

Gloucester Railway Carriage and Wagon Museum CIO

Business Plan 2020-2024

Introduction

This is the first business plan produced by the Gloucester Railway Carriage and Wagon Museum CIO ('the CIO'). It covers the five calendar years 2020, 2021 and 2022, 2023 and 2024. The intention is to roll it forward on an annual basis, for formal adoption at the CIO's AGM.

1. The objects and priorities of the CIO

1.1 The Gloucester Railway Carriage and Wagon Museum CIO is a not-for-profit organisation that was set up in March 2016, it is currently in the process of applying to the Charity Commission for its Charity Status.

1.2 Its charitable objects are "To promote, further and advance the education and research of the public in the history of the railway and general transport heritage of the United Kingdom, with special reference to the Gloucester Railway Carriage and Wagon Company Limited from 1860 until 1986 and industrial and light railways in the Gloucester area; by the creation and operation of museums of all types and, in furtherance of these objects but not otherwise, by the creation and operation of railways, tramways or other forms of transport; by owning, repairing, constructing and preserving railway heritage, coaching stock and associated artefacts for use and appreciation by the public; in furtherance of these objects the charity may (but not limited to):

- Acquire and preserve railway locomotives, railway carriages and other items of rolling stock and associated equipment
- Restore and maintain such items, house them and put them on display
- Sponsor and encourage the publication of books, articles etc. to promote interest in these subjects
- Purchase, take on lease or in exchange, here or otherwise acquire any property and any rights and privileges necessary for the promotion of such objects"

1.3 These are broad objectives, and the main activities of the CIO have been:

- 1.3.1 running the CIO's portable mobile museum at events and exhibitions which the museum attends throughout the year;

- 1.3.2 exhibiting the CIO's artefacts and archives at the events and exhibitions throughout the year which the CIO's portable mobile museum attends;
 - 1.3.3 progressing the rolling stock project, focusing initially on essential safety and protective work on LMS ventilated Goods Van M187085 to allow it to be moved around safely pending restoration and to limit further deterioration while funds are raised for its restoration;
 - 1.3.4 explaining the CIO's work to visitors at events and exhibitions which the museum attends throughout the year, and promoting its activities through the website, which was renewed in early, social media channels and through a quarterly newsletter; and
 - 1.3.5 ensuring the CIO is effectively governed and run, including recruiting new Trustees and volunteers, ensuring sound finances, and putting in place appropriate agreements, policies and procedures to ensure clarity about roles and responsibilities.
- 1.4 These activities will continue over the period of the plan. However, the role of the CIO will develop over this period as it goes through the processes of gaining charity status from the Charity Commission, and submits a bid to the Heritage Lottery Fund to help with the initial permanent museum.
- 1.5 The Board of Trustees is chaired by Paul Matthews, and currently comprises a total of three Trustees.
- 1.6 About 3 volunteers also work regularly on CIO projects, in particular on developing new portable mobile museum displays and on essential safety and protective work on LMS ventilated Goods Van M187085. The CIO put a new Volunteer Policy in place in 2020. This covered both recruitment and induction and the requirements of the CIO in respect of training and assessment to ensure compliance with safety legislation. All CIO volunteers are required to hold a valid staff ID card (which among other things ensures that appropriate insurance is in place), and those working on rolling stock and in the workshop are required to hold a Personal Track Safety certificate.
- 1.7 Membership of the CIO is open to anyone starting at £5 per year. There are currently 10 members.

2. Current financial position

- 2.1 Currently, the CIO's income derives entirely from membership subscriptions, from other donations for example at events and exhibitions the museum attends, and from small-scale retail sales at the small travelling shop that accompanies the museum at certain events throughout the year.
- 2.2 Some of the CIO's income and reserves are restricted to specific purposes. These comprise:

M187085 restoration fund £136

2.3 In 2019, the CIO took some time to consolidate its archives and collections and during this period the CIO's portable mobile museum did not attend any events or exhibitions and therefore, no funds or income was generated.

2.4 In addition, the CIO has been unable to raise funds and income during the 2020 season due to an outbreak of the Coronavirus (Covid-19), but it has a number of events planned for the end of the 2020 season where it hopes to raise some funds to enable the CIO to further its objects and purposes. It will also continue to try and raise funds through its online donations link on its website and social media channels.

3. Visitor numbers

3.1 In the CIO's first year (2016) it reached a total of approx. 300 visitors at which the CIO's portable mobile museum was present. The total number of events the CIO attended was 5.

3.2 In 2017 the CIO's second year, a total of 500 visitors was reached again at events and exhibitions the CIO's portable mobile museum attended. The total number of events for 2017 was 6.

3.3 In 2018, the CIO had a record number of visitors due to the Gloucester Life Museum (formerly, Gloucester Folk Museum) allowing the CIO to put on a 3-month display from January to March with the total number of visitors at this exhibition alone reached 4,165, making the total number of visitors to the CIO's museum this year totalling 4,372 as the museum only attended 2 events. The life museum allowing us to put on an exhibition has showed us as a museum and a CIO that there is some demand for a railway or transport museum such as ours in or near the City of Gloucester.

3.4 Using the figures in 3.1-3.3 we have estimated that we would be able to see approximately 16,660 visitors a year attend the museum initially but once established the number of visitors could increase to somewhere between 17,000 and 769,098 visitors per year using national statistics.

4. Keys to Success

4.1 Since the formation of the CIO back in 2016, it has spoken to a number of individuals and organisations who have provided us with some feedback and in particular these two statements below:

- Mark Smith of the Heritage Railway Association (HRA) has stated "I suggest you claim uniqueness". The HRA undertook a search on behalf of the CIO to see if they were able to find another museum either in existence or proposed that matches our GRC&W Museum. (12.04.2017)

- Jon Jolliffe of the Transport Trust stated “The GRCW contribution to our heritage is clearly of national significance in peace and at wartime as well as local importance as a major employer” (05.04.2016)

Therefore, we feel that the Gloucester Railway Carriage and Wagon Museum CIO is in many respects unique and that the history and heritage the CIO is preserving and promoting is of national significance as well as local importance.

5. Future activities

5.1 All the current activities of the CIO will be continued over the period of the business plan.

5.2 Priorities for 2020-21 will therefore be:

5.2.1 **Restoration of LMS Ventilated Goods Van M 187085.** The Gloucester Railway Carriage and Wagon Museum CIO acquired M187085 back in 2018. It was transported in December of that year to a private facility where it has been waiting for its restoration. In August 2020, the CIO was informed that the owners of the private site are having redevelopment work done to the land and therefore, M187085 needs to be removed from its current location by March 2021. The museum have since been speaking to a number of local organisations with regards the possibility of relocating to one of their sites and we are currently waiting to hear back from at least one of them in due course. Once M187075 has been relocated and we have been able to complete our fundraising campaign to restore it has reached its total a full overhaul and restoration stall take place.

5.2.2 **Acquiring and establishing a permanent museum.** The CIO is at that stage now where it feels it needs a permanent home where it can continue to operate at the same time as being able to open to the public on a regular basis rather than only being able to attend events and exhibitions. Once the CIO have acquired land/premises it will look to develop a suitable and accessible museum building that will contain the main museum complete with railway rolling stock and other transport related items, small artefacts and relics from the Gloucester Railway Carriage and Wagon Company Limited between 1860 and 1986, a shop selling merchandise, gifts and other transport related items, a café providing hot and cold food and beverages and finally, an archives and research centre allowing the public to undertake their own research.

5.2.3 **Acquire, transport and restore ‘Cadbury No.14’.** The CIO have been in discussions with the Operations Manager of Cadbury World with regards Hudswell Clarke D1012 ‘Cadbury No.14’ since July 2019 with regards being made custodians of the locomotive with an aim of restoring and using the locomotive as part of the CIO’s collection. Although this locomotive does not have a direct link with

Gloucester, Gloucestershire or the Gloucester Railway Carriage and Wagon Company Limited, it has an indirect link as Cadbury did have a crumb manufacturing plant in Gloucestershire. D1012 is currently sat in the middle of Cadbury World's car park waiting for us to inspect and collect it and transporting it to its new home, where a full restoration can take place once funds are available. Once restoration has been undertaken and completed it will join the CIO's collection and will become the Museum's shunter.

5.2.4 **Administration of the charity, including recruitment and retention of volunteers.** Priorities for the remainder of 2020 will be deciding whether to look for an independent examiner for the CIO's accounts, which has been undertaken by ourselves since our formation in 2016, ensuring sufficient volunteer numbers to undertake both restoration work and manning of the portable mobile museum (at least until a permanent home has been acquired) and providing appropriate training and induction, and continuing to develop CIO policies and procedures both for collections and administration. In parallel with developing this first business plan, the Trustees will also establish a risk register which will be reviewed regularly. The Trustees will also seek to enter negotiations with various organisations with regards premises and/or land use.

5.2.5 The Trustees will continue to develop effective communication with members and stakeholders, and will consider whether a campaign to increase the number of members should be launched, to support the broader role it is taking in respect of heritage and education.

5.2.6 The Trustees will seek to develop during 2021 evaluation procedures to check the effectiveness of the CIO's work in delivering its objects. This will be reported in the next business plan.

5.3 The Trustees envisage that the activities described above for 2020 will continue in subsequent years. Priorities for 2021 and 2022 depend crucially on the pace of progress with the overall project. The financial projections in the next section assume that there are no major expenditure from normal CIO and museum operations or from a lack of funds and opportunities to fundraise to due to the Coronavirus (Covid-19) or similar issues.

6. Risks of Delivery

6.1 Delivery of the priorities set out in the previous section depend on a number of factors, many of which the CIO can only influence to a limited extent.

6.2 The pace of progress depends critically on the availability of resources, both financial and manpower, including:

6.2.1 donation income being increased and maintained;

- 6.2.2 the number of volunteers being maintained, and if possible increased;
- 6.2.3 4.2.3. major development costs being incurred only when resources are available or promised;
- 6.2.4 unexpected costs being contained, and in particular administration and other running costs being contained broadly at current levels; and
- 6.2.5 grants and related expenditure such as acquisition of artefacts for the museums being determined on a basis which matches income.

6.3 Other risks considered by the Trustees include:

- 6.3.1 effectiveness of systems to ensure compliance with legal requirements, in particular in relation to safety and occupational health; and
- 6.3.2 compliance of administration systems with company and charity law requirements

6.4 As indicated above, a formal risk register will be developed in 2020-21.

7. Financial projections

7.1 The financial projections set out below are based on the following assumptions:

- 7.1.1 a reasonable increase in membership and donation income;
- 7.1.2 Restoration of M187085 and the transport of D1012 ‘Cadbury No.14’;
- 7.1.3 A grant/funding application to the Heritage Lottery Fund to further develop the museum, its objects and purposes.

	2021	2022	2023	2024
Income				
Donations, including Gift Aid	£5,000	£10,000	£15,000	£16,000
Grants, legacies, etc		£2,000	£1,000	
Total Income	£5,000	£12,000	£16,000	£16,000
Expenditure				
M 187085	£1,200	£3,500	£3,500	
D1012	£1,200	£10,000	£10,000	
Insurance and storage	£2,500	£2,500	£2,500	£2,500
Administration	£500	£1,000	£1,000	£1,000
Grants				
Total expenditure	£5,400	£17,000	£17,000	£3,500
Minimum target reserves	£2,500	£5,000	£10,000	£12,500

7.2 On the basis of these assumptions, the current reserve levels will fall to the minimum target levels set by the Trustees and at the end of the plan period. Additional expenditure will therefore be dependent on developing new income streams, whether from grants or donations.

8. Evaluation and review

8.1 The Trustees propose to review and roll forward this plan annually, and to use that review as the basis for reporting to members at the AGM. In particular, the Trustees will want to ensure that:

- 8.1.1 the activities of the CIO are the most appropriate way of delivering its aims, consistent with its charitable objects;
- 8.1.2 that projects are delivering the best outcome in terms of those objects; and
- 8.1.3 that the allocation of financial and volunteer resource is consistent with this.

8.2 Evaluation methodologies will be developed in 2021 to facilitate reporting of delivery against plans in future business plans.

Board of Trustees
17th September 2020 (Revise: 2024)