Learning and Access Officer intends to develop more of these popular trails to encourage repeat visitors.
- Family Learning backpacks – increase promotion to all and eliminate required deposit for Family Yearly Members.

#### Community Groups

- As staff capacity and funding allow, development of links and partnership projects will be achieved.
- Links currently being maintained include: North Lodge Park, Westbrook Villas, and GOLD.
- Aim to work in partnership with the Library service to develop our offer and to share resources and staff.

#### Adult Groups

- Continue to work with volunteers and Friends of Darlington Railway Centre and Museum to provide guided tours of the museum on request for groups of adults.
- Aim to recruit new volunteers who can be trained to offer guided tours.

## Events

The attendance at Events has continued to grow considerably since 2002/03. The majority of the key growth in total visitor numbers can be attributed to the growing success of events staged at the museum.

To carry on with this success, a strong programme has been put together to continue with high quality events including Live Steam Shuttles with assistance from the National Railway Museum.

Event budget was £7,700 per annum for museum. However, this budget has since been removed and the museum must find alternative methods to ensure the good quality events are still provided resulting in a growth of visitors.

2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
1,452	3,841	5,150	7,700	7,771	-	8,794	8,036	9,195

### How we are going to achieve this?

Due to the pressure of not having an events budget there is a lot of pressure to achieve the projected growth and sustainable numbers via the event programme.

This will be done through a structured Event programme suitable for a wide audience.

Target the family audience to events as well as enthusiasts and casual visitors.

1. Events were mainly free of charge to the public, which restricted income in this department however due to the increase in admission prices for museum it was felt this was the appropriate decision at the time. It is now recognized that there must be a charge for events in order for them to break even. Increase marketing of the museum opening and events programme via the marketing strategy Advertising the list of activities and entertainment provision to attract people of Darlington.
2. Using other venues for internal promotion such as Dolphin Centre, Arts Centre, and Library etc.
3. Improve quality of Events with assistance from council event management team, utilising ideas for new initiatives and resources to attract a wider target audience.
4. Better marketing through new events guide, e-marketing and website.
5. Events are included within the annual pass sale to also encourage repeat visits.
6. Diverse range of events and activities to appeal to family market.
7. Small events – including workshops and craft activities included to appeal to wider audience
8. Partnership working with other bodies to assist with provision of events. E.g. Durham Wildlife Trust; other museum services.

## **Other opportunities to develop visitor figures/income of Head of Steam**

### **Site Groups**

To promote opportunities to develop relationships with site users and tie in to events and open days in conjunction with organizations such as A1 Steam Locomotive Trust via offers and promotional drives to access museum and enhance site offer to visitors.

### **Community Groups**

To develop partnerships with Sure Start, Library, adult learning groups, sports development, young people and other community groups to encourage regular weekly sessions for preschool, and adult groups within term time to increase visitor footfall and secondary spend opportunities during key low-pressure times during week within museum. To link in to Darlington Borough Councils Corporate Strategies, and best value performance indicators for museum and develop community engagement, which has been lacking over previous years. Aim to increase revenue for room hire via these sessions in 2009/10.

### **School Holiday periods**

To offer art and craft activities which are educational, creative and enjoyable and appeal to children of all ages to engage in as part of museum entry. Providing extra participation to museum core offer and attracting family audience. Minimal cost activities with maximum effect and prolonged visitor length of stay. To further encourage repeat visits whilst complimenting extra value to annual memberships at Head of Steam, and additional income through annual pass purchases.

### **Hirable Spaces and Revenue**

Meeting Room/Children's Activity Room can be hired for meetings outside core hours of play offer at rate of £

Children's party offer to be programmed round room availability and catering offer available to increase secondary spend and footfall.

### **Caravan and Camping**

Caravan Rallies- field can be rented by touring caravan clubs price £5 per night

Museum can be hired out for functions outside of core opening hours for example- Ghost tours at rate of £250-500 depending on charitable status and ticket sale requests.

### **Ken Hoole Study Centre**

There is an ever-increasing demand for the research material available within the Study Centre, this combined with the introduction of more competitive facility fees in 2009/10 has resulted in an increase in income.

### **Temporary Exhibitions**

The new and improved temporary exhibition spaces provide an ideal venue for in-house and travelling exhibitions. High profile exhibitions have already been accommodated including the North Yorkshire Moors National Parks Authority photographic exhibition; Lewis Carroll- Living in Wonderland and The Tornado Story. These displays have so far attracted an additional 3500 visitors to the museum since 2009.

## **Background to Café Before Refurbishment**

In 2005/06, the expenditure per visitor was £0.22- this is extremely low. We do not have the data to ascertain whether this is due to low capture rates or low spend per transaction.

The Council previously operated the café facility at Head of Steam Museum as a social project and consequently it does not operate in the same way as a conventional catering operation at a visitor attraction. Any comparative performance figures should be viewed with this in mind. In its first year (2005/06) of operation in this way the café produced just over 6,000 of net sales, equating to expenditure per visitor of 0.22p. Using the same benchmark as for retail sales in urban museums Scotland, an average catering spends per visitor of 45p was reported

Total costs for the café over that year (2005/06) amounted to £12,966 including costs of sales, other attributable costs and staffing. The café therefore was operating at an annual financial loss of around £7,000. Data unavailable for 2006/07 however believe no significant changes to the above.

By 2009/10, the Café was losing approximately £19,000 per annum – predominantly through the wages of a full time Chef and Catering Assistant. The Business Development Manager, Catering Development Manager and Museum Manager decided to review this and decided to move towards a franchise system whereby the museum would increase revenue via a lease agreement.

## **Current Position**

### **External Tender Catering Operation– for 3 year period**

It was decided in order to minimise risks Darlington Railway Museum would externally go out to tender for the catering area for the initial three years on reopening.

This will provide a suitable period of time to monitor the partnership with financial target indicators, and to monitor overall income and footfall of the area prior to committing to providing this service and encountering high risks.

Coopers Café took responsibility for the Café at Head of Steam and South Park in 2009. They now provide full catering service on weekends, all school holidays, exhibition previews and event days. The museum is in the process of setting up a separate Café area on the museum platform to provide catering at other times.

## **Retail**

Over the last few years, there has been a consistent spend of around £0.42p per visitor rising to £0.53p in 2007. Based on reviews of published data, the average spend per head is low. We do not have the data to ascertain whether this is due low capture rates or low spend per transaction.

We have identified that the merchandise was mainly aimed at enthusiast/culturist market and are aiming to broaden the range of stock to target family and young person audience, however not alienating the traditional culturists. We would also envisage a growth in retail spend per head if we achieve a 20% increase in total visitor numbers

Research from other attraction will also assist on decision making for retail products

The retail spend per visitor at Head of Steam for 2010/11 was extremely low at 0.25p. While spend per visitor at attractions varies considerably depending on the type of attraction, a report on behalf of the Scottish museums Council into the impact of museums in Scotland in 2005 reported an average retail spend per visitor of £1.34 among visitors in urban museums. The figure for visitors for rural museums was significantly higher. This suggests there is considerable scope for increasing the revenue generated by retailing at Head of Steam.

The current retail space and product offer has been accounted for in the refurbishment, building a new structured range of merchandise across clearly defined categories and improving the presentation and range of products to further increase revenues.

Whilst it may not be realistic to achieve £1.34 figure above, as this average includes some large national and regional museums, Head of Steam visitor attraction can be at least expected to achieve an expenditure of at least £0.63 per visitor with this improved offer.

To enhance the museum's contribution to the local economy, it is envisaged that where reasonably practical products for the shop should be purchased from local suppliers. This will assist local area by expenditure being retained within the local area.

### **How we will achieve this increase.**

We have reassessed all retail products, taking into account the change in target audience and have started to meet needs of customer to increase and generate income within retail at Head of Steam.

We are now providing good quality stock at reasonable price to customers using appropriate age range material, educational, creative and enjoyable products.

We are utilising opportunities within the museum such as Educational visits and produce package offers to schools whom seldom visit retail area, with a opportunity to purchase Educational goody packs for children prior to visit on booking, encouraging secondary spend at museum at the same time as discouraging discrimination to children less fortunate than peers during visit.

## **Succession: Procedures for Effective Continuity and Resilience**

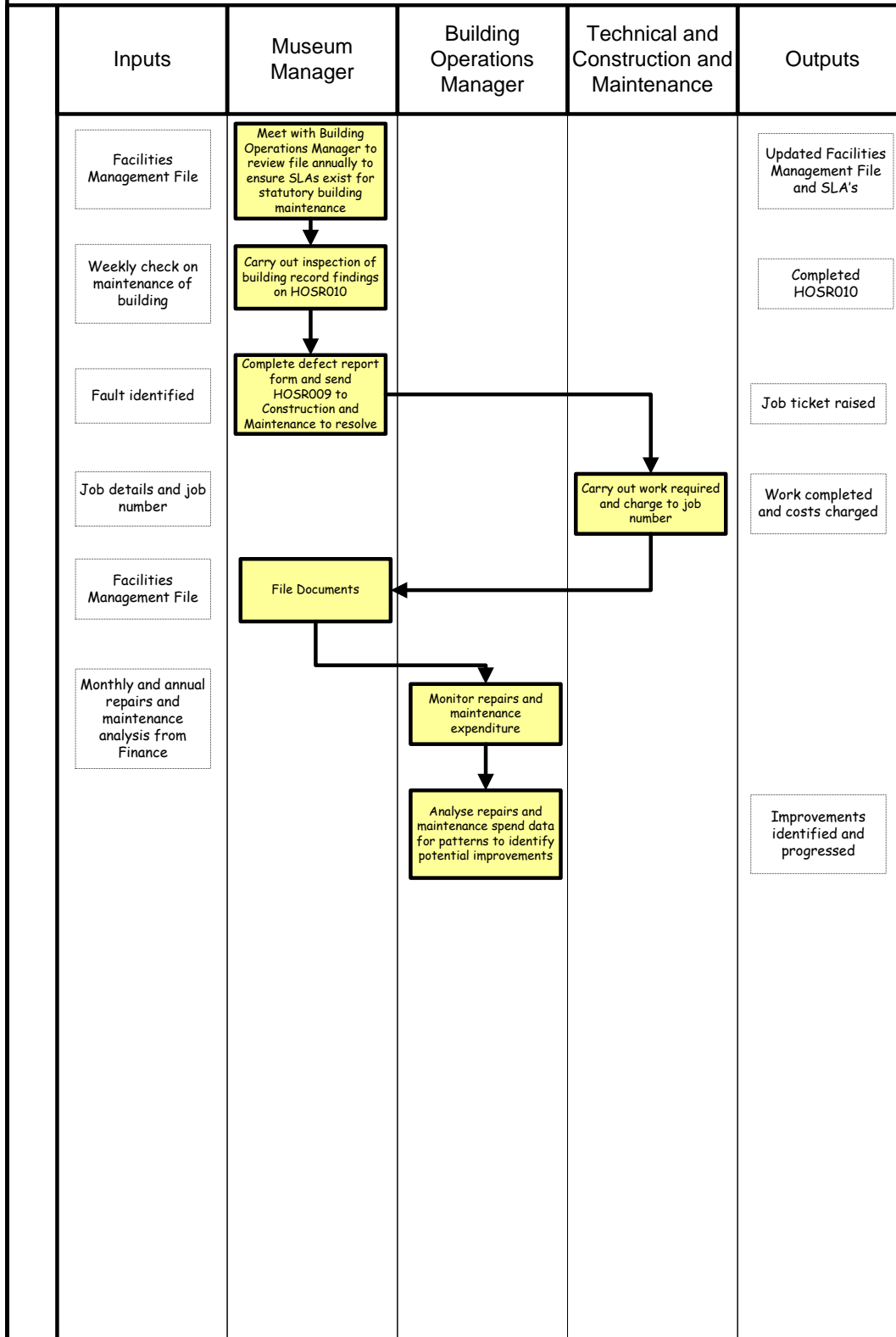
The museum has in place clear procedures for all aspects of running the service. Including: -

- 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.

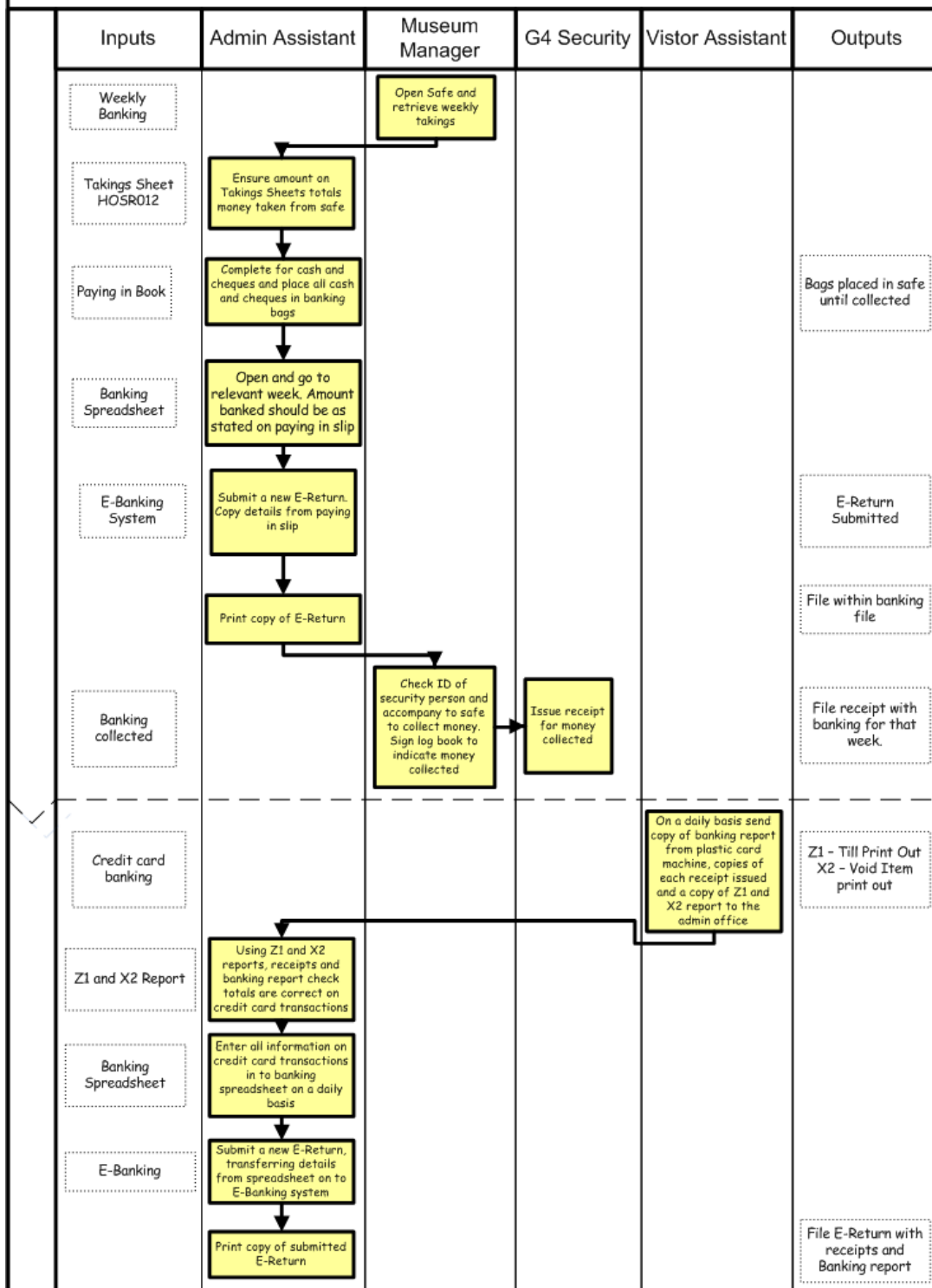
Examples of our procedures are included on the following two pages.



## HOSI005 – 001 Building Operations Management

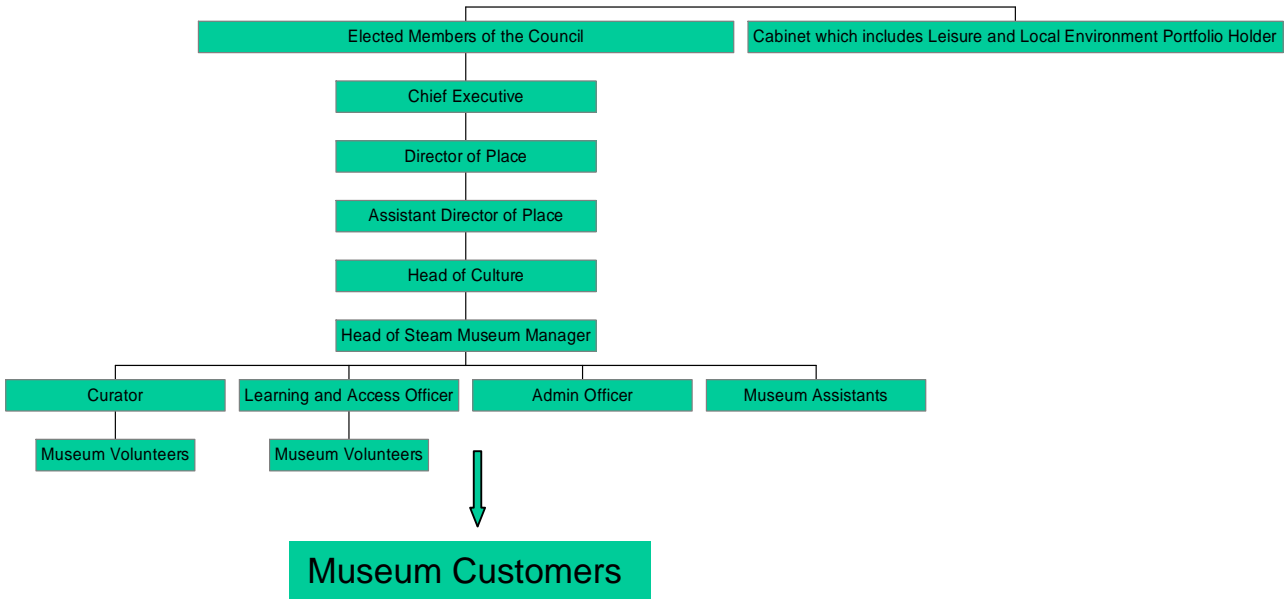


## HOSI002 – 001 Banking Procedure



## Organisational Structure and Staff Structure

There is also a clear line of authority for running the museum service from Cabinet down to the museum customers. The Museum sits within Cultural Services which is part of the Place department.



The Council employs three museum professionals for the effective delivery of service. The Museum Manager is responsible for both the strategic and operational management of the museum service. The Curator takes care of collection management and running the Ken Hoole Study Centre and the Access & Learning Officer provides educational delivery and support to schools as well as all access issues relating to the museum sites.

Museum employees are recruited by the Cultural Services Human Resources Department. All employees receive induction training and are eligible for internal training courses to enhance their continued professional development.

## **Environmental Sustainability**

The Borough's range of cultural facilities, such as the Dolphin Centre, Civic Theatre and the Head of Steam Railway Museum, contribute to a good quality of life, and help attract visitors. An abundance of street trees and open space within the urban area contribute to the town's distinctiveness and biodiversity, particularly the green corridors along the River Skerne, Cocker Beck and Baydale Beck. Outside the urban area, a magnesian limestone escarpment forms higher land and a rare ecosystem at the northern fringe of the Borough. An attractive, biodiverse and often wooded landscape has evolved along the River Tees corridor, complemented by more recent community woodland planting, especially at the urban fringe. The Borough hosts a variety of habitats and species, including some, like the black poplar and the great crested newt, that are rare and/or declining regionally or nationally.

Full details of the Council's overall strategy for the environment can be viewed in the 'Darlington Local Development Framework Core Strategy' handbook.

## **Environmental issues at the Museum**

### Energy Efficiency

- New and improved boilers and heating system installed 2007-08
- Restricting the heating and lighting – staff don't turn on lighting when rooms are not in use and main museum lighting is not turned on when the museum is not open to the public.
- Energy efficient bulbs are used throughout the museum.
- Energy certificate – D rating – 96 – staff are working on ways to reduce this rating.

### Promoting Sustainable Transport

- Sustainable transport promotion – as the museum is at North Road Railway Station, we work with Northern Rail, who operate the train service, 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.
- Cycle rack at the museum, and have promoted the Darlovelo cycling group at events.

### Recycling

- Staff are working with the Darlington Borough Council recycling officer to increase opportunities for staff and visitors to recycle.

### Wildlife

- Increased planting in the museum gardens, to give more varied habitats
- We hold 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.

## 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 58,00 people, 2-3 hr visit stay per annum. The key objectives contributing to achieve this vision will be:

- 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 2hour 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.
- 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.
- 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.
- 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 day outings etc.
- 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.

In broad terms, the proposals for achieving these objectives and realizing the vision are set out below:

- 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.
- To develop relationships and partnerships with groups on the site including NELPEG, 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.
- 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.
- 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

- 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

## Short Term Action 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:

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. Completed
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. Programme. Completed
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. Completed.
4. The promotion of the museums study centre and the care of its collections- Ongoing
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. Completed.
6. Develop partnership working on site, including partnership agreements, 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. On-going.
7. To improve the Retail stock and improve secondary spend and income for museum, appealing to a broader audience than previous years. To achieve a estimated 0.63p per visitor. To monitor weekly, monthly and annually to review at these times and reassess if not achieved.
8. Improve the outlook of museum site including buildings, gardens and outdoor spaces to create a more attractive appearance of a visitor attraction. On-going.
9. Open up the site to include access to the other historic buildings.

At the same time, the short-term development of the museum will put into place structures and arrangements that will give it a strong base on which to progress. This will include maintaining staff structure for professional, administrative and front of house staff. The revision of maintenance and strengthening relationships between the museum and other site users, as well as developing community based activities within the museum site

## Long Term Development 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.

The areas of development would be:

1. Outdoor children's play area. Completed
2. Improved development and maintenance of listed buildings on site such as Hope town Carriage works, Good shed, Goods Agent House and others to quality standard maintaining original features and historical presence via a five year maintenance plan and funding applications
3. Winding up of the Museum Trust to the Council including collections and land, over 3yr period in conjunction with the 5yr development plan
4. To establish a high status Educational Museum Programme appealing to local, regional and national visits developing target audience on annual basis. Completed
5. 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
6. 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.
7. 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
8. To improve budgets for museum to be able to continue to develop museum site in to a self-sufficient business. Application for growth to submit for 2009/10 budget
9. Continue to improve Visitor numbers of museum and improving facility year on year.



## Conclusions

A number of points can be drawn from this section:

- A comprehensive refurbishment and refit of the station which will incorporate the renewal of displays, temporary exhibition space, Ken Hoole study Centre, children's activity room and new catering and retail facilities will contribute to the future development of the site both financially and quality of visitor experience.
- There has generally been an increase in visitor numbers; however, a closer analysis of the key performance indicators presents a mixed picture. Visitor numbers peaked in 2004/05 but have declined in 2005/06 – paying visitors and education groups have suffered a notable drop. The impact of the decline since 2004/05 has been masked and offset by the increase in event attendees. Visitors peaked just after the refurbishment the dropped and are now picking up again.
- The business plan aims to raise annual visitor projection by 10% increase for 2012. This is achievable due to facility opening with new offer, however pressures will be to develop and establish the offer to engage customers to repeat visit and continue to do so over the following years.
- Retail spend (0.25 for 2010/11) is significantly lower than for comparable urban museums and it is anticipated that Museum can achieve a more significant income in both these areas. Increasing this to 0.63 per visitor over the next few years may be achievable if the economic climate changes.
- The key desire is to double visitor numbers over the next five years which will increase revenue and access to the museum but also deliver a much stronger offer to visitor and length of visit.
- It is essential to deliver a quality marketing strategy to promote the new Head of Steam visitor attraction and target a wider audience; this will be key in achieving desirable figures for future and to appropriately position the museum within the local community to bigger audience.
- Development of partnerships within the community, museum site buildings and externally is paramount to be able to enhance service delivery via a joined up approach locally within the community, regionally and nationally. This will assist in future income, admission targets, as well as local and community engagement.

## Service for Place

### Service Area : Railway Museum (90871, 90872, 90874 & 90875)

### Financial Performance : April to March 2010/11 Final

<u>Description</u>	<u>Adj Budget</u>
	£
<i><u>Income</u></i>	
Donations	0
Fees & Charges General	220
Reports Photocopying, Etc.	220
Admissions	27,030
Rents, Wayleaves (Non Vat)	3,050
Lettings (Vat)	40
Grants	0
Sales - Goods	17,220
<u>Total Income</u>	47,780
<i><u>Expenditure</u></i>	
<i><u>Employee Costs</u></i>	
Basic Pay	125,316
Nic Employers	9,437
Superann `Ers	20,908
Pension Increase Pay	232
Employee Related Insurance	340
<u>Total Employee Costs</u>	156,233
<i><u>Premises</u></i>	
Burglar/Fire Alarms	2,920
Cleaning Materials	930
Electricity	13,432
Fire Extinguishers & Equipment	410
Gas	15,140
Non-Domestic Rates	15,043
Premises Insurance	10,700
Rent Of Facilities	1,910
Repairs And Maintenance	21,960
Soft Landscaping	5,230
Std Cleaning Contract	3,003
Waste Disposal	709
Water Charges	8,918
<u>Total Premises Costs</u>	100,305
<i><u>Transport</u></i>	

Casual Mileage	2,161
Officers - Other	360
Transport Unit Recharges	398
<b>Total Transport</b>	<b>2,919</b>
<i><u>Supplies and Services</u></i>	
Books	410
Commissions & Other Services	270
Equipment	7,260
Grants	0
Hospitality & Room Hire	510
Licences	150
Marketing & Advertising	12,900
Materials (Collections Management)	4,320
Professional Fees & Consultancy	0
Purchase Of Clothing	1,250
Security Services	0
Stationery	1,890
Subscriptions	1,090
Subsistence	340
Telephone Costs	9,254
Postages	1,040
Misc. Insurances	4,560
Crb Checks	100
Items for Resale	9,340
Projects	8,780
Production Costs (Exhibitions/Displays)	4,380
Photocopy Charges	1,530
Other Supplies & Services	0
Printing	0
<b>Total Supplies and Services</b>	<b>69,374</b>
<i><u>Support Services</u></i>	
Man & Admin Allocation	8,469
<b>Total Support Services Charges</b>	<b>8,469</b>
<i><u>Capital Charges</u></i>	
Equipment	470
Principal Repayments	590
Provision for Bad Debt	0
<b>Total Capital Charges</b>	<b>1,060</b>
<b><u>Expenditure Total</u></b>	<b>338,360</b>
<b><u>Income Total</u></b>	<b>47,780</b>
<b><u>Net Expenditure</u></b>	<b>290,580</b>

## Department of Community Services

### Service Area : Railway Museum (90871, 90872 & 90874)

### Financial Performance : April to March 2009/10 Final

<u>Description</u>	<u>Budget</u> <u>Apr/March</u>
	£
<u>Income</u>	
Donations	0
Fees & Charges General	220
Reports Photocopying, Etc.	220
Admissions	27,030
Other Income	0
Rents, Wayleaves (Non Vat)	800
Lettings (Vat)	40
Grants	0
Sales - Goods	17,220
<u>Total Income</u>	<u>45,530</u>
<u>Expenditure</u>	
<u>Employee Costs</u>	
Basic Pay	152,204
Nic Employers	10,433
Superann `Ers	20,871
Agency Staff Costs	0
Recruitment Advertising	0
Training Expenses	0
Pension Increase Pay	220
Employee Related Insurance	310
Compensation	0
<u>Total Employee Costs</u>	<u>184,038</u>
<u>Premises</u>	
Burglar/Fire Alarms	2,920
Cleaning Materials	930
Electricity	13,940
Fire Extinguishers & Equipment	410
Gas	15,140
Non-Domestic Rates	15,750
Premises Insurance	10,010
Rent Of Facilities	1,910
Repairs And Maintenance	22,960
Soft Landscaping	5,230
Std Cleaning Contract	3,080
Waste Disposal	640

Water Charges	7,700
<u>Total Premises Costs</u>	100,620
<u>Transport</u>	
Casual Mileage	2,150
Contract Hire	0
Officers - Other	360
Transport Unit Recharges	0
<u>Total Transport</u>	2,510
<u>Supplies and Services</u>	
Books	410
Commissions & Other Services	270
Equipment	7,580
Grants	0
Hospitality & Room Hire	510
Licences	150
Marketing & Advertising	12,900
Materials (Collections Management)	4,320
Purchase Of Clothing	1,250
Stationery	1,890
Subscriptions	1,090
Subsistence	340
Telephone Costs	9,650
Postages	1,040
Misc. Insurances	4,030
Crb Checks	100
Items for Resale	9,340
Projects	8,780
Production Costs (Exhibitions/Displays)	4,380
Photocopy Charges	1,530
Other Supplies & Services	0
Printing	0
<u>Total Supplies and Services</u>	69,560
<u>Capital Charges</u>	
Equipment	470
Principal Repayments	590
<u>Total Capital Charges</u>	1,060
<u>Expenditure Total</u>	357,788
<u>Income Total</u>	45,530
<u>Net Expenditure</u>	312,258