

MAIDSTONE MUSEUMS BUSINESS PLAN 2011-19

**Maidstone Museum & Bently Art Gallery
The Tyrwhitt -Drake Museum of Carriages
The Queen's Own Royal West Kent Regiment Museum**

Version 12.2

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1. INTRODUCTION

- 1.1.** The purpose of this plan is to set a clear direction for Maidstone Borough Council's museums' service and explain how the museums will contribute to the Council's overall priorities. The plan identifies key objectives and includes actions which will be taken to achieve these objectives.

2. EXECUTIVE SUMMARY

- 2.1.** Maidstone Museum's East Wing development will be completed in 2012 and will open a new chapter in the museum's 150 year old history. It provides a host of improvements which will help attract new audiences, increase public participation and provide the Museum with the means to meet the challenges of the future. The museums must provide attractive, popular, high quality education and leisure services and facilities to local residents, businesses and visitors. Our vision is that together they will become one of the leading museums services in the South East.
- 2.2.** However, the economic recession means that the Council must reduce its costs and the museums have not been identified as a priority. In addition, the Council requires that the over-spend on the Maidstone Museum East Wing project (estimated at £500,000-£600,000) be repaid from the museums section budget over a number of years. Therefore it is imperative that the museums service should refocus its activities to become a more commercially aware organisation in order to reduce the Council's subsidy and repay the East Wing over-spend.
- 2.3.** To achieve this we will focus on just two key objectives for the museums;
1. Increasing the numbers of users of the museums.
 2. Reducing the Council's overall financial contribution to the museums.
- 2.4.** Increased use will be achieved by investing in marketing and focussing more clearly on audience development; developing high quality services and public programmes; improving the quality and range of our exhibits; using IT more effectively and developing greater access to our collections.
- 2.5.** Reducing the Council's financial contribution will be achieved by increasing revenue through retailing, catering, venue hire, licensing, through the development of new services and innovative use of our collections. Consideration will be given to the introduction of general admission charges to the museums and to temporary exhibitions. Mutually beneficial partnerships with the Kent-Medway Museums Consortium and a new operator for the Museum's cafe will deliver investment and help develop sustainable income streams. Alternative use of the museums' buildings will be examined to assess whether these can bring savings or generate capital receipts. We will also examine alternative forms of governance which will allow for greater diversification of income and reduce the Council's financial commitment.
- 2.6.** Growth is needed in the first two years of this plan in order to fund the increased running costs of the expanded Maidstone Museum and to create the operating environment in which surpluses can be generated in the years following. Growth is focussed in those areas with the greatest potential to generate additional income; retail, venue hire and temporary exhibitions. The financial projections noted in the table below show that in 2012/13 there will be growth of £21,000 and 2013/14 growth of £8,000. Agreement should be reached on the Invest to Save monies to fund this growth or use of external contributions secured towards the costs of the East Wing.

Appendix A

- 2.7. Key issues for consideration are the future of the carriage museum; the future governance of the museums; and the introduction of admission charges for entry to the museums and to exhibitions. A discussion paper will be produced for Cabinet outlining the options available to the Council.
- 2.8. The financial projections (excluding admission charges to Maidstone Museum and the Museum of Carriages but including charges for entry to special exhibitions) are shown in the table below. They show that the net annual cost to the Council will reduce from £931,010 budget 2011/12 to £845,790 in 2018/19. The projections show that the objective of reducing the Council's overall financial contribution to the museums is achievable. Although repayment of the over-spend on the East Wing project cannot start until 2014/15, a large surplus in later years will deliver the necessary savings.

	2010/11 Actual £	2011/12 Budget £	2011/12 Forecast £	2012/13 £	2013/14 £	2014/15 £	2015/16 £	2016/17 £	2017/18 £	2018/19 £
Expenditure	1,381,300	1,022,290	1,064,240	1,117,190	1,115,100	1,094,320	1,081,280	1,084,280	1,086,080	1,087,880
Income	128,126	91,280	96,860	165,200	176,140	200,850	228,540	236,090	239,090	242,090
Net Cost	1,253,174	931,010	967,380	951,990	938,960	893,470	852,740	848,190	846,990	845,790
Saving/ Growth			36,370	20,980	7,950	-37,540	-78,270	-82,820	-84,020	-85,220

3. PRIORITIES AND MISSION

3.1. MAIDSTONE BOROUGH COUNCIL PRIORITIES

The Council's priorities are;

- for Maidstone to have a growing economy
- for Maidstone to be a decent place to live
- corporate and customer excellence

Maidstone's museums can contribute to these priorities through:

- attracting more visitors to the town which will help the economy grow;
- fostering an appreciation of Maidstone's unique cultural identity making it a more attractive place to live, work and visit;
- exploiting the educational potential of the collections to create in the museums a life enriching resource;
- improving links to the business community.

3.2. THE MUSEUMS' PURPOSE

The purpose of the museums is to tell the story of Kent, Maidstone and its people.

3.3 VISION

It is our vision that the museums will provide attractive, popular, high quality education and leisure services and facilities to local residents, businesses and visitors.

3.4 THE MUSEUMS' OBJECTIVES

To achieve the Council's priorities and attain our vision we will focus on two key objectives;

1. Increasing the numbers of users of the museums.
2. Reducing the Council's overall financial contribution to the museums.

4. THE CHALLENGES

- 4.1.** The Council has identified its vision and objectives for the museums but to attain these objectives the museums service must focus its activities on increasing audiences and its income thereby reducing the Council's overall expenditure and at the same time delivering life enriching experiences to its users.
- 4.2.** The Museum Section and the new Visitor Economy Business Unit work in partnership to deliver public services through the medium of the museums. New staffing structures, new staff roles and a much enlarged and improved building at Maidstone Museum provide both opportunities to be taken and challenges to be overcome in developing and delivering improved public services. New public spaces provide opportunities for more of the collections to be displayed and for better and bigger exhibitions to be developed. New meeting and educational spaces will increase use of the museum and generate income. The new reception and shop offer a better information service and creates additional revenue. However, bigger exhibitions require additional resources to develop them; meeting spaces require staff to service them and funds to market them; and a better shop requires investment in stock, display and technology.
- 4.3.** The financial projections shown at Appendix I (iii) show that in 2012/13 there will be growth of £21,000. This growth is necessary in order to create the operating environment in which a surplus can be made in the years after 2014/15. Agreement should be reached on the Invest to Save monies to fund this growth or use of external contributions towards the East Wing.
- 4.4.** In addition there must also be discussions regarding the future of the carriage collection, the governance of the museums and the introduction of admission charges to the museums.
- 4.5.** The following have been highlighted as key challenges that have a significant impact on the future planning for the museums and on the projections for income in the period covered by the plan:-
- i. East Wing Extension**

Revenue must be increased both to reduce the Council's overall subsidy to the museums and to enable the overspend on the Maidstone Museum East Wing project to be repaid. The exact amount of the overspend has yet to be ascertained but, for the purposes of this plan, it is estimated to be between £500,000-£600,000). The business plan is focussed on delivering a surplus from the third year that, over the following seven years, will repay this sum.
 - ii. Running Costs**

The East Wing extensions at Maidstone Museum increase the size of the building by around 10%. Although green technologies such as photo-voltaics and geo-thermal energy will assist in reducing some costs, it is expected that the Museum's running costs (utilities, cleaning, NNDR and buildings maintenance) will increase by around £30,000 in 2012/13, and £48,000 in 2013/14, and then reduce to an increase of £21,000 from 2015/16 onwards.

Estimates for gas and electric have been based on usage to include a broad estimate for electricity for the East Wing. See the table below which sets out the actuals and estimates for gas and electric.

Appendix A

These additional costs/ savings are shown in the financial forecasts included in Appendix I (i) and summarised in the table below.

	2009/2010 Actuals		2010/2011 Actuals		Budget 2011/2012		Forecast 2011/2012		2012/2013 Onwards	
	Units	Costs £	Units	Costs £	Units	Costs £	Units	Costs £	Units	Costs £
Gas Museum	433254	12,474	384304	10,575		13,380	338,970	11,300	340,000	11,300
Electricity - Museum	156742	16,611	159352	13,501		25,080	159350	14,960	159350	16,150
Electricity - Chillington House	7,957	852	9,228	737			8670	800	8670	800
Electricity - East Wing							81820	8,790	172370	18,450
Electricity - Carriage Museum	12,587	1,497	29,296	3,091		3,710	23090	2,400	23100	2,500
	177,286	18,960	197,876	17,329		28,790	272930	26.950	363490	37900
Total Gas & Electricity	610,540	31,434	582,180	27,904	0	42,170	611900	38,250	703490	49,200

iii. Resources

New staffing structures were introduced in 2011/12 which resulted in a reduction in the numbers of staff in the Museum and Visitor Economy Business Unit teams. Current staff resources are insufficient to deliver all the actions set out in the business plan. Additional staffing in relation to servicing the new meeting rooms and gathering admission charges for temporary exhibitions is built into the cost of the activities.

A key activity for the museum's management team will be to identify external funding to create new fixed-term posts which can help deliver our objectives. The application for funds submitted to Arts Council England in November 2011 asked for support in creating new posts, covering education, digitisation and audience development. An application to the Heritage Lottery Fund will be developed in 2012/13 which will ask for assistance in developing public programmes in the East Wing spaces which the Fund's capital grant of £2 million helped to create.

iv. Cleaning

Concerns over the availability of the Customer Service Assistant team to provide adequate cleaning for the enlarged building has led to the service contract for the cleaning of Maidstone House to be extended to cover Maidstone Museum from November 2011. An additional budget of £11,800 pa is required from 2012/13 onwards. The total cost of cleaning is estimated to £19,000 per annum. This is included in Appendix I (i).

v. Café

A commercial partner is currently being sought to develop and operate a café in the Museum's Brenchley Room. The operator will also be offered the opportunity to provide catering services for events and activities held in the museum both inside and outside opening hours. The expectation is that the operator should make a significant financial investment to improve the food preparation and servery facilities currently available in the Brenchley Room and should enter into an agreement to share a percentage of the net

operating profits with the Council. Because of the initial investment no income is expected in the first year of operation.

At the time of writing negotiations had just begun with a potential new operator. He has supplied financial projections for income to be received for the Council. After some adaptation these have also been included in the financial forecasts at Appendix H (i).

vi. Carriage Museum

A partnership is also being sought to develop a new display of the carriages in a new location. A budget of £10,000 has been included to employ an external consultant to develop a feasibility study for the transfer of the carriage collection to a new purpose-built facility in the grounds of a local partner. Income of £5,000 from the partner will match 50% of this cost.

If a viable business case can be developed an application can be made to the Heritage Lottery Fund to secure external funding for the new museum. Match-funding will be provided by the partner.

A small income stream from admission charges at the existing facility will be developed from 2012/13. The introduction of an admission charge at the Museum of Carriages does not face any of the complex legal issues which arise regarding charges for entry to Maidstone Museum. Furthermore there is a precedent for charges to view the carriage collection; an admission charge was in place as recently as 2003/04.

It is assumed for the purposes of this plan that a new facility will be operational at a new site by the start of 2015/16. The transfer of the carriage collection to a new location will reduce overall running costs, estimated to be £16,820. However, the arrangements regarding income from the new museum and responsibility for running costs should be developed as part of the business case for the new facility.

The removal of the collection from the Archbishops Stables will allow the building to be considered for sale or other uses beneficial to the Council.

vii. Retail

To optimise the success of initiatives to improve retailing and e-commerce an additional budget of £6,700 is required in 2011/12. This will fund the development of the museums' website to include an on-line shopping facility. The cost of £6,700 is included within the Marketing Appendix G and has also been included in Appendix I (i), with the £3,300 included in Appendix I (ii)

It is recommended that use of Invest to Save funds is explored for this growth item.

viii. Marketing

To optimise the success of initiatives to develop room hire an additional budget of £7,500 is required in 2011/12 for the installation of conference enquiry and booking software to manage all aspects of venue and events bookings. This cost is already included within the Marketing Appendix G and has also been included in Appendix I (i).

It is recommended that use of Invest to Save funds is explored for this growth item.

Furthermore, to enable the income forecasts contained in this Plan to be achieved an additional marketing budget is needed. The budget required for 2012/13 is £18,000 (a 47.5% increase on 2011/12). The budget required for 2013/14 onwards is £22,500.

Marketing expenditure 2011/12 – 2013/14 has been summarised at Appendix G.

ix. Admission Charges

A key issue for consideration is the introduction of charges for admission to the museums and for entry to exhibitions within the museums.

The imposition of an admission charge for the entry to the Carriage Museum and for entry to exhibitions at Maidstone Museum does not carry the complex legal issues that are associated with the introduction of a general admission charge to Maidstone Museum. For this reason it is assumed that, with Council agreement, these charges can be introduced in 2012/13. However, because a number of partners have an interest in the collections and premises at Maidstone Museum a general admission charge may be more difficult and time consuming to introduce.

The position regarding admission charges is dealt with more fully in Appendix E. This will form the basis of a discussion paper which will outline the options available and the impact those options will have on the overall financial health of the museums.

x. Public Programmes

The development of high quality, popular public programmes is a key driver for both increasing the use of the museums and for generating income. Investment is needed to provide the staffing resources necessary to service the demand for educational visits using the new classroom at Maidstone Museum, to develop new income generating services, and to expand the popular events programme.

Additional budget is also required to create temporary exhibitions and to enable touring shows to be hired for display in Maidstone. A budget of £18,700 is required in 2012/13, £8,400 in 2013/14 and a base budget of £10,400 pa thereafter.

It is recommended that use of Invest to Save funds are explored.

The high quality and popularity of the exhibitions' programme at Maidstone Museum will assist in attracting business sponsorship which must be sought to supplement the base budget. The additional budgets required are included in the financial forecasts shown in Appendix I (i).

xi. Governance

Alternative means of governance for the museums, possibly by transfer to a charitable trust, could result in a saving of 80% on NNDR and would allow the new trust to access external funding streams that are currently closed to the Council. For example many grant making trusts such as the Garfield Weston Foundation and the Sainsbury Family Trusts, (both major donors to the East Wing via the Maidstone Museums Foundation) will only accept applications from registered charities.

An additional budget of £5,000 is required in 2013/14 to commission expertise within MKIP Legal shared service to produce a report, outlining the issues and to make a recommendation. It is recommended that use of Invest to Save funds are explored.

xii. Capital Expenditure

It is assumed that all major capital expenditure will be fully funded from external sources; an application for grant-aid to finance gallery refurbishment in Maidstone Museum's Tudor core was submitted to Arts Council England in November 2011; and the

development of a new carriage museum will be funded by the Council's partner and the Heritage Lottery Fund.

The redevelopment of the Upper Charles Gallery to form new staff accommodation has been included as a revenue cost.

See Appendix J for a breakdown of capital expenditure.

- 4.6. The present position in relation to the museums' history, uses, and resources such as staffing, collections and financial resources are set out more fully at Appendix A and this plan should be read in context of this background information.

5. THE WAY FORWARD

- 5.1. In order to take these issues forward a range of actions has been identified. They are linked with the two key objectives of increasing use of the museums and reducing the Council's overall financial contribution and have been informed by an analysis of our market and competitors (see Appendix B). These actions cover a number of areas of activity and are summarised below (more detail is provided in the action plan on page 18).

5.2. Education and Events

We will develop our educational and events programmes to increase use and income. This development will feature new and improved products for schools; better family activities for school holidays; improved outreach activities taking the collections into schools, colleges and community centres; and a wider range of activities to complement national events such as Museums at Night, Heritage Open Days, The Big Draw and Black History Month and local initiatives such as Kent County Council's Big Weekend and Maidstone's Jazz and River Festivals.

Successful delivery of the programme will require increased expenditure on staff costs and materials. As casual workers are responsible for the delivery of most educational sessions this additional cost is minimal. The Maidstone Museums' Foundation will be encouraged to stage events in support of the museums at no cost to the Council. In addition, wherever possible, we will seek mutually beneficial partnerships, external grant aid and sponsorship to develop both our programmes and our skills base.

For a breakdown of the expected expenditure and income see the table below.

Education and Events expenditure by financial year							
Expenditure	2012/13 Target £	2013/14 Target £	2014/15 Target £	2015/16 Target £	2016/17 Target £	2017/18 Target £	2018/19 Target £
Staff costs	9,660	10,500	11,480	12,500	13,400	13,400	13,400
Expenditure - events	3,300	3,300	3,300	3,300	3,300	3,300	3,300
Materials	4,830	4,800	5,240	5,800	6,200	6,200	6,200
Total Expenditure	17,790	18,600	20,020	21,600	22,900	22,900	22,900
Income							
Education	15,000	18,750	23,440	29,290	30,890	30,890	30,890
Events	6,050	6,660	9,500	11,400	13,000	13,000	13,000
Total Income	21,050	25,410	32,940	40,690	43,890	43,890	43,890
Deficit/Surplus	-3,260	-6,810	-12,920	-19,090	-20,990	-20,990	-20,990

Risk Reduction:

Delivery of much of the educational programme is done by casual workers. If the anticipated demand from schools fails to materialise then the corresponding expenditure on casual workers to lead the schools sessions will not be required.

5.3 Exhibition Programmes

We will develop improved exhibition programming to increase the number of repeat visits and to attract new audiences. The range and quality of our exhibitions can be improved and expanded by utilising our improved exhibition spaces and we will make more effective use of our resources and our collections by creating exhibitions in-house. The draft exhibitions programme for 2011 to 2015 is shown at Appendix C.

We will generate income from hiring out our exhibitions spaces to local groups and individuals and by developing travelling exhibitions. It is also assumed that admission charges will be introduced for entry to selected exhibitions at Maidstone Museum with the aim of generating a profit. Income from admission charges to exhibitions will form a useful source of income from the service.

In partnership with the new café operator we will seek to develop a community art space in the Brenchley Room café to attract new exhibitors and allow for the potential redevelopment of the space at the Hazlitt Theatre currently occupied by the Graham Clarke Gallery.

Expenditure on touring exhibitions will be above and beyond the base annual exhibitions budget. When a touring exhibition must be hired (e.g. Secret Egypt, summer 2012) the programme will require investment either by use of Invest to Save funds or by commercial sponsorship. An additional budget of £2,000 p.a. is required from 2013/14 to create travelling displays which can be hired to other museums, galleries and colleges. Additional investment will also be needed to employ seasonal staff to collect the admission fees for charging exhibitions. For a summer exhibition of eight weeks this is estimated to be around £3,000. The level of admission fee will be dictated by a number of factors including the set-up cost of the exhibition and the target market.

For a breakdown of the expected expenditure and income for exhibitions see the table below.

Exhibitions income and expenditure by financial year							
Expenditure	2012/13 Target £	2013/14 Target £	2014/15 Target £	2015/16 Target £	2016/17 Target £	2017/18 Target £	2018/19 Target £
Exhibition production and hire	18,700	8,400	10,400	10,400	10,400	10,400	10,400
Creation of touring exhibitions		2,000	2,000	2,000	2,000	2,000	2,000
Staffing costs (to collect admission)	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Expenditure	21,700	13,400	15,400	15,400	15,400	15,400	15,400
Income	25,000	18,000	20,000	22,000	22,000	22,000	22,000
Deficit/Surplus	-3,300	-4,600	-4,600	-6,600	-6,600	-6,600	-6,600

Risk Reduction:

- The temporary exhibition programme relies on a base budget which will be augmented by use of Invest to Save funds and by sponsorship. Large scale popular exhibitions requiring additional budget will attract an admission charge enabling Invest to Save funds to be repaid.

Appendix A

- Sponsorship will normally fund value-added elements such as audio-visual interactives and associated events; as well as additional marketing and advertising. Without sponsorship a reduced exhibitions package must be produced. The ability to attract sponsorship is enhanced by Maidstone Museum's new facilities, heightened profile and by the quality of the shows it is now possible to mount.

5.4 Reinterpretation of the museums' exhibits and access to the collections

Improving the museums' display and increasing access to their collections is vital to increase use. Participation in the MLA Renaissance funded grants programme 'Telling Your Story' will deliver an Interpretation Plan aimed at improving the content and presentation of the museums' exhibits (there is no financial cost to the Council).

We will increase access to the collections by more creative use of technology. Already planned are audio-visual exhibits in the regimental museum and in the new gallery of Japanese art (both made possible by external funding). The museums' website (www.museum.maidstone.gov.uk) already features a publicly accessible collections database and the content of this will be expanded, largely through use of skilled volunteers.

Gallery improvements will be possible through a successful bid for funds to Arts Council England. A grant application from the Kent-Medway Museums Consortium (Maidstone Museum, Chatham Historic Dockyard Trust and the Royal Engineers Museum) was submitted to ACE in November 2011. The grant request totalled £3.3million to be shared amongst the consortium members over three years. 2012-15. If successful, £250,000 will be allocated each year to Maidstone Museum for gallery improvements. This has been included as Capital expenditure in Appendix J.

If the bid to Arts Council England is unsuccessful the programme of gallery improvements should be reviewed and other external funding sources explored.

For a breakdown of the expected expenditure and income see the table below.

Re-interpretation of Exhibits income and expenditure by financial year						
Expenditure	2011/12 Target £	2012/13 Target £	2013/14 Target £	2014/15 Target £	2015/16 Target £	2016/17 Target £
Kohima AV		2,000	0	0	0	0
Japanese AV	0	7,000	0	0	0	0
ACE grant-aided improvements	0	250,000	250,000	250,000	0	0
Total Expenditure	0	259,000	250,000	250,000	0	0
Kohima AV		2,000	0	0	0	0
Japanese AV		7,000	0	0	0	0
ACE grant-aided improvements	250,000	250,000	250,000		0	0
Income (all external grant aid)	250,000	259,000	250,000	0	0	0
Deficit/Surplus	-250,000	0	0	250,000	0	0

Risk Reduction:

- Gallery redevelopment is dependent on securing external funding and will not proceed without it (external funding for the Kohima and the Japanese art audio-visual exhibits has already been secured).
- Website development will form part of the core marketing budget spend.

- External funding will also be sought to provide additional staff resources to accelerate the production of new public programmes and to manage volunteers.

5.5 Marketing and Audience Development

Improved marketing is vital to grow audiences. We will produce an overall marketing strategy for Maidstone's museums and each year produce an annual Marketing Communications Action Plan to identify priorities, budgets and targets. We will invest in marketing by increasing our marketing spend year on year. We will produce a new Audience Development Strategy and Plan, based on the recommendations of the 'Telling Your Story' project and commission new non-visitor research to find out more about our potential market and to establish what could be done to attract non-users to the museums. We will increase the use of the museums by visitors from outside Maidstone and from overseas by working more closely with our tourism partners, promoting the museums to overseas audiences and by developing new foreign language services.

The core museum marketing budget will be increased in future years to ensure marketing objectives are to be achieved. The budget required for 2012/13 is £18,000 (a 45% increase on the 2011/12 budget). The budget required for 2013/14 is £22,500. The additional resource for marketing will be secured by adjusting the museums' budgets in other areas.

Marketing	2012/13 Target £	2013/14 Target £	2014/15 Target £	2015/16 Target £	2016/17 Target £	2017/18 Target £	2018/19 Target £
Expenditure							
Core marketing budget	18,000	22,500	22,500	22,500	22,500	22,500	22,500
Total Expenditure	18,000	22,500	22,500	22,500	22,500	22,500	22,500

Risk Reduction:

- Expenditure will be closely controlled and profiled targets will be monitored.
- Budgets will be adjusted in areas such as press advertising and website development to ensure that the overall budget is not exceeded.

See Appendix G for a breakdown of expenditure

5.6 Venue Hire

The new meeting spaces in the Maidstone Museum east wing allow for the creation of a useful income stream. To fully develop this we will create a Premises Hire Strategy to ensure a professional service is offered to customers; invest in the installation of conference enquiry and booking software to manage all aspects of venue and events bookings; develop new marketing materials to promote the new spaces in the East Wing; and work closely with partners such as the Kent Conference Bureau to promote the Museum's spaces effectively.

Additional investment is required to make a success of the venue hire strategy. Additional staffing will be needed to ensure the meetings rooms are professionally serviced and marketing, software maintenance and licensing costs are also additional. These costs will be taken into account when developing the pricing structure for the rooms.

Venue Hire income and expenditure by financial year							
Expenditure	2012/13 Target £	2013/14 Target £	2014/15 Target £	2015/16 Target £	2016/17 Target £	2017/18 Target £	2018/19 Target £
Staff costs	5,000	5,000	5,000	5,000	5,000	5,000	5,000
marketing	1,000	1,500	1,500	1,500	1,500	1,500	1,500
Booking systems costs – Mtce	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Licensing	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Expenditure	8,200	8,700	8,700	8,700	8,700	8,700	8,700
Income	40,540	52,320	66,700	73,890	73,890	73,890	73,890
Deficit/Surplus	-32,340	-43,620	-58,000	65,190	65,190	-65,190	-65,190

Risk Reduction:

- Expenditure and income will be closely monitored.
- Charges and marketing spend can be reviewed to ensure income targets are met.
- Market testing will ensure that expenditure can be measured against results and adjusted accordingly.

Analysis and the proposed approach to venue hire can be seen at appendix D

5.7 Retail and visitor services

Maidstone Museums' new shop provides a wonderful opportunity to attract new users and to develop a useful income stream. It provides an outlet for educational material relating to the collections and activities and promotes local distinctiveness and showcases local merchandise. The visitor services which will be offered at the new Reception/Information desk will allow us to pursue commission opportunities through ticketing services for local events, coach tours, and accommodation.

For a breakdown of the expected expenditure and income see the table below.

Retail income and expenditure by financial year							
Expenditure	2012/13 Target £	2013/14 Target £	2014/15 Target £	2015/16 Target £	2016/17 Target £	2017/18 Target £	2018/19 Target £
Goods for resale	17,600	19,600	21,300	23,500	25,200	27,000	28,800
Total Expenditure	17,600	19,600	21,300	23,500	25,200	27,000	28,800
Income	30,230	33,030	36,330	39,930	42,930	45,930	48,930
Deficit/Surplus	-12,630	-13,430	-15,030	-16,430	-17,730	-18,930	-20,130

Risk Reduction:

- Retail sales and expenditure will be closely monitored to ensure that stock is maintained at an appropriate level and spending can be matched to sales.
- We will maximise favourable buying arrangements such as sale or return.

5.8 Catering

The development of the east wing allows the existing café in the west wing. In order to improve the café facility we will seek a partnership with a commercial operator for a new café to be open early in 2012.

Catering income and expenditure by financial year							
	2012/13 Target £	2013/14 Target £	2014/15 Target £	2015/16 Target £	2016/17 Target £	2017/18 Target £	2018/19 Target £
Total Expenditure	0	0	0	0			
Income (25% of operator net profit)	0	6,000	8,500	10,650	12,000	12,000	12,000
Deficit/Surplus	0	-6,000	-8,500	-10,650	-12,000	-12,000	-12,000

Risk Reduction:

- The operator of the café will be required to make an initial capital investment in the new facility. Additional, lesser, investment will be required by the new operator in subsequent years.
- There will be no commitment from the Council to invest funds.

5.9 Admission Charges

Admission charges could form a useful source of revenue. We undertake consultation with our partners and facilitate a discussion regarding the introduction of general admission charges to the museums. If appropriate, we will develop a charging policy, based on options outlined below.

It is assumed, for the purposes of this plan, that the Carriage collection will have been relocated to a new site by 2015/16. The situation regarding admission charges for a new Carriage Museum should be addressed in the business case for the new site.

Admission Charges	2012/13 Target £	2013/14 Target £	2014/15 Target £	2015/16 Target £	2016/17 Target £	2017/18 Target £	2018/19 Target £
Expenditure	0	0	0	0	0	0	0
Income	0	0	0	0	0	0	0
Maidstone Museum admissions	30,870	33,970	37,360	41,100	43,000	43,000	43,000
Carriage Museum admissions	4,000	4,400	4,840	0	0	0	0
Total Income	34,870	38,370	42,200	41,100	43,000	43,000	43,000
Deficit/Surplus	-34,870	-38,370	-42,200	-41,100	-43,000	-43,000	-43,000

Risk Reduction:

- Income will be closely monitored to ensure that targets are achieved. If necessary, admission charges can be adjusted to achieve targets.

It is assumed that there will be admission charges for some temporary exhibitions. The expectation is that much of the cost of the temporary exhibition programme will be recovered through admission charges, sponsorship and sales of associated merchandise.

The position regarding admission charges is included at Appendix E

5.10 Assets review

To ensure that we make the best use of our resources we will review the use of our buildings to ensure efficiencies are made and unwanted accommodation can be marketed for sale or re-use.

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An important element of the review is the possible relocation of the carriage collection. We will seek to develop plans with a local partner to relocate the carriage collection to another venue in the borough. This will offer a better display of the carriages and an improved service to the public as well as allowing consideration of other uses for the Archbishops Stables. Additional budget of £5,000 is required as the Council's contribution towards the cost of an independent feasibility study which can be used to develop the business case for a possible relocation of the carriage collection. The impartial nature of such a study will be a valuable tool in negotiations with external funders such as the Heritage Lottery Fund.

We will also investigate the options regarding re-housing the museums' team within Maidstone Museum create more effective team-working. The creation of new staff accommodation within the Upper Charles Gallery at Maidstone Museum will allow Chillington House to be vacated and annual running costs to be reduced. It is estimated that a reduction in utilities, cleaning and other costs will create a saving of around £8,400 p.a. from 2014/15.

Additional budget of £1,500 has already been included in the budget for 2013/14 for the transfer equipment to the Upper Charles Gallery. The fit-out of the former gallery to create a suitable working environment will require additional investment. The amount of investment needed is estimated at between £4,000- £8000. The use of Invest to Save funds will be required and can be repaid through savings made by vacating Chillington House.

For a breakdown of the expected expenditure and income for exhibitions see the table below

Buildings expenditure by financial year				
Expenditure	2012/13 Target £	2013/14 Target £	2014/15 Target £	2015/16 Target £
Carriage Museum feasibility study	10,000	0	0	0
Transfer of equipment from Chillington House		1,500	0	0
Refurbishment of gallery for staff accommodation		6,000		
Total Expenditure	10,000	7,500	0	0
Income – External contribution towards feasibility study	5,000	0	0	0
Deficit/Surplus	5,000	7,500	0	0

We will also seek additional support (through Invest to Save funds) and though increased use of volunteers to increase the staff resource able to pursue the review of the collections to ensure that properly de-accessioned collections are disposed of to both reduce storage costs and create leaner, healthier and more accessible collections.

Risk Reduction:

- These budgets could be deleted if the Council decides not to examine the viability of transferring the carriage collection or does not wish to pursue the sale of Chillington House.

5.11 Governance

We will examine alternative forms of governance with the aim of simplifying the complex partnership issues surrounding the museums and to establish what financial savings could be made. An additional budget of £5,000 is required in 2013/14 to commission expertise within MKIP Legal shared service to produce a report, outlining the issues and to make a recommendation. Invest to Save funds should be used and repaid through the savings generated (e.g. by a reduction in NNDR).

Governance expenditure by financial year				
	2012/13	2013/14	2014/15	2015/16
	£	£	£	£
Total Expenditure		£5,000	0	0
Income	0	0	0	0
Deficit/Surplus	0	£5,000	0	0

Risk Reduction:

- This budget could be deleted if the Council decides not to examine the issues of governance.

5.12 Environmental Improvements

We will continue to introduce environmental improvements to the museums (geo-thermal energy and photo-voltaic cells in the new east Wing already provide clean energy and a Green Tariff worth approximately £450-£900 pa.). Improvements will only be introduced as part of the scheduled repairs and maintenance budgets controlled by the Council's Property Services section and where savings can be expected. Use of Invest to Save funds should be explored.

5.13 Service Level Agreements

We will consult with our partners, the Queen's Own Royal West Kent Regiment Museum Trust and the Kent Archaeological Society, and with the Charity Commission, regarding the development of Service Level Agreements covering rental and service charges between the trusts and the Council. This could result in savings being accrued to the Council and, in the case of the Kent Archaeological Society, an increase in income received by the Council.

6. Action Plan

INCREASE THE NUMBERS OF USERS OF THE MUSEUMS AND THEIR SERVICES.

Action 1.1: Develop a varied and popular programme of temporary exhibitions.			
Deliverables	Resources	Lead Officer	Targets
2011/12 <ul style="list-style-type: none"> ▪ All Change winter 2011 2012/13 <ul style="list-style-type: none"> ▪ Kent Photographic Association ▪ Dinosaurs ▪ Matisse prints (Hayward Gallery) ▪ Bently Art Prize 2013/14 onwards <ul style="list-style-type: none"> ▪ International Garden Photographer of the Year ▪ Worn to be Wild ▪ Japanese Cloisonné (V&A) ▪ Bently Art Prize 	Additional budget required to develop and hire temporary exhibitions. The base budget will be increased from £2,700 in 2011/12 to £18,700, an increase of £16,000. This increase allows for the hire of a major touring exhibition for the summer of 2012. It is assumed that sponsorship will be achieved for subsequent years. Funding from Invest to Save should also be investigated. 2012/13 - £16,000 additional budget 2013/14 - £5,700 2014/15 to 2018/19 inclusive - £7700 per annum	Fiona Woolley	<ul style="list-style-type: none"> ▪ Milestones from production and opening of exhibitions to be established and met. ▪ Outstanding I2S funds repaid (8,600 repayable before March 2013).
Action 1.2: Develop a varied and exciting programme of events and activities for users of all ages			
Deliverables	Resources	Lead Officer	Targets
2011/12 <ul style="list-style-type: none"> ▪ Family events programme for October half-term, Christmas and February half-term school holidays 2012/13 onwards <ul style="list-style-type: none"> ▪ Family events programme for all school holidays. ▪ Concert programme offered by Maidstone Museums' Foundation ▪ Programme of evening and lunchtime lectures, recitals and workshops delivered using new spaces available in East Wing. 	Additional budget required 2012/13 onwards - £1,000 for additional Casual Learning Assistants. This sum has been built into the base budget shown at Appendix I (i)	Fiona Woolley	<ul style="list-style-type: none"> ▪ Milestones from production and opening of exhibitions to be established and met. ▪ Income targets:- <ul style="list-style-type: none"> 2012/13 - £6,050 2013/14 - £6,660 2014/15 - £9,500 2015/16 - £11,400 2016/17 – 2018/19 inclusive - £13,000

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Action 1.3: Develop a new marketing strategy for all three museums			
Deliverables	Resources	Lead Officer	Targets
2011/12 <ul style="list-style-type: none"> • East Wing Marketing Communications Plan 2012/13 <ul style="list-style-type: none"> ▪ Marketing Strategy 2012-16 ▪ Annual Marketing Communications Plan ▪ Marketing budget increased by 50% 2013/14 onwards <ul style="list-style-type: none"> ▪ Marketing budget increased by 25% for life of the plan 	Marketing requires additional budget. £5,800 in 2012/13 £10,300 in 2013/14 to 2018/19 inclusive This sum is built into the base budget shown at Appendix I (i)	Laura Dickson	<ul style="list-style-type: none"> • East Wing Marketing Communications Plan delivered October 2011 ▪ Marketing Strategy 2012-16 delivered July 2012 • Annual Marketing Communications Plan produced in February each year • Marketing budget 2012/13 - £18,000 • Marketing budget 2013/14 to 2018/19 inclusive - £22,500
Action 1.4: Deliver a clear audience development strategy			
Deliverables	Resources	Lead Officer	Targets
2012/13 <ul style="list-style-type: none"> ▪ User and non-user surveys commissioned and delivered ▪ Audience Development Plan delivered 	Commission research from Continental Research, this will be carried out within existing in house resource.	Fiona Woolley	<ul style="list-style-type: none"> ▪ User and non-user surveys June 2012 ▪ Audience Development Plan March 2012
Action 1.5: Develop an Interpretation Plan based on the Renaissance initiative “Telling Your Story” to improve presentation across all the museums			
Deliverables	Resources	Lead Officer	Targets
2011/12 <ul style="list-style-type: none"> ▪ Interpretation Strategy and Annual Plan ▪ Signage and labelling audit 2012/13 <ul style="list-style-type: none"> ▪ Improvement to signage, graphics and labelling across the museums. 2013/14 onwards <ul style="list-style-type: none"> ▪ Re-interpretation of the Great Hall (TBC) ▪ Re-interpretation of the Egyptian exhibit (TBC) ▪ Development plan for the RWK museum 	Capital Receipts & Capital Expenditure Grant application to Arts Council England Renaissance programme made on 2 nd November 2011. Funding requested for gallery improvements totalling £250,000 pa for three years starting in 2012/13. This is included in Appendix J. If the application is unsuccessful the gallery improvement programme will be suspended until external resources can be secured.	Fiona Woolley	<ul style="list-style-type: none"> ▪ Achieve grant aid from ACE – January 2012 ▪ Interpretation Strategy and Annual Plan – January 2012

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Action 1.6: Develop a Collections Plan, based on the requirements of the Interpretation Plan, to create greater access to the collections and to make more effective use of resources			
Deliverables	Resources	Lead Officer	Targets
<p>2012/13</p> <ul style="list-style-type: none"> ▪ Collection Plan 2012-15 ▪ Conservation needs of core collections needed for re-interpretation identified and Conservation Plan produced. ▪ Non-core collections identified and full disposal programme created. <p>2013/14 onwards</p> <ul style="list-style-type: none"> ▪ Non-core collections fully disposed of. 	<p>Additional budget required to store and transport items for disposal. £2,000 pa. Costs to be offset against income generated by sales of items. This sum is built into the base budget shown in Appendix I (i).</p> <p>Volunteers will assist with the development of the Plan.</p>	Giles Guthrie	<ul style="list-style-type: none"> ▪ Collection Plan March 2012 ▪ Conservation Plan March 2012 ▪ Disposal Programme finalised March 2012 ▪ Outstanding Invest to Save funds repaid (£3,000 repayable before March 2013) ▪ Income of £2,000 pa to be generated through disposal of unaccessioned collections and museum equipment.
Action 1.7: Use IT effectively to increase access to the collections in the museums and for internet users.			
Deliverables	Resources	Lead Officer	Targets
<p>2011/12</p> <ul style="list-style-type: none"> ▪ ADLIB on-line database <p>2012/13</p> <ul style="list-style-type: none"> ▪ Interactive database available in the Japanese Gallery ▪ Kohima audio-visual installed in QORWK museum ▪ <p>2013/14 onwards</p> <ul style="list-style-type: none"> ▪ ADLIB on-line database terminals installed in all Maidstone Museum galleries. 	<p>Japanese interactive funded by external grant aid. Grant of £7,000 from the Rochester Bridge Trust secured</p> <p>Kohima audio-visual funded by external grant aid. Grant of £2,000 from Queen's Own Buffs Regimental Association secured</p> <p>ADLIB on-line terminals require additional budget (£5,000 in 2013/14). Source to be identified.</p>	<p>Fiona Woolley</p> <p>Giles Guthrie (Kohima)</p>	<ul style="list-style-type: none"> ▪ ADLIB on-line live August 2011 ▪ Japanese Gallery interactive installed August 2012. ▪ Kohima interactive installed Dec 2012
Action 1.8: Develop a community exhibition space in the Brenchley Room Café to attract new users			
Deliverables	Resources	Lead Officer	Targets
<p>2012/13</p> <ul style="list-style-type: none"> ▪ Community Art programme developed ▪ Review the arrangements for the delivery of community art exhibitions between the Museum and the Hazlitt Theatre 	<p>Terms of partnership with cafe operator needs to be finalised. This could be deliverable by the operator alone or in partnership with the Council.</p>	Fiona Woolley	<p>Community art displayed in the Brenchley café from April 2012</p> <p>Review of community arts programme completed March 2013</p>

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Action 1.9: Create new and improved educational programmes aimed at extending the museums educational offer to schools, colleges and life-long learners.			
Deliverables	Resources	Lead Officer	Targets
<p>2011/12</p> <ul style="list-style-type: none"> New part-time temporary post of Learning Assistant created <p>2012/13</p> <ul style="list-style-type: none"> New school workshops on Tudors, Victorians and WW2 produced in collaboration with Hazlitt Theatre Short courses created with assistance of KCC AEC. <p>2013/14 onwards</p> <ul style="list-style-type: none"> Further development of new schools workshops related to the National Curriculum KS2 and KS3. Programme of storytelling and craft activities for the under-fives. Outreach programmes with playgroups, nurseries and holiday play schemes. 	<p>Additional budget has been included for part-time Learning Assistant post - at a cost of £9,800. Funded by grant aid already secured from Ernest Cook Charitable Trust. 50% of this expenditure would come in 2011/12 and the remainder in 2012/13. This is included within Appendix I (i).</p> <p>Increased numbers of CLAs funded by increased income from educational activities (see 2.5). If additional demand for educational services was not created then expenditure on CLAs would not be necessary.</p>	<p>Fiona Woolley</p>	<ul style="list-style-type: none"> Short course programme offered from September 2012 Estimated Cost of CLA'S <ul style="list-style-type: none"> 2012/13 - £8,660 2013/14 - £9,500 2014/15 - £10,480 2015/16 - £11,500 2016/17 – 2018/19 - £12,400 per annum Estimated cost of materials <ul style="list-style-type: none"> 2012/13 - £4,330 2013/14 - £4,800 2014/15 - £5,240 2015/16 - £5,800 2016/17 to 2018/19 inclusive £6,200

REDUCING THE COUNCIL'S OVERALL FINANCIAL CONTRIBUTION TO THE MUSEUMS

Action 2.1: To increase revenue, develop a retail strategy to cover merchandising, buying, display, training, e-commerce and licensing.			
Deliverables	Resources	Lead Officer	Income Targets
2011/2012 2012/2013 <ul style="list-style-type: none"> ▪ Retail Strategy and Action Plan delivered. ▪ Items related to the 2012/13 exhibition programme available in the shop and via the website. ▪ Seasonal displays throughout the year. ▪ A small range of bespoke items relating to the collections available 2013/14 onwards <ul style="list-style-type: none"> ▪ Maidstone Museum guidebook published 	Use of an external consultant (£3,300) This has been funded from existing budget. This is included within the Visitor Economy business trade account Training will be needed for front of house staff. Additional budget of £600 required. this is already included within the £3,300 above.	Laura Dickson	<ul style="list-style-type: none"> ▪ 2011/12 forecast £23,190 (original target will not be achieved due to late delivery of East Wing) 2012/13 - £30,230 2013/14- £33,030 2014/15 - £36,330 2015/16 - £39,930 2016/17 - £42,930 2017/18 - £45,930 2018/19 - £48,930 ▪ Cost of goods for resale to be amended:- 2012/13 - £17,600 2013/14 - £19,600 2014/15 - £21,300 2015/16 - £23,500 2016/17 - £25,200 2017/18 - £27,000 2018/19 - £28,800
Action 2.2: To increase revenue, develop a premises hire strategy to cover marketing, pricing and servicing of museum spaces.			
Deliverables	Resources	Lead Officer	Income Targets
2012/13 <ul style="list-style-type: none"> ▪ Premises Hire Strategy delivered ▪ Marketing pack available to hirers 2013/14 onwards	Requirement for staff training; staff available to service rooms; booking management system. Additional staff budget required to set meeting rooms, looking after delegates and arrange catering if applicable – estimate £5,000. This sum is built into the base budget shown at Appendix I (i)	Laura Dickson	Income targets; (based on 46 weeks) <ul style="list-style-type: none"> ▪ 2012/13 - £40,540 (25% occupancy) ▪ 2013/14 - £52,320 (30%) ▪ 2014/15 - £66,700 (40%) ▪ 2015/16 to 2018/19 - £73,890 inclusive (45%) per annum

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Action 2.3: Consider the introduction of admission charges for the museums			
Deliverables	Resources	Lead Officer	Income Targets
2012/13 Possible admission charge introduced for Maidstone Museum and the Carriage Museum.	No resources are necessary to collect general admissions income – there is already a staff presence at the front entrance to Maidstone Museum and the Carriage Museum both have cash registers at the entrance.	Simon Lace	Carriage Museum TBC 2012/13 - £4,000 2013/14 - £4,400 2014/15 - £4,840 2015/16 –Maidstone Museum TBC 2012/13 - £30,870 2013/14 - £33,970 2014/15 - £37,360 2015/16 - £41,100 2016/17 – 2018/19 inclusive - £43,000 per annum
Action 2.4: Consider the introduction of admission charges for temporary exhibitions			
Deliverables	Resources	Lead Officer	Income Targets
2012/13 onwards Possible admission charge introduced for the main summer exhibition	Due to the practical difficulties of collecting an admission charge to the first floor galleries a budget will be required for an additional resource to collect income for temporary exhibitions. This could be done by means of employing additional Customer Services Assistants or students looking for seasonal work or installing a turnstile. Estimated cost of collecting an admission charge for a summer exhibition of 8 weeks - £3,000.	Simon Lace	2012/13 - £25,000 2013/14 to 2018/19 inclusive - £16,000 TBC
Action 2.5: Establish a mutually beneficial partnership with a local operator to improve the café offer			
Deliverables	Resources	Lead Officer	Income Targets
2011/12 New café operational March 2012 2012/2013 Existing budgets to be removed	TBC Income – 11,420, expenditure goods for resale – 4,200	John Foster	New café operational March 2012 2012/13 - £6,000 2013/14 - £8,500 2015/16 - £10,650 2016/17 to 2018/19 inclusive - £12,000 per annum

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Action 2.6: Increase revenue by creating new and improved paid-for educational services for schools, colleges and life-long learners.			
Deliverables	Resources	Lead Officer	Income Targets
2012/13 <ul style="list-style-type: none"> ▪ 12 new Discovery Boxes and 6 Mini-Museum boxes available to hire to schools ▪ Joint-funded post with KCC (TBC) ▪ The number of CLAs to increased by 50% 2013/14 onwards <ul style="list-style-type: none"> ▪ Establishment of a Saturday Club for children. 	Develop the Discovery Boxes and Mini-Museum Boxes using existing resources. Course materials £500, one off. This cost is included into the base budget shown at Appendix I (i) No additional budget required to appoint CLAs. Casual workers paid only for delivery of charged for services. Income from services will exceed cost of CLAs delivering the service.	Fiona Woolley	<ul style="list-style-type: none"> ▪ 2012/13 - £15,000 ▪ 2013/14 - £18,750 ▪ 2014/15 - £23,440 ▪ 2015/16 - £29,290 ▪ 2016/17 to 2018/19 inclusive - £30,890 per annum. ▪ 3 new CLAs in post January 2012 this is included within action plan 1.9
Action 2.7: Develop a series of touring exhibitions to generate income and promote the collections, the Museum and Maidstone.			
Deliverables	Resources	Lead Officer	Income Targets
2013/14 onwards <ul style="list-style-type: none"> ▪ One new touring exhibition generated each year from 2013/14. Subjects TBC. 	Additional budget of £2,000 pa required. This sum is built into the base budget shown at Appendix I (i)	Fiona Woolley	<ul style="list-style-type: none"> ▪ 2012/13 - £0 ▪ 2013/14 to 2018/19 inclusive - £2,000 per annum
Action 2.8: Develop income generating visitor information services (event ticketing, accommodation and travel bookings etc.)			
Deliverables	Resources	Lead Officer	Income Targets
2012/13 <ul style="list-style-type: none"> ▪ Contract with National Express secured. 2013/14 <ul style="list-style-type: none"> ▪ New on-line ticketing facility operational 		Laura Dickson	<ul style="list-style-type: none"> ▪ There is no predicted additional income, commission levels remain constant at £1400 per annum.
Action 2.9: With the long-term aim of reducing costs, make a recommendation on the future governance of the museums			
Deliverables	Resources	Lead Officer	Income Targets
2013/14 Governance report delivered 2014/15 onwards	Use of an external consultant (£5000). This could be carried out by expertise within the MKIP shared Legal partnership. This sum is built into the base	Simon Lace	Likely impact on MBC subsidy to museums to be assessed.

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Governance report recommendations implemented	budget shown at Appendix I (i)		
Action 2.10: Develop a programme of environmental improvements to the Museum's buildings to ensure green targets are met and financial savings are delivered.			
Deliverables	Resources	Lead Officer	Targets
2012/13 <ul style="list-style-type: none"> ▪ Geo-thermal energy in use in East Wing to provide heating and cooling ▪ Feed In Tariff resulting in £450 - £900p.a. from the photo-voltaics in the East Wing 		Simon Lace	<ul style="list-style-type: none"> ▪ Reduction in gas use of 10% ▪ Carbon reduction <ul style="list-style-type: none"> ○ Geothermal energy - 9 tonnes pa ○ Photo-Voltaics - 5 tonnes pa ▪ Additional income included based on an average of £700 per annum from 2012/13
Action 2.11: Develop improved staff facilities within Maidstone Museum to allow Chillington House to be vacated and marketed for sale.			
Deliverables	Resources	Lead Officer	Targets
2013/14 <ul style="list-style-type: none"> ▪ Action plan for the re-development of the Upper Charles Gallery 2014/15	Revenue resources needed to refurbish and equip the old gallery space into a staff work space. These costs have yet to be assessed, as an estimate £4,000 to £8,000. An average cost £6,000 has been included with Appendix I (i). Resources needed to transfer equipment from Chillington House to the Upper Charles Gallery, estimated costs £1,500 – This has been included within Appendix I (i).	David Tibbit	<ul style="list-style-type: none"> ▪ Action plan April 2013. Reduction in running costs for Chillington house £8,400 per annum.
Action 2.12: Develop a feasibility study for the relocation of the Carriage Collection and for re-use of the existing building in order to reduce costs.			
Deliverables	Resources	Lead Officer	Targets
2012/13 <ul style="list-style-type: none"> ▪ Feasibility study delivered. 2013/14 onwards <ul style="list-style-type: none"> ▪ If appropriate, develop a business case and an application to the Heritage Lottery Fund and secure all external funding. 	£5,000 required from MBC as 50% contribution. The balance will be funded from Leeds Castle. Study prepared by external consultant. Cost based on quotation received in 2010. These sums have been built into the base budget shown at Appendix H(i) and I (i).	Simon Lace	<ul style="list-style-type: none"> • Feasibility study delivered October 2012 • Business Plan delivered March 2013 • First stage HLF application delivered September 2013.

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2015/16			<ul style="list-style-type: none"> • Reduction in running costs for the Carriage Museum - £16,820 per annum. • Contribution from External provider for Carriage Museum provider. £5,000 per annum from 2015/16 onwards.
Action 2.13: To increase revenue, develop the museums' facilities for functions			
Deliverables	Resources	Lead Officer	Targets
2011/12 <ul style="list-style-type: none"> ▪ Acquire the appropriate licences for the use of the venue (e.g. weddings, music). 2012/13 onwards <ul style="list-style-type: none"> ▪ Promotional material available ▪ Improved food preparation, food storage and toilet facilities available in the west wing. 	Budget required for acquiring licences £1,000 pa. Additional marketing requirement £500 included within the marketing budget. These sums are built into the base budget shown at Appendix I (i). Capital investment will be needed if catering and toilet facilities are required to be improved	Laura Dickson	<ul style="list-style-type: none"> • Licences - December 2012 • Achievement of improved facilities dependent upon external funding
Action 2.14: Develop mutually beneficial partnership with local partners to improve services, produce savings and reduce costs.			
Deliverables	Resources	Lead Officer	Targets
2011/12 <ul style="list-style-type: none"> ▪ Grant application (£3.3 million over three years) submitted jointly by Kent-Medway Museum Consortium. Consortium members are Maidstone Museum, Royal Engineers Museum and Chatham Historic Dockyard Trust. ▪ 	<ul style="list-style-type: none"> ▪ No match funding requirement for ACE bid 	Simon Lace	<ul style="list-style-type: none"> • ACE bid submitted - November 2011 • Grant aid achieved - January 2012.
Action 2.15: Develop Service Level Agreements with partner Trusts to cover service charges and rental			
Deliverables	Resources	Lead Officer	Targets
2012/13 <ul style="list-style-type: none"> ▪ Service Level Agreements in place with Trusts partners 	No additional budget is needed	Simon Lace	<ul style="list-style-type: none"> • SLAs in place with partners by March 2013. • Increased income target £1040 per annum from 2013/2014 to 2018/19 inclusive.

APPENDIX A

BACKGROUND INFORMATION

1. HISTORY

- 1.1. Museum was established in 1858 by Maidstone Borough Council. Our collections are outstanding in their diversity and quality and consist of approximately 600,000 artefacts and specimens. Whilst its origins are typical of a regional museum created through Victorian munificence, the work of collectors, staff and benefactors over almost 150 years has created an overwhelmingly rich and varied collection of far greater than regional significance.
- 1.2. The Tyrwhitt-Drake Collection of Carriages (the Carriage Museum) was established in 1946 by Sir Hugh Garrard Tyrwhitt-Drake, twelve times mayor of Maidstone. His collection of carriages, augmented by important vehicles on loan from the Royal Collections and the Victoria & Albert Museum, form one of the most important collections of horse drawn vehicles in Europe.
- 1.3. The Queen's Own Royal West Kent Regiment Museum has been housed in the Museum since 1960. It is an independent charitable trust of which the Council is the sole trustee. Its collection of regimental memorabilia includes over 3,000 medals including four Victoria Crosses.
- 1.4. The museums are recognized as having the largest mixed collections in the county and one of the most important in the south-east of England, outside London. It is regarded by many people as the county museum of Kent.
- 1.5. The Brenchley Trust and the Bentrif Trust (both registered charities) are partners. The Trustees retain ownership of the collections deposited by Julius Brenchley (1873) and by Samuel Bentrif (1889) but their care and management functions have long since passed into the hands of the Council. Until recently, both Trusts received regular grant-aid from the Council. Their current income is now restricted to small amounts of interest on investments.
- 1.6. The museums comply with the highest standards of the Museums, Libraries and Archives Council's (MLA) Accreditation Scheme.
- 1.7. Significant sums of grant aid, including £400,000 from the Heritage Lottery Fund, were attracted for the redevelopment of Maidstone Museum's west wing in the late 1990s. The west wing redevelopment project was completed in 2003.
- 1.8. In 2012 new extensions will open at Maidstone Museum offering significant improvements to the facilities on offer and a more attractive visitor facility. The project has attracted £2million of grant aid from the Heritage Lottery Fund.

2. BUILDINGS

- 2.1. Maidstone Museum's central core consists of Chillington Manor, an Elizabethan manor house built in 1562. The Great Hall and the Withdrawing Room date from that period but the Cloisters and Long Gallery (restored around 1870) are survivals from an earlier Tudor building. Between 1698 and 1743 a substantial wing was added to the rear of the Elizabethan building. This was the building which, in 1858, was purchased by the Borough Corporation to accommodate the collections of art and archaeology earlier bequeathed by the owner of the house, Thomas Charles, a local surgeon and antiquarian.

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- 2.2. In the years soon after the Museum's opening, more galleries were built to house the growing collections. On the eastern side a new wing was added in 1869, matched by new wing to the west in 1873 made possible by donations from Julius Brenchley, amongst others.
- 2.3. The eastern elevation was extended in 1889 to accommodate the Bentlif Art Gallery funded by local shoe manufacturer Samuel Bentlif to honour his brother George and enlarged still further with a third extension in 1924. On the western side the Victoria Gallery, housing the town's library, was built between 1897 and 1899 to commemorate Queen Victoria's Diamond Jubilee. It operated as a free public lending library until 1936. In 1977 a fire damaged much of the upper floors in the west wing and 18th century extension. Maidstone Museum & Bentlif Art Gallery is Grade II* listed.
- 2.4. The west wing's Brenchley Room is our main function venue and also houses the museum's café.
- 2.5. The new east wing houses the Museums' new entrance, shop and Visitor Information Centre. It offers new and improved gallery spaces, public toilets (including accessible toilets), new educational facilities, meeting rooms and better storage for the collections. Taken together the east wing project offers the largest raft of improvements undertaken at Maidstone Museum in over 120 years.
- 2.6. The main staff accommodation is in Chillington House, a 19th century town house close by, but not adjacent to, the Museum in St. Faith's Street. It offers relatively poor staff accommodation as well as some storage.
- 2.7. Security of the museums' buildings is provided by an intruder alarm system monitored and maintained by Chubb Fire and Security, a nationwide provider of security and fire protection services. Chubb also provide maintenance and monitoring of the fire detection systems.
- 2.8. Access for mobility impaired visitors to Maidstone Museum's upper floor galleries is limited. There are eleven changes of floor level and although wheelchair users can now access the first floor of the East Wing via the new passenger lift they cannot, because of two sets of stairs, access the rest of the first from the east wing.
- 2.9. Maidstone Museum has an Energy rating of C (51-75). It was rated in 2010 as 68 (certification 9900-2936-0160-2960-6020). The average for this type of building is 100. As the table below shows energy efficiency has improved each year since 2008.

	Energy Efficiency	Total Co2 emissions
2008	77	190
2009	72	182
2010	68	172

- 2.10. The Tyrwhitt-Drake Collection of Carriages is housed in the 14th century stable block of the Archbishop's Palace complex in Mill Lane. It is a large two storey building which provides little more than basic accommodation for this important collection of horse-drawn vehicles. The displays are located on two levels; access to the upper level is by a small staircase and so it is not possible for wheelchair users to visit the upper floor. The building is a Scheduled Ancient Monument and is sited in Mill Street, a very busy major road providing vehicular access through the town centre. The Carriage Museum's current position and relative isolation provides a major barrier to its future success. Recent attempts to relocate the collection to Mote Park (2002) and Cobtree Manor (2009) have foundered. The feasibility of relocating the collection to an alternative local site offering more suitable accommodation is currently being examined.

3. COLLECTIONS

- 3.1. The British archaeology collection covers Kent and beyond; excavation archives cover over 100 sites, mostly in Kent. The internationally recognized Anglo-Saxon collection comprises approximately 2,000 Kentish artefacts. Foreign archaeology includes outstanding pieces such as the Gandhara heads and over 400 Egyptian artefacts.
- 3.2. The local history collections relate to all areas of local life. Of particular interest are those relating to local industries, transport and social life. There are high quality collections of arms and armour, clocks and watches and an outstanding collection of coins and medals numbering approximately 18,000 specimens, from Celtic and Ancient Greek to modern. The collection of photographs and maps is of major local importance and is complemented by over 10,000 items of printed ephemera relating to the history of the Borough and of Kent.
- 3.3. The Museum holds an internationally important collection of artefacts of Pacific, Oceanic and African ethnography as well as diverse material from Asia and North and South America. The Brenchley Pacific Island material is unique for its fixed date of collection. There is no comparable collection of Oceanic material in Britain or Ireland.
- 3.4. The fine and applied art collections comprise 17th to 19th century furniture, musical instruments, toys and games, ceramics, glass, costumes and needlework, paintings, prints and drawings and sculpture.
- 3.5. Our ceramics form the most significant collection in the region with around 700 English pieces including early Kentish ware as well as around 250 European pieces. The collection of Chinese ceramics, mostly of 17th to 19th century date, is very comprehensive.
- 3.6. Approximately 8,000 specimens of costume date from the 17th to 21st century. They include baby and children's clothing, uniform, shoes, headwear, fans, parasols, bags, jewellery and accessories. Complementing needlework collections comprises around 700 specimens, including English embroidery and samplers, European embroideries and Eastern textiles.
- 3.7. Our Japanese collections are amongst the best in the country. At their core lie two important donations; a bequest in 1908 by Henry Marsham, a retired army officer who travelled to Japan in the 1870s to collect ceramics, and a donation in 1924 by Walter Samuel of a large collection of sword fittings, netsuke, lacquer, books and prints. It includes a magnificent series of almost 600 Edo-period (1600-1868) wood-block prints, depicting scenes from Japanese life and culture.
- 3.8. Our 580 oil paintings include minor continental Old Masters and 19th to 20th century British works, including rare paintings by the Maidstone born essayist William Hazlitt. Watercolours include over 200 works by Albert Goodwin. There are over 1,000 Kentish topographical drawings, 40 'Old Master' drawings and over 3,500 prints, including an important collection of the work of the Victorian printing pioneer George Baxter. The sculpture collection of around 125 pieces includes work by Jacob Epstein and Henry Moore.
- 3.9. Around 400,000 specimens make up the natural history holdings and include collections of national and international significance.
- 3.10. The collections of palaeontology and vascular plants are of national importance, with type, cited and figured specimens; the plants including voucher specimens for Kent and the nationally important Hawkweed (West) Collection. The main strengths of the palaeontology are the marine Cretaceous and Tertiary of Kent, especially Chalk, Lower Greensand and Lenham Beds; but also Gault and London Clay. There is an extensive collection of Pleistocene vertebrate material and

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fossils from the Kent Coalfield. There are collections representing British palaeontology from Cambrian onwards and some international material. Rocks (46,000) and minerals (7,000) are represented on a worldwide scale. We possess one of the finest mineral collections in the country outside the national museums.

- 3.11. The bird collections include 1,800 mounted British specimens, 400 foreign birds and over 1,100 cabinet skins. There are also 300 birds' nests and an outstanding collection of bird's eggs covering most species on the British list.
- 3.12. The Herbarium contains approximately 30,000 specimens, representative of the flora of the British Isles. There is also a British collection of some 6,000 specimens of critical genera including *Rubus*, *Taraxacum* and *Hieracium*. The Herbarium collection is the basis of Philp's *Atlas of the Kent Flora*.
- 3.13. There are approximately 500 specimens of algae and fungi; 5,800 specimens of lichens, mosses and liverworts, representing British coverage, with the majority of Kentish origin; an entomology collection of around 250,000 specimens forming a comprehensive collection of British insects; and an important collection of several thousand shells, mainly of tropical marine origin, but including temperate marine and freshwater, and tropical terrestrial species.
- 3.14. The Queen's Own Royal West Kent Regiment Museum's collection of regimental memorabilia includes over 3,000 medals including four Victoria Crosses.
- 3.15. The Tyrwhitt-Drake Museum of Carriages comprises of a large collection of horse drawn carriages and associated material the bulk of which was given to the town by Sir Hugh Garrard Tyrwhitt-Drake. It is widely regarded as the best public collection of carriages in the country and one of the finest in Europe.

4. SERVICES

- 4.1. The museums offer access to the collections through permanent and temporary exhibitions and displays. Before the east wing re-development the exhibitions programme was limited to use of the Bently Two Gallery. Recent focus has been on greater use of the Museum's collections and on a more varied and popular themes for exhibitions. The 'BBC Walking With Dinosaurs' exhibition, displayed in the summer of 2006, broke all attendance records, attracting over 30,000 visitors in a nine week run.
- 4.2. A wide range of learning services are offered to visitors. Adult visitors can participate in workshops designed to increase access to the collections, lectures, behind the scenes tours and guides. Schools are offered a range of workshops at the Museum and sessions which can be delivered at their own premises. The highest take up for our schools programme is from Key Stage 2 groups (aged 7-11).
- 4.3. There is an extensive and popular programme of activities aimed at families with children in the school holidays. This has been developed over the last five years and has been a major factor in the increased use of the museums over this period. The quality and range of the activities has created a large number of users who repeatedly visit the museums to participate.
- 4.4. Maidstone Museum has a shop and café, both located in the Brenchley Room in the Museum's west wing. Both form a valuable public service but have contributed little in terms of net profit.
- 4.5. The curatorial staff deal with a large number of public enquires ranging from family history to identification of objects.

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4.6. The Museum is open 340 days each year (closed only on Sundays from November to March and on Christmas Eve, Christmas Day, Boxing Day and New Year's Day).

4.7. Admission to all the museums is currently free.

5. RESOURCES

5.1. The museums are wholly funded by the Council. The budget in 2011/12 is £1,054,290. Although expenditure on the museums has been reduced over the last three years the Council's outlay still puts it in the top 25% of English local authority museum service providers.

5.2. The amount currently available (2011/12) for front-line services and core functions is limited. For example, temporary exhibitions £2,700 (0.25% of total budget); education services £12,300 (1.2%); staff training £600 (less than 0.1%).

5.3. Museum earned income is derived from the marketing of educational services, the sale of merchandise and refreshments in the museums' shops and cafe, room hire for meetings and reproduction fees for the use of images.

5.4. The Visitor Information Centre, formerly operating from the Town Hall, derived income from retail sales in its small shop and from commission on accommodation and travel bookings and from ticket sales for external events.

5.5. Actual Income for the last three years and the current year budget for both the Museum and VIC is show in the table below.

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Budget
Museum - sales	£94,800	£69,425	£65,272	£19,150
Museum Contributions –	£15,700	£14,550	£35,217	£27,560
Total Museum Income	£110,500	£83,976	£100,489	£46,710
VIC total Income	£32,433	£31,014	£27,637	¹£44,570
Total All Income	£142,933	£114,990	£128,126	£91,280

5.6. Although donations, grant aid and sponsorship have formed a very significant element of income related to capital expenditure in recent years little has been received to reduce revenue costs. The Museum Auxiliary Fund has made regular small contributions, mainly towards the acquisition of new items for the collections. The Maidstone Museums' Foundation (formerly Friends of Maidstone Museum) receives the contents of the museums' donation boxes and makes small but valuable contributions towards a variety of projects (the contents of the regimental museums' donations box is retained by the regimental museum trust).

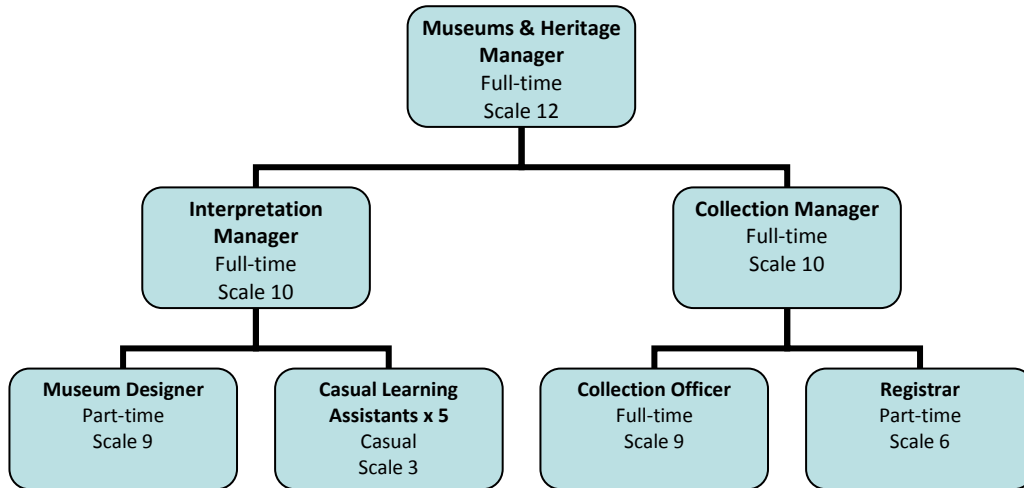
5.7. The current complement of museum staff consists of four full-time and two part-time staff (5.2 FTE). They are assisted by a small number of casual workers. In 2010/11 the Museums' team consisted of eleven staff members (9.2 FTE). This new structure is the result of a staffing re-organisation undertaken in 2011 which linked the Museum and Tourism teams. The new Visitor

¹ Now includes Museum and coffee shop, Income targets reset in 2011/2012.

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Economy Business Unit assumed responsibility for front of house services and the Council's Property Team for upkeep of the museum's buildings.

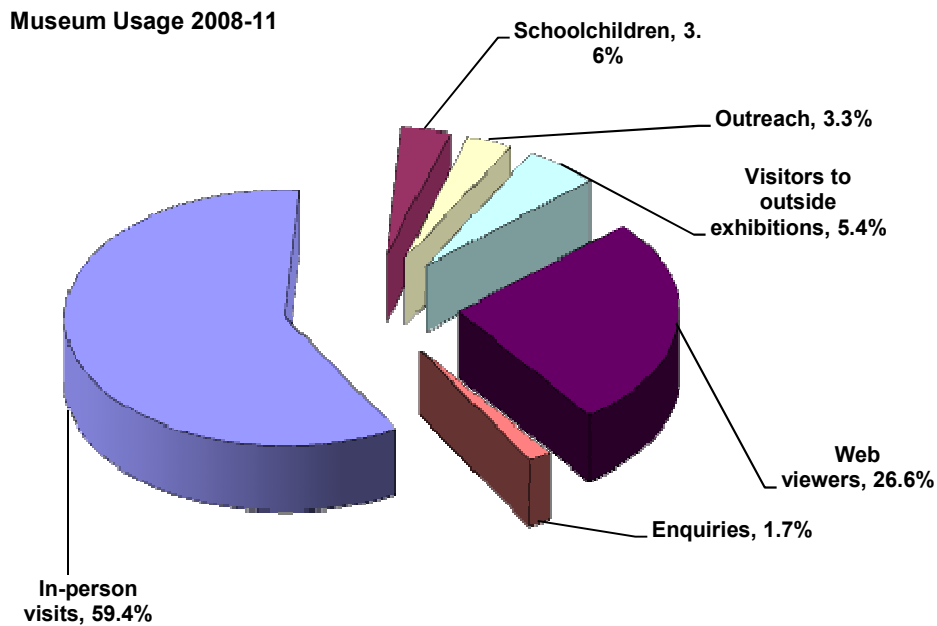
5.8. The full staffing structure (2011/12) is;



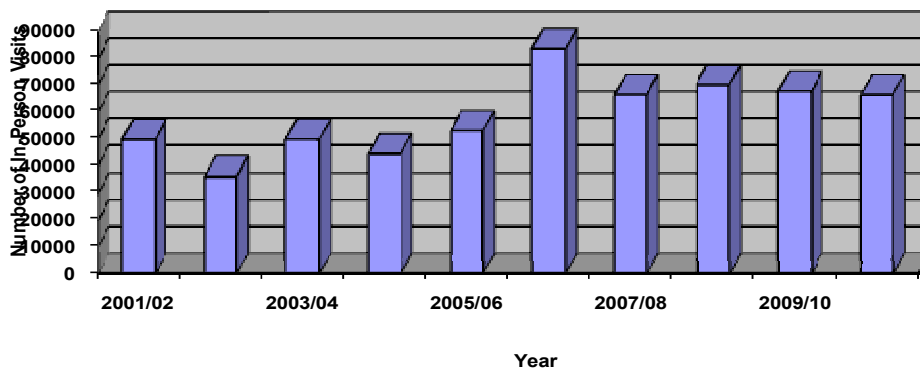
APPENDIX B MARKET ANALYSIS

1. General Visitors

- 1.1. Data from the Census for 2001 reveals that the majority of the Borough's residents are white and Christian. There is a higher proportion of social class AB and C1 than the general population in the rest of the country. Most people live in owner-occupied homes and 42% have more than one car. People from ethnic minorities (2.6%) and religious backgrounds other than Christian (1.9%) form a very small proportion of the general public in Maidstone.
- 1.2. Recent exit surveys suggest that over 62% of our in-person visitors live in the Borough of Maidstone and 28% visited from other parts of Kent. Most were female and the majority have visited before. The ages of our visitors were reasonably spread and consistent with the Census data for Maidstone.
- 1.3. Key findings about our visitors are:
 - 53.4% were female; 46.6% were male.
 - 10.7% were aged under 16; 12.3% aged 16-24; 16.7% aged 25-34; 19.3% aged 35-44; 18.4% aged 45-54; 11.1% aged 55-65; 9.4% aged over 65
 - 62.3% lived in the Borough of Maidstone; 28% lived in another part of Kent; 7.1% lived in another part of the UK; 2.7% lived abroad.
 - 46.0% of visitors were making their first trip.
 - 'Word of mouth' was the most common means of learning about the Museum (cited by 34.6% of visitors); 11.9% had learned about us via the media (newspapers, TV and radio); 18.8% had found out about us via the internet.
- 1.4. No accurate information is available on ethnicity, social class or religious affiliation. There needs to be an increased effort from the Museum to gather the kind of information about our visitors that would allow more accurate comparisons to be made in the future.
- 1.5. The chart below shows that 59.4% of all museum users over the last three years are people physically visiting the museums. School children either visiting the museum in organised parties or being visited by our staff in outreach sessions to schools make up less than 7% of our users. The numbers of visitors to our website has increased hugely in recent years as more people have access to the internet and more resources are added to our website. This has also led to an increase in the number of people making enquiries about our collections (particularly the regimental museum collections which are heavily used by family history researchers).



1.6. The table below shows our performance in attracting in-person visits over the last ten full years.



1.7. A comparison of recent visitor numbers with the other major museums in Kent suggests that in-person visits to Maidstone Museum are relatively high.

1.8. Tunbridge Wells Museum and the Guildhall Museum, Rochester are the museums most comparable to Maidstone Museum (local authority controlled, no admission charges, general collections, town-centre locations). Both receive fewer in-person visits than Maidstone Museum. Canterbury's museums and the Historic Dockyard in Chatham benefit from significantly higher tourist traffic than Maidstone and would therefore be expected to attract more visitors.

2. Education

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- 2.1. There is a large potential market for formal educational services. In the Borough of Maidstone over 24,000 pupils attend 52 primary schools and 15 secondary schools. In Kent and Medway as a whole in 2010/11 there were approximately 212,000 students aged 18 and under studying at 667 schools.
- 2.2. Kent also has four universities: the University of Kent at Canterbury, Canterbury Christchurch University, the University of Greenwich with campuses at King's Hill and Medway, and the University College of Creative Art with campuses at Rochester and Maidstone.
- 2.3. There are 65 Adult Education Centres in Kent offering a huge range of courses and activities for adult learners. Eight of them are in Maidstone, five of them within five minutes walk of the Museum. The largest of these is adjacent to the Museum in St. Faith's Street offering us unrivalled opportunities to develop programmes of lifelong learning.
- 2.4. Educational use of the museums' is largely concentrated on providing services for Primary Schools, usually at Key Stage 2 (7-11 years old). The East Wing offers, for the first time, a dedicated space for school users. Designed primarily for Key Stage 2 users, with brightly coloured fittings, flooring and furniture and a range of exciting and unusual exhibits occupying the shelves, the new Classroom will enable a much improved service to be offered to schools. It will also now be possible to accommodate more than one school at a time, using other new spaces in the East Wing and old spaces in the core of the Museum which can now be turned to other uses.
- 2.5. A survey of the 2009/10 data (the latest available) reveals the following key findings:
 - 4,492 children visited from a total of 46 different schools.
 - 16 of Maidstone Borough's primary schools (out of a total of 52) did not visit the Museum. Two of those schools are within walking distance and five are within an easy 10 minute drive of the Museum.
 - The busiest months are March (14.7% of all school visits) and November (13.7%). The quietest are January (5.8%) and August (0.3%).
 - 71.8% of pre-booked school parties take part in a staff led activity. The remainder (28.2%) visit on their own with no input from our staff assistance.
 - The most popular Key Stage 2 workshops are Ancient Egyptians (41.3% of all school group visits), Romans (11.3%) and Toys (11.3%)
 - 41.3% of visiting schools came from Maidstone (down from 50.9% the previous year).
- 2.6 More work is needed to fully understand the reasons for the pattern of school use. The data suggests that penetration into the local education market could be improved. Services for schools, marketing and promotion are key areas for development and improvement.

3. Tourism

- 3.1. A report, *'The Economic Impact of Tourism in Maidstone in 2009'*, prepared by the Tourism South East Research Unit in January 2011 illustrates the importance of tourism to the town and the market into which the Museum can expect to tap. The 2009 data shows positive growth.
- 3.2. It estimated that around 417,000 overnight staying trips were made to Maidstone in 2009. Of these trips, domestic visitors made 85% of trips (325,000) and overseas visitors made 15% of trips (64,000).
- 3.3. The average length of stay for a domestic visitor in 2009 is estimated to have been around 2.7 nights and for an overseas visitor it is estimated to have been around 5.5 nights. Compared to the

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last economic impact study based on the year 2006, the volume of tourism staying trips had increased by 7%.

- 3.4. 2009 was a mixed year for the tourism industry. Following the collapse of the global financial markets in the summer of 2008, and the outbreak of the H1N1 influenza virus, 2009 brought with it many 'doom and gloom' headlines for the UK tourism industry. The tourism industry in the UK and worldwide felt the impact of the crisis with many consumers choosing the "staycation" over travelling abroad. Many sectors of the tourism industry hugely benefited from the growth in holidaying at home. In the South East many visitor attractions saw admission numbers soar by as much as 50% over the summer. Value-minded consumers also turned to budget accommodation such as camping and caravanning giving some of these businesses their best ever trading year compared to the previous few years.
- 3.5. In total, it is estimated that around £62,009,000 was spent by staying visitors on their trip to Maidstone in 2009. Of this expenditure, 77% was spent by domestic visitors and 30% by overseas visitors. It is estimated that nearly 3.3 million tourism day trips were made to Maidstone in 2009, generating a further £110,680,000 trip expenditure. In total, around £174,810,000 was spent on trips to Maidstone in 2009 by staying and day visitors.
- 3.6. Drawing together direct business turnover, supplier and income induced expenditure, and the additional expenditure spent on second homes and by friends and relatives, the total value of tourism activity in Maidstone in 2009 is estimated to have been around £228,566,800.
- 3.7. This income to the local economy is estimated to have supported around 3,678 full-time equivalent jobs and 5,004 actual jobs (with the addition of seasonal and part-time employment).
- 3.8. A second report, *'The Economic Impact of Tourism on Kent in 2009'*, also prepared by the Tourism South East Research Unit in 2010 places the Maidstone tourism experience in a county-wide context.
- 3.9. It estimated that approximately 51.5 million tourism day trips are made to destinations in Kent, representing 91% of all tourism trips to Kent. The high volume of tourism day trips to destinations in Kent is a reflection of its appeal as a day trip market and its proximity to London, attracting day excursions for holiday makers staying in London and neighbouring counties.
- 3.10. Total day trip expenditure is estimated to be somewhere in the region of £1.7 billion, of which around £656.8 million is associated with trips to urban locations, £315.2 million is associated with tourism day trips to rural locations and £106.7 million is associated with tourism day trips to coastal locations in Kent.

Day Trips by District ranked by value

		Volume of Tourism Day Trips (million)	Value of Tourism Day Trips (£million)
1	Dartford*	9.32	374.29
2	Canterbury	6.37	215.99
3	Tunbridge Wells	4.16	145.09
4	Swale	4.45	133.63
5	Sevenoaks	3.71	124.13
6	Medway	3.34	122.58
7	Maidstone	3.30	110.68
8	Shepway	3.64	115.02
9	Ashford	3.50	109.34

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10	Dover	3.41	102.73
11	Thanet	2.53	82.31
12	Tonbridge & Malling	2.37	77.38
13	Gravesham	1.47	47.79
	Kent Total	51.57	1,760.70

*Dartford's total is boosted by the Bluewater retail centre.

- 3.11. Most districts attract a significant number of tourism day visitors. When comparing the volume of tourism day trips to the volume of staying trips, the former is markedly larger than the latter.

Value of Day Trips against Overnight Trips

		Day trips as % total trips	Overnight trips as % total trips	Day trip expenditure as % total	Overnight trip expenditure as % total
1	Dartford	98	2	92	8
=2	Tunbridge Wells	93	7	72	28
=2	Sevenoaks	93	7	72	28
=4	Swale	91	9	71	29
=4	Canterbury	91	9	64	36
=6	Tonbridge & Malling	90	10	69	31
=6	Ashford	90	10	62	38
=8	Shepway	89	11	62	38
=8	Maidstone	89	11	64	36
10	Dover	88	12	57	43
11	Gravesham	87	13	63	37
12	Medway	85	15	58	42
13	Thanet	83	17	46	54
	Kent Average	90	10	66	34

- 3.12. Through its large volume, the value of tourism day trip market is significantly higher to that of the staying trip market. In Dartford, for example, over 90% of trips involve day visitors due to the impact of Bluewater. In Maidstone although 89% of all trips are daytrips, 36% of all expenditure comes from staying visitors.

- 3.13. The importance of tourism to Maidstone's economy is clear though the statistics shown above suggest that day tourist use of Maidstone is relatively low. Developing services such as foreign language guides, creating attractive temporary exhibitions on popular themes and improving marketing and promotion are key areas of improvement which will assist in driving up tourist use.

4. SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Kent's best collections • Excellent storage and access to collections. • An attractive listed building • East Wing provides a new start with a fresh vision 	<ul style="list-style-type: none"> • Restricted budget – annual savings will be required to offset the East Wing overspend • Capital projects dependent on external funding • Poor interpretation in the Tudor core

<ul style="list-style-type: none"> • Excellent modern visitor facilities in East Wing including good retail and meeting venues and Indemnity standard galleries • Knowledgeable and experienced staff. • Town centre location and increased profile due to new East Wing • Useful public areas and adjacent park • Access to specialist services at MBC (e.g. legal, planning etc.) • Good transport routes - large market • Long history (opened 1858) • Good relationships with partners • Good track record with the Heritage Lottery Fund • Good track record of events etc 	<ul style="list-style-type: none"> • Access to some parts of the buildings remains difficult for some users. • Little recent audience development work • A discretionary service – museums and tourism low priorities • Inadequate staffing levels • Little use of IT in the galleries • Little Council appetite for further developments • Damage to reputation due to the late delivery of East Wing. • Poor infrastructure of the historic buildings (Maidstone Museum’s electrical systems need a comprehensive overhaul) • Displays in the older parts of Maidstone Museum are tired and require refurbishment.
<p style="text-align: center;">Opportunities</p>	<p style="text-align: center;">Threats</p>
<ul style="list-style-type: none"> • More opportunities to generate new income due to East Wing improvements • More opportunities to diversify use. • Increase use of outside spaces • Use of active networks to provide mutually beneficial partnerships. • Expansion of Friends support through profile of East Wing • Partner Trusts able to tap into charitable funding streams • Recent improvements provide a platform for future development including a programme to refurbish tired displays. • The transition between the new wing and the old museum core can be improved • East Wing Project raises expectations. • Café offered could be vastly improved 	<ul style="list-style-type: none"> • Loss of public and Member confidence due to East Wing over-runs. • Reduction in core funding due to requirement to repay East Wing costs. • Change in political control could alter Members attitude to the Museum. • Competition from other leisure facilities. • Possible change in relationship with partners. • East Wing Project raises expectations - expectations not met and reputation damaged.

APPENDIX C

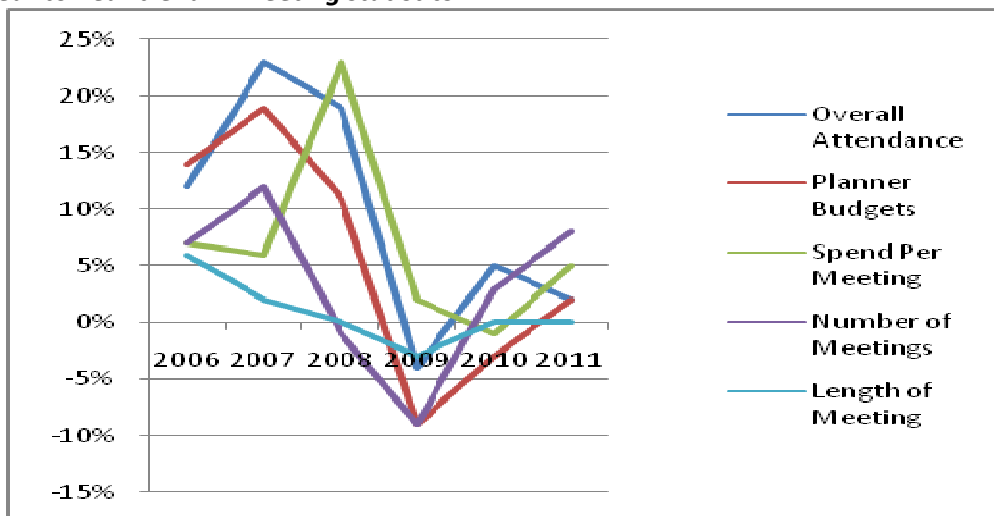
DRAFT EXHIBITION PROGRAMME

Exhibition	Location	When
All Change? The changing face of Maidstone through the museums' historic photographic collection.	Bentlif Two and Bearsted-Bentlif Gallery	Nov 2011 - Mar 2012
Inspirations 4 Student work inspired by the museums' collections. In partnership with UCA.	Brenchley Room Cafe and Museum	Jan 2012 - Mar 2012
Kent County Photographic Association Annual Exhibition	Bentlif Two and Bearsted-Bentlif Gallery	Mar 2012 –Jul 2012
'Secret Egypt'	Bentlif Two and Bearsted-Bentlif Gallery	Jul 2012 - Sep 2012
Matisse – Drawing with Scissors (TBC) Hayward Gallery	Bearsted-Bentlif Gallery	Oct 2012 - Nov 2012
Bentlif Art Prize 2012 Biennial event, open to local artists. In partnership with the Bentlif Trust.	Bentlif Two and Bearsted-Bentlif Gallery	Oct 2012 - Jan 2013
Inspirations 5 Student work inspired by the museums' collections. In partnership with UCA.	Brenchley Room Cafe and Museum	Jan 2013 - Mar 2013
Kent County Photographic Association	Bentlif Two and Bearsted-Bentlif Gallery	Mar 2013 - May 2013
International Garden Photographer of the Year Touring exhibition from the Royal Botanic Gardens, Kew	Bearsted-Bentlif Gallery	May 2013 - Jul 2013
Worn to Be Wild Fantastic costume inspired by nature.	Bentlif Two and Bearsted-Bentlif Gallery	Jul 2013 - Nov 2013
Floating World Japanese Prints from the museums' collections. Designed to tour afterwards	Bentlif Two and Bearsted-Bentlif Gallery	Nov 2013 - Feb 2014
Inspirations 6 Student work inspired by the museums' collections. In partnership with UCA.	Brenchley Room Cafe and Museum	Jan 2014 - Mar 2014
Kent County Photographic Association Annual exhibition	Bentlif Two	Mar 2014 - Jun 2014
Japanese Cloisonné – Seven Treasures Victoria & Albert Museum touring exhibition	Bentlif Two	Sep 2014 - Nov 2014
Bentlif Art Prize 2014 Biennial event, open to local artists. In partnership with the Bentlif Trust.	Bentlif Two	Dec 2014 - Jan 2015

**APPENDIX D
VENUE HIRE**

1. Key components of the Maidstone Museum East Wing extensions are the spaces which are now available for internal and external users. They offer an important opportunity to strengthen our links with the community and to generate income. The Museum’s staff library has been beautifully refurbished to allow it to be used for meetings, lectures and other group events. It presents itself as a high-ceilinged, handsome, Victorian Room with wonderful period features including a magnificent 8 metre long oak bookcase, the gift of Julius Brenchley. Equipped with portable audio-visual equipment this room can be used during opening hours and in the evenings by community and business users. It seats 40 people for lectures, 24 in a boardroom setting.
2. The Glass Room is in the new part of the building on the second floor of the rear extension with wonderful views overlooking Brenchley Gardens and St. Faith’s Church. It is a modern meetings venue capable of seating 16 people in a boardroom setting.
3. Both rooms are fully equipped and will be fully serviced by the VEBU team. There is provision in the tender for the new operator of the café for refreshments to be provided by them.
4. The Brenchley Room café can be hired each evening and occasionally during the day (if daytime hire is required the café operator must be compensated). It is a magnificent Victorian baronial hall style venue capable of seating 100 people in a concert or lecture setting and 60 in a cabaret style setting. The room can accommodate a maximum of 140 people standing. The Brenchley Room is suitable for musical concerts, parties, civil weddings, and other large gatherings. Licences will be obtained to allow music to be played and the café operator will be required to obtain an alcohol licence for the venue allowing a bar to be operated at times.
5. These rooms form a key element of the museum’s capacity to generate an increased income. For little revenue outlay a substantial income can be developed.
6. The meeting industry has been affected by the recession but as shown below the downward trend is shown to be in recovery.

Year to Year trend in meeting statistics



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7. The sharpest fall in meetings and conferences, both in number of events and the budget is apparent at the time the recession took effect. However there is a gradual increase although not yet has it reached pre-recession levels. There is an opportunity for innovation as the market looks for new ways for delivering meetings.
8. The majority (86%) of conference enquires in Kent are for small meetings of less than 80 delegates. The overall income potential from small meetings is relatively high. Enquiries for meeting of less than 80 delegates had a value £160,000 in 2011, far greater in total value than the larger meetings.
9. Using the average value of meetings we can estimate the revenue potential for the Museum as a conference or meeting venue.

Estimation of annual income from meeting room hire

	Daily room hire rate	Weekly Income potential on 5 days	Percentage occupancy (low estimate)	Weekly projected income (low)	Annual Projected Income Yr1 (46 weeks)
Glass Room	£275	£1,375	25%	£344	£15,810
Library	£350	£1,750	25%	£438	£20,130
Brenchley Room	£400	£2,000	5%	£100	£4,600
Total	£750	£5,125		£881	£40,540

10. This is a very conservative estimate of the occupancy of the meeting space, based around the lowest number of delegates and does not include income from catering, equipment hire, entertainment etc. Income is projected in only 46 weeks in the first year. Demand over the summer and Christmas holidays is assumed to be very low.
11. There are several factors that could shape the Museum offer. There is always the potential of new entrants to the market. Maidstone does have several development sites for hotels.
12. There are 12 main competitors. Only one venue is located within a mile of the town centre. There is a lot of high quality and high cost venues. Maidstone is well equipped at the top end of the conference market. However there is a gap that could be filled by offering quality meeting facilities at a lower cost. The perception of **value for money** venues in the current financial climate makes this an attractive opening position within this sector. The Museum also has a unique location compared to the other venues as it is in the town centre, situated very close to the main railway station, and bus station. This provides the ability to draw clients from London as it less than one hour by train.
13. Meetings, conference and corporate hospitality offer the opportunity of expanding the audience beyond the traditional museum visitor and attract people who would otherwise not visit. The Museum is in a unique position to satisfy the growing trend for unique venues. 15% of meeting enquiries request an unusual venue, whilst 27% of enquiries were open to ideas.
14. The Kent Conference Bureau has a service level agreement with KCC to provide a venue location service for all the external meeting requirements. There are other similar agreements in the pipeline for Kent Police and other public sector bodies. This is a good opportunity to compete for business.

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15. Many of those attending a corporate event could be potential sponsors for the museum. An enjoyable evening in the lovely setting of the museum could smooth the way to making an approach for sponsorship. High profile events could attract publicity for the venue as well as the client and give the museum added prestige. Venue hire is not affected by the factors which affect museum numbers and evening events maximise the use of space in the museum and lengthen the hours available to view the museum
16. The provision of a meeting space may fulfil a need in the community and provide a genuine service.
17. There are operational requirements to achieve the forecasts. A CRM system will have been developed and installed and the Business Assistants trained to manage the system and provide an efficient and effective conference booking service. The system will manage enquires and booking, the diary system as well as providing a marketing data system.
18. Museum Customer Service staff will have been trained to provide excellent customer service to customers. This will include training on setting up meeting rooms, and looking after the organiser and delegates whilst they are in the Museum, and arranging the catering on the day. A tariff of meeting room hire prices will be created with day, evening, weekday and evening rates. A day delegate conference package for clients will be created to include room hire, refreshments, audio-visual equipment and lunch.
19. A marketing communications plan will be developed to launch the new service. A launch event will take place to promote the new facilities and service. Working with the Kent Conference Bureau, potential clients will be identified and invited to a series of opening events to view and to try the facilities. A printed conference pack will be produced and a downloadable version. The pack will provide details of room sizes, layout and capacity, conditions of hire, room tariff and conference packages and location map.
20. A new page on the website will be created with the meeting room hire and conference package details and an online enquiry facility.

APPENDIX E

ADMISSION CHARGES

1. Admission to Maidstone's museums and museum temporary exhibitions is currently free.
2. Entry to Maidstone Museum and the regimental museum has always been free though for a period in the 1990s and up to 2004 a charge was made for entry to the Carriage Museum. This was discontinued as annual receipts had fallen to £2,600 pa. It was decided to open the Carriage Museum for the summer only which created a saving greater than the lost income from an entry charge and served to boost visitor numbers (4,767 visited the Carriage Museum during the summer season in 2004/05 compared to 2,723 people in the previous full year).
3. A charge for entry to exhibitions at Maidstone Museum would be in line with the practise at many local authority, independent and national museums. It would serve to recoup the investment in the exhibition programme.
4. The legal position regarding admission charges for Maidstone Museum requires clarification. The Bentrif Trust, The Queen's Own Royal West Kent Regiment Museum Trust, the Brenchley Trust and the Kent Archaeological Society are important partners whose collections are housed, cared for and displayed in the museum. In addition all partners, to some degree, have a vested interest in the fabric of the building. The issue of freedom of access to the buildings will undoubtedly cause concern for Trustees. If admission charges could be introduced at Maidstone Museum it might be necessary to make a contribution to the Trusts.
5. The legal position regarding admission charges for the Carriage Museum is less complicated as no partners are involved.
6. A discussion paper providing fuller details of the legal position and financial ramifications as well as the charging options should be produced.
7. The figures in Appendix H (i) relating to admission charges at are based on the following assumptions:
 - a. Maidstone Museum
 - i. £3.00 adults; £1.50 concessions (children 6-18 and senior citizens); under 5s free; Family ticket £8.00.
 - ii. MBC residents free (a mechanism for allowing MBC residents free access must be devised).
 - iii. Surveys indicates 30% of museum visitors come from outside Maidstone Borough. Charges would deter some visitors so it is assumed that the percentage of fee-paying visitors (from outside Maidstone borough) could drop to 20%.
 - b. Carriage Museum
 - i. £2.00 adults, £1.00 (children 6-18 and senior citizens); under 5s free; Family ticket £5.00.
 - ii. Opening period remains the same.
 - iii. 30% reduction in visitor numbers in Year 1.
 - iv. Carriage collection relocated in Year 4.
 - c. Temporary Exhibitions
 - i. Based on one 8-week family orientated summer exhibition pa.
 - ii. Charges will be modest and may vary according to the cost of creating the exhibition.

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- iii. £2.00 adults, £1.00 (children 6-18 and senior citizens); under 5s free; Family ticket £5.00.
 - iv. Based on 2,500 visitors per week. 5% of general visitors are aged under 5; 15% 6-18; 65% 19-65 and 15% 66+. Visitor numbers increase by 5% pa. Based on 50% usage.
8. The imposition of admission charges for the entry to the Carriage Museum and for entry to exhibitions at Maidstone Museum do not carry the legal complications that are associated with the introduction of admission charges to Maidstone Museum. For this reason it is assumed that, with Council agreement, these charges can be introduced in 2012/13.

APPENDIX F MUSEUM MARKETING

1. The Museum will focus on a holistic marketing model. There are functional interdependencies within the Museum and there is a marketing role within these functions. There will be five elements:
 - i. **Integrated marketing** will link the major marketing factors that have a significant influence on customers and marketing intermediaries. It will mainly consist of linking the product, price, place (distribution channel), people (staff) and promotion in a coherent marketing plan. These are not independent drivers but support the main values of the customers.
 - ii. **Relationship Marketing** will focus on going beyond 'making a sale'. The aim is to build up a set of relationships with donors, visitors, members, stakeholders and the local community that will result in support over a long period of time.
 - iii. **Internal marketing** will be undertaken to influence staff members and other sections to be consumer centred. Staff training is essential for those who have an impact on the consumers.
 - iv. **Socially responsible marketing** will be a commitment to the community. It will focus on the broader social, ethical and environmental issues.
 - v. **Strategic Marketing** A long term strategic marketing plan will be developed to enable the Museum to achieve its goals. As well as the strengths and weaknesses of the Museum already identified in the business plan, it will focus on all potential consumers and decide how much effort to devote to each consumer group, and design the positioning and value for each group.

2. The marketing activities will create, communicate and deliver value for consumers. The marketing activities assume a number of activities and the marketing mix will contain the following elements:

Products – these take the form of what the museum visitors need. These include the exhibitions, programmes and facilities. Consumer surveys will help identify needs as well as measuring consumer satisfaction with the museum offering.

Price – Developing an income stream is important to the museum finances. Effective pricing can be used to encourage target groups to participate. The proposed introduction of admission fees should differ in value depending on the type of visitor.

Promotion – this will enable the museum to attract a continuous stream of visitors. The promotion will take many forms, depending on available budget, including advertising, press relations, direct marketing, exhibitions, digital and social media, personal selling, and sales promotions.

Place – refers to the distribution channels that enable consumers to experience the museum's products and services either on-site or off-site. The website will be the collections search and the development of the online shop are off site distribution. The donation button on the website and text donations will also allow the consumer to participate off site.

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People – refers to the Museum staff and customer service advisors who interact with the range of stakeholders. The museum's staff can either enhance or diminish the visitor experience. It is essential that the staff are welcoming, courteous and informative.

Processes –The marketing plan will be monitored and measured with targets and timescales. It requires a marketing information system to be set up to manage the marketing plan. It will include customer relationship software to deal with the income generation schemes such as the room hire and capture customer data for proactive promotional campaigns.

Physical evidence- this is the quality of the physical environment, how the consumer perceives the physical experience at the museum. Keeping the Museum clean, maintained to standards to exceed consumer expectations is essential. It is possible the new wing will highlight the need for major improvement or refurbishment of the older facilities. The physical evidence also relates to the quality of the promotion literature, website and information produced.

3. Marketing Communication Tools

- 3.1. A mix of above-the-line, through the line, and below-the-line methods will be used.
- 3.2. Above the line methods such as advertising in the press, magazines, radio, outdoor sites, banners and search engines will feature in the plan. This creates awareness, essentially for the opening of the new wing.
- 3.3. Through- the- line activities such as direct marketing and interactive communications via the internet is aimed to move from mass communications to more personalised communications so that relationship with the museum's consumers can be built.
- 3.4. Below- the- line promotion such as sales promotion, public relations and personal selling will also be used to engage directly with the audience who have expressed an interest in the products. Sales promotion will be used to in the promotion of the retail offer, and personal selling of the museum meeting rooms and facilities for hire.

APPENDIX G**MUSEUMS MARKETING COMMUNICATIONS ACTION PLAN 2011/12- 2013/14**

Action	Detail	Benefit	Cost indicators 2011/12 Budget £12,200	Cost indicators 2012/13 Budget £18,000	Cost indicators 2013/14 Budget £22,500
Activities leaflet x 3 plus distribution cost	35,000 leaflets pa. Designed in-house from 2012/13	Promotes activities	£1,650	£1,300	£1,300
Exhibitions promotional material and events	4-6 exhibitions pa from 2012, Private views, previews, posters,	Promotes exhibitions	£300	£400	£1,200
General museums brochure	8 page leaflet 40,000, plus limited distribution of leaflets across Kent	Promotes museum (2 year shelf life)	£0	£2,000	£0
Media Advertising	Primary Times, KMFM Kids Reviews, KM What's On	Promoting summer activities. Distribution to target areas	£2,800	£2,000	£4,000
E- newsletter	Regular Museum e-newsletter six times pa.	Awareness Building	£450	£500	£550
Website	Hosting and development		£4,100	£3,500	£7,000
CFS Customer Survey System	Annual costs		£700	£0	£0
Annual memberships	Annual costs of Visit Britain Visitor Attraction Quality Assurance Service and Museums Association membership		£700	£700	£700
Billboard and bus stop advertising to promote East Wing and summer exhibitions	Billboard Maidstone East and Maidstone West for 2 weeks; Watt Tyler way for 4 weeks; 24 bus shelters in town, £300 per 2 weeks	Awareness Building	£0	£600	£3,000
Museum Banners in forecourt	New Banners	New graphic to promote new wing and subsequent exhibitions	£0	£900	£900
Develop room hire marketing information.	2000 conference folders. Provide info for Kent Conference Bureau.	Will increase commercial revenue and new market	£500	£1,000	£1,500
Official opening event	Develop event for opening. Invitation list	PR	£1,000	£0	£0

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Action	Detail	Benefit	Cost indicators 2011/12 Budget £12,200	Cost indicators 2012/13 Budget £18,000	Cost indicators 2013/14 Budget £22,500
	to include VIP's tourism industry etc				
Commission non-user research	Commission Continental Research to repeat the exercise conducted in 2009	Information gathering to inform new marketing and audience development strategies	£0	£3,000	£0
Develop professional conference and events service	Install conference enquiry and booking software. Manage all aspects of bookings and create marketing CRM and reporting system. One off £4500. Maintenance £1200 pa, training for set up £1800	Streamline system; assist in resource of service issue. Provide complete customer relationship marketing system. Funded from Growth Point budget.	£7,500	£1,200	£1,200
Develop on-line shopping on website		Increased revenue. Funded from Growth Point budget.	£6,700	£0	£0
Contingency 5%			£0	£900	£1,125
TOTAL			£26,390	£18,000	£22,475

APPENDIX H (i)

FINANCIAL FORECAST – Museum income (Savings and Growth to be applied to the base budget 2011/2012, this assumes in 2012/2013 existing income budgets are not increased by inflation).

	Actual Income 2010/11	Budget 2011/2012	Forecast 2011/2012	2012/13 Year 1	2013/14 Year 2	2014/15 Year 3	2015/16 Year 4	2016/17 Year 5	2017/18 Year 6	2018/19 Year 7	Action Plan
KAS - Bentlif Trust	£1,650	£2,960	£1,650	-£960	£1,040	£1,040	£1,040	£1,040	£1,040	£1,040	2.15
QORWK service ch.	£0	£2,000	£0								2.15
Museum Shop (Museum and VIC retail combined from 2011/12)	£17,617	-	-	-	-	-	-				Now included within Visitor centre
Coffee Shop	£8,740	-	-	-	-	-	-				
New Café operational - MBC share of net profit					£6,000	£8,500	£10,650	£12,000	£12,000	£12,000	2.5
Fees & Charges (misc)/ Other	£3,022	£2,160	£40	-		-	-				
Room / Venue Hire	£1,310	£4,780	£4,780	£35,760	£47,540	£61,920	£69,110	£69,110	£69,110	£69,110	2.2
Learning (including School Education, adult education, groups etc.	£11,851	£7,890	£12,000	£7,110	£10,860	£15,550	£21,400	£23,000	£23,000	£23,000	2.6
Events (generated in-house)	£4,370	£4,320	£4,770	£1,730	£2,340	£5,180	£7,080	£8,680	£8,680	£8,680	1.2
Touring Exhibitions	£534		£0	£0	£2,000	£4,000	£6,000	£6,000	£6,000	£6,000	2.7
Other contribution - project related	£51,395	£22,600	£36,240	£5,000	-	-	-	-	-	-	2.12

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	Actual Income 2010/11	Budget 2011/2012	Forecast 2011/2012	2012/13 Year 1	2013/14 Year 2	2014/15 Year 3	2015/16 Year 4	2016/17 Year 5	2017/18 Year 6	2018/19 Year 7	Action Plan
Grant aid income / Sponsorship	-	-	-	£9,000	£5,000	-	-	-	-	-	1.7
Green tariff - from the photo-voltaics(average)				£700	£700	£700	£700	£700	£700	£700	2.10
Disposal of unaccessioned collections & equipment				£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	1.6
Contribution from External Funder re Carriage Museum							£5,000	£5,000	£5,000	£5,000	2.12
Exhibition -Admission charges Yr 1 dinosaurs; Yr 2 costume	-	-	-	£25,000	£16,000	£16,000	£16,000	£16,000	£16,000	£16,000	2.4
TOTAL MUSEUM INCOME	£100,489	£46,710	£59,480	£85,340	£93,480	£114,890	£138,980	£143,530	£143,530	£143,530	

APPENDIX H (ii)**FINANCIAL FORECAST – VISITOR ECONOMY BUSINESS TRADE ACCOUNT**

	Actual Income 2010/11	Budget 2011/201 2	Forecast 2011/201 2	2012/13 Year 1	2013/14 Year 2	2014/15 Year 3	2015/16 Year 4	2016/17 Year 5	2017/18 Year 6	2018/19 Year 7	Action Plan
VIC bookings (external events, accommodation bookings)	£11,940		£8,000								2.8
VIC bookings (external events, accommodation bookings) Commission	£1,806	£1,420	£1,400								2.8
Income collected for West Kent Regiment		£1,500	£330								
Museum Shop (Museum and VIC retail combined from 2011/12)	£13,891	£30,230	£23,190		£2,800	£6,100	£9,700	£12,700	£15,700	£18,700	2.1
Coffee Shop		£11,420	£4,460	-11,420	-11,420	-11,420	-11,420	-11,420	-11,420	-11,420	2.5
TOTAL VISITOR INFORMATION INCOME	£27,637	£44,570	£37,380	-£11,420	-£8,620	-£5,320	-£1,720	£1,280	£4,280	£7,280	
TOTAL COMBINED INCOME	£128,126	£91,280	£96,860	£73,920	£84,860	£109,570	£137,260	£144,810	£147,810	£150,810	
Revised Income Targets per Annum				£165,200	£176,140	£200,850	£228,540	£236,090	£239,090	£242,090	

APPENDIX I (i)**FINANCIAL FORECAST – MUSEUM EXPENDITURE (Savings and Growth to be applied to the base budget 2011/2012)**

	Actuals 2010/2011	Budget 2011/2012	Forecast 2011/2012	2012/13 Year 1	2013/14 Year 2	2014/15 Year 3	2015/16 Year 4	2016/17 Year 5	2017/18 Year 6	2018/19 Year 7	Action Plan
Employee Costs											
Salaries and Wages to include NI & Pension	£420,969	£192,770	£207,110								
Additional resource (s)				£8,000	£8,000	£8,000	£8,000	£8,000	£8,000	£8,000	2.2 & 2.4
Additional resource CLA'S	£11,989	£5,500	£6,380	£4,160	£5,000	£5,980	£7,000	£7,900	£7,900	£7,900	1.2 & 1.9
Overtime	£11,960	£1,830	£300								
One off costs - Redundancy / Pay in lieu of notice	£3,012	£22,100	£22,110	-	-	-	-	-	-	-	
other	£8,810	£2,430	£6,550	-	-	-	-	-	-	-	
Reduction in resources - Carriage Museum				-	-	-	-£4,100	-£4,100	-£4,100	-£4,100	2.12
Total Employee Costs	£456,740	£224,630	£242,450	£12,160	£13,000	£13,980	£10,900	£11,800	£11,800	£11,800	
Building Costs											
Repairs & Maintenance to include Alarms	£19,224	£14,200	£18,380								
Building Cleaning to include window cleaning	£628	£7,200	£7,200	£11,800	£11,800	£11,800	£11,800	£11,800	£11,800	£11,800	
Utilities - Gas	£10,575	£13,380	£11,300								
- Electricity	£17,329	£28,790	² £26,950	£9,110	£9,110	£9,110	£9,110	£9,110	£9,110	£9,110	

² This includes an allowance for electricity for the East Wing from October 2011 to March 2012.

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	Actuals 2010/2011	Budget 2011/2012	Forecast 2011/2012	2012/13 Year 1	2013/14 Year 2	2014/15 Year 3	2015/16 Year 4	2016/17 Year 5	2017/18 Year 6	2018/19 Year 7	Action Plan
- Non Domestic Rates	£50,515	£47,170	£49,770	£8,000	£8,000	£8,000	£8,000	£8,000	£8,000	£8,000	
- Water/ Sewerage	£996	£1,130	£1,940	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	
Grounds Maintenance	£600	£580	£580	-	-	-	-	-	-	-	
Building Maintenance to include lifts	£32,214	£36,600	£36,600	³	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	
Refurbishment of gallery for staff accommodation					£6,000						
Take out Carriage Museum Budgets							-£12,720	-£12,720	-£12,720	-£12,720	2.12
Take out Chillington House Budgets						-£8,400	-£8,400	-£8,400	-£8,400	-£8,400	2.11
Premises insurance	£40,940	£44,530	£44,530	-	-	-	-	-	-	-	
Total Building Costs	£173,021	£193,580	£197,250	£29,910	£47,910	£33,510	£20,790	£20,790	£20,790	£20,790	
Transport costs	£7,206	£5,900	£6,400								
Museums goods for resale	£8,885	-	-	-	-	-	-	-	-	-	Now included within Visitor centre
Coffee Shop	£6,883	-	-	-	-	-	-	-	-	-	
One off costs	£95,156	£5,300	£5,170	-	-	-	-	-	-	-	
Touring Exhibitions				£0	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	2.7
License costs for venue hirings			-	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	2.13
Learning (including school education) to include events	£3,650	£4,500	£3,740	£3,630	£3,600	£4,040	£4,600	£5,000	£5,000	£5,000	1.9
Exhibition costs to include temporary	£579	£2,700	£2,700	£16,000	£5,700	£7,700	£7,700	£7,700	£7,700	£7,700	1.1

³ An additional allowance of £7,000 has been included within the building maintenance programme, as the new build will be within the in defects period for 6 months of 2012/2013.

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	Actuals 2010/2011	Budget 2011/2012	Forecast 2011/2012	2012/13 Year 1	2013/14 Year 2	2014/15 Year 3	2015/16 Year 4	2016/17 Year 5	2017/18 Year 6	2018/19 Year 7	Action Plan
Transfer equipment from Chillington house					£1,500						2.11
Marketing Costs to include graphics	£7,920	£12,200	£26,390	£5,800	£10,300	£10,300	£10,300	£10,300	£10,300	£10,300	1.3
Conferences/ training	£676										
Professional Services	£5,305	£900	£4,490	£10,000	-	-	-	-	-	-	2.12
Professional Services - External consultant				-	£5,000	-	-	-	-	-	2.9
Equipment costs to include IT technology	£13,603	£12,100	£14,720	£9,000	£5,000	-	-	-	-	-	1.7
Other costs	£11,800	£11,600	£12,130	-	-	-	-	-	-	-	
Storage & transport costs				£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	1.6
Total Controlled Running Expenses	£161,663	£55,200	£75,740	£47,430	£36,100	£27,040	£27,600	£28,000	£28,000	£28,000	
Recharges	£376,582	£334,700	£334,700								
Invest to save repayment				£11,600	-	-	-	-	-	-	1.1 & 1.6
Total Recharges	£376,582	£334,700	£334,700	£11,600	£0	£0	£0	£0	£0	£0	
TOTAL MUSEUM EXPENDITURE	£1,168,006	£808,110	£850,140	£101,100	£97,010	£74,530	£59,290	£60,590	£60,590	£60,590	

APPENDIX I (ii)**FINANCIAL FORECAST – VISITOR ECONOMY BUSINESS TRADE ACCOUNT**

	Actuals 2010/2011	Budget 2011/2012	Forecast 2011/2012	2012/13 Year 1	2013/14 Year 2	2014/15 Year 3	2015/16 Year 4	2016/17 Year 5	2017/18 Year 6	2018/19 Year 7	Action Plan
Employee Costs											
Direct salaries (via recharges)	£77,422	£75,710	£75,710								
Employee Costs	£77,422	£75,710	£75,710	£0	£0	£0	£0	£0	£0	£0	
Building Costs											
Repairs & Maintenance of Premises	£1,200										
Total Building Costs	£1,200	£0	£0	£0	£0	£0	£0	£0	£0	£0	
VIC goods for resale to include Museum	£8,169	£19,600	£13,640	-£2,000		£1,700	£3,900	£5,600	£7,400	£9,200	2.1
VIC external events, accommodation bookings	£11,940		£8,000								
Museums goods for resale - West Kent Regiment		£1,600	£330								
Catering Provisions - Coffee Shop	£113	£4,200	£3,810	-£4,200	-£4,200	-£4,200	-£4,200	-£4,200	-£4,200	-£4,200	2.5
Marketing Costs to include graphics		£200	£0								
Equipment costs	£1,348		£130								
Other costs	£1,501	£1,900	£1,510								
Professional Services – Retail Consultant		£3,300	£3,300								2.1
Total Controlled Running Expenses	£23,071	£30,800	£30,720	-£6,200	-£4,200	-£2,500	-£300	£1,400	£3,200	£5,000	
Recharges	£111,601	£107,670	£107,670								
TOTAL ALL EXPENDITURE	£213,294	£214,180	£214,100	-£6,200	-£4,200	-£2,500	-£300	£1,400	£3,200	£5,000	
TOTAL COMBINED EXPENDITURE	£1,381,300	£1,022,290	£1,064,240	£94,900	£92,810	£72,030	£58,990	£61,990	£63,790	£65,590	
Revised Expenditure Targets per Annum				£1,117,190	£1,115,100	£1,094,320	£1,081,280	£1,084,280	£1,086,080	£1,087,880	

APPENDIX I (iii)

NET FINANCIAL POSITION MUSEUM AND VISITOR ECONOMY BUSINESS TRADE ACCOUNT

TOTAL NET COST/ CHANGE EXCLUDING MUSEUM ADMISSION INCOME	£1,253,174	£931,010	£967,380	£20,980	£7,950	-£37,540	-£78,270	-£82,820	-£84,020	-£85,220
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APPENDIX J**FINANCIAL FORECAST MUSEUM CAPITAL EXPENDITURE**

	Actuals 2010/2011	Budget 2011/2012	Forecast 2011/2012	2012/13 Year 1	2013/14 Year 2	2014/15 Year 3	2015/16 Year 4	2016/17 Year 5	2017/18 Year 6	2018/19 Year7	Action Plan
Capital Receipts											
Grant Application to Arts Council England			£250,000	£250,000	£250,000						1.5
Total Capital Receipts	£0	£0	£250,000	£250,000	£250,000	£0	£0	£0	£0	£0	
Capital Expenditure											
Gallery Improvements				£250,000	£250,000	£250,000					1.5
Total Expenditure	£0	£0	£0	£250,000	£250,000	£250,000	£0	£0	£0	£0	
TOTAL NET CAPITAL COSTS	£0	£0	£250,000	£0	£0	-£250,000	£0	£0	£0	£0	