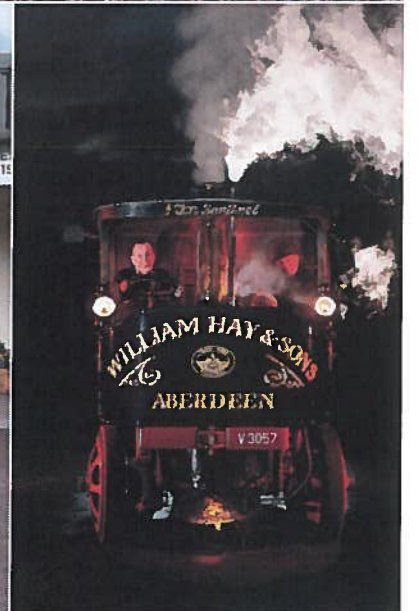
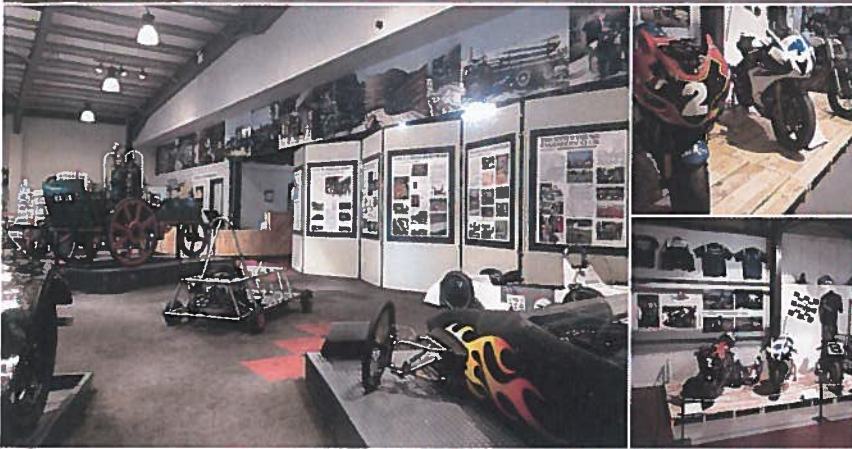


Development Plan 2016-2020



The Grampian Transport Museum is operated by the Grampian Transport Museum Trust, a private limited company, registered in Scotland, with full charitable status.
 Patrons: Sir Robert Smith Bt | Sir Moir Lockhead OBE
 Vat Reg. No. 384 8170 25 | Company No. 130066 | Charity No. SC 017625

Grampian Transport Museum | Alford | Aberdeenshire | AB33 8AE

**GRAMPIAN TRANSPORT MUSEUM TRUST (GTMT)
DEVELOPMENT PLAN
2016 – 2020**

CONTENTS

1. Preface:
 - a) Background
 - b) Current Status
 - c) Scope of Plan
2. GTMT's Mission Statement
3. Functional Objectives
4. Plan Period Objectives
5. Summary:
 - a) Plan Aspirations
 - b) Benefits to Stakeholders
 - c) Review of the Development Plan: Monitoring Progress
6. Plan Period Objectives Tabular Summary

1. PREFACE

a) Background

The Grampian Transport Museum (GTM) has grown from community volunteer roots following a public meeting in Aberdeen in 1978 and opening its first exhibition in temporary premises in 1981. In 1983 a new exhibition opened in premises built with local authority and ERDF funding and on land leased from the local authority. The original club or association was incorporated as a company limited by guarantee in 1991. The museum has steadily expanded its site, buildings and operation since 1983.

b) Current Status

The GTM is a museum of land travel and transport operating on a 15 acre site in the village of Alford, Aberdeenshire. It is largely self-financing apart from a revenue grant from the local authority that is presently about 6% of turnover but that will be discontinued in 2018. It is run by a Board of Trustees elected from a membership of around 500 (mostly family memberships) and a team of volunteers managed by a small team of paid staff.

The GTM opens seasonally (every day April to October inclusive) and presents new exhibitions every season (at least 30% seasonal changes per annum). The site is used extensively as an events venue by the GTM and hirers. Typically around 25000 visitors are attracted each season to the museum plus a similar number to the events programme. The best recorded attendance was in 1992 with 62000 visitors.

The collection comprises historic vehicles (road mostly, some rail) of all types: horse drawn, cycles, steam, motor from all periods and extending to the present day (and future). Also collected are costumes, archives of regional importance, small items, photographs and publications.

The GTM is a fully Accredited Museum (2008) (renewal in progress 2016) and is in membership of/works with Scottish Museum's Council/Museums Galleries Scotland (1983), Association of Independent Museums (1983), Association of Scottish Visitor Attractions (founder member), Museum Documentation Association/Collections Trust (1983) and various other forums and marketing concerns. Contact with the Museums Association is maintained currently through the Curator who is a long standing member (since 1974).

As an Accredited Museum the GTM regularly negotiates loans of significant objects from individuals, companies, and national and other museums. Accredited status also gives GTM access to all major funders for capital and some revenue costs. The museum is considered a top five visitor attraction in North East Scotland and was voted *Best Visitor Attraction in Aberdeen City and Shire 2014* at the inaugural Tourism Awards Ceremony held in Aberdeen. GTM works closely with the local office of VisitScotland and is a Visitor Information Partner, offering a tourist information service in the reception area. It is seen as complementary to the Castle, Distillery, Coastal Heritage etc. trails and promotions in the area.

c) Scope of the Development

The GTM has published development plans continuously since 1987, but in 2008, following completion of a major infrastructure development objective (Collections Centre), it was agreed to simplify the planning process and produce a plan in a new briefer format to be used to focus the organisation on the future. Retrospective sections and listed past achievements have been excluded.

The plan focuses only on developments thought to be achievable during the plan period. It is not a comprehensive wish list in that it does not address all of the perceived future needs of the GTM. It sets out to identify, albeit briefly, the plan objectives, timings, funding and staffing implications. The GTMT has introduced processes to performance manage the delivery of GTMT sanctioned and funded project activities and most, if not all, plan period objectives are achieved in each planning period.

2. THE GRAMPIAN TRANSPORT MUSEUM'S MISSION STATEMENT

'The purpose of the Grampian Transport Museum is to promote an awareness of, interest in, and better understanding of road and rail transport and their effect on society.'

3. FUNCTIONAL OBJECTIVES

Our functional objectives may be broadly classified under five headings:

a) Collections and Curatorial

- To develop, conserve, restore and document a collection of items that relate to land travel and transport with emphasis on North East Scotland.

b) Educational Services

- To assist researchers / students and act as a focus for interest groups;
- To provide resource services to schools and other educational bodies;
- To inform and educate our visitors through the exhibits and their interpretation.

c) Exhibitions and Events

- To present and promote seasonally changing exhibitions of interest to the widest possible audience;

- To promote a programme of outdoor events that assist in fulfilling the purpose of the museum;

The current Marketing Strategy document includes the 'vision statement': *'To make Grampian Transport Museum's collections, exhibitions and activities attractive and relevant to its target audiences'*.

d) **Visitor Services**

- Our Service Promise is that: *'All visitors to the museum are ensured a warm welcome and that time spent with us is informative, interesting and above all enjoyable'*;
- To develop visitor services (e.g. reception, comfort, refreshments, retail, activities, exhibitions, entertainment) in line with expectations of visiting a thriving visitor attraction;
- To develop GTM as a 'Top 5' visitor facility in Aberdeen City and Shire.

e) **Management and Financial**

- To develop long term funding sources and to become financially independent of Local Authority revenue support;
- To review and adjust the Trust Council and staffing structure to fully address the management and administrative needs of the museum and to realise its market potential.

4. **PLAN PERIOD (2016 – 2020) OBJECTIVES**

These are the published objectives for the museum during the plan period 2016 - 2020 arranged under the five Functional Objective headings.

a) **Collections and Curatorial**

- i) Complete decant of all stored collections to the Collections Centre (large object store):
 - Review Documentation Manual and ensure relocated collections are fully documented;
 - Review progress with new (2012) Conservation Records System and make system central to the 'way we work'. Fully integrate the new (2014) Asbestos Policy into conservation procedures;
- ii) Rationalise archives and storage:
 - Clear library/archive of objects (paper collections only) and continue to integrate into Adlib museum system;
 - Build additional decking and shelving for storage of light weight, bulky objects, cycles etc in Collections Centre;
- iii) Review and update Collecting Policy;
- iv) Rationalise the use of the Collections Centre to prevent contamination caused by airborne particles and oil spillage;
- v) Improve infrastructure:
 - Environmental control and monitoring in **both** buildings by purchasing additional data loggers to replace Cassella TH recorders;
 - Following a move to LED lighting (2014) a monitoring programme is required to check UV and lux levels;

b) Educational Services

- i) Arrange links / secondments with Aberdeen City and Shire Education Services to participate fully in 'Curriculum for Excellence';
- ii) Review approach to providing educational resource material and schools bookings / visits format; develop educational content and levels of interpretation in exhibitions;
- iii) Develop projects and membership of the museum's Young Engineers Club;
- iv) Increase capacity to host school visits using the Collections Centre;
- v) Consider adult education further in terms of talks/presentations and provide more interpretation for mature/scholarly visitors.

c) Exhibitions and Events

- i) Develop exhibitions that are topical, popular and newsworthy with strong educational content and which relate to visitors of all ages and backgrounds and in particular target audiences (as defined in the Marketing Strategy). Improve levels of research and range of objects displayed;
- ii) Increase understanding and use of audiovisual technology to present subjects;
- iii) Add to DVD and book titles published;
- iv) Develop events programme to include / attract younger generations: cycling, street / custom cars, Formula 24 electric car racing, equestrian, radio controlled events;
- v) Improve QR code utilisation to present video etc;
- vi) Develop total immersion experiences, simulation, dramatic display structures, theatre etc. that are capable of enhancing the perception of the scope of the offer to the visitor.

d) Visitor Services

- i) Improve the site in terms of safety, plantings, access, furniture and outside structures/buildings maintenance;
- ii) Build new backyard to agreed specification and remove all other improvised outside storage areas, landscaping freed off areas;
- iii) Raise standards of interpretation for disadvantaged visitors and add a lift to the gallery to ensure total Disability Discrimination Act compliance. Consider elevated walkway facilitated by new lift;
- iv) Re-claim and landscape areas around main building for use by visitors and add to covered outside exhibits;
- v) Build terrace at Tea Room;
- vi) Build new Curatorial/Manager's Office.

e) Management and Financial

- i) Strengthen Trust Council by proactive recruitment of new Trustees who are active in finance, legal, health and safety, engineering, museums sector, marketing, customer service etc;
- ii) Increase the diversity of Trust Council members;
- iii) Review Trust reporting procedures: committee papers, use of Development Plan as agenda item, reports from sub committees, etc; introduce review procedure for the Development Plan that becomes the 'way we work';
- iv) Review the existing staffing structure, pay and conditions in order to effectively develop and improve quality of staff; investigate employment initiatives / funding and recruit as necessary; recruit Curatorial Assistant (6 months contract) to assist with production of new policies and procedures to embrace recent changes in museum sector to exceed standards defined by Accreditation; elevate status of Marketing Manager to facilitate the future success on retirement of the current Curator;

- v) Review new health and safety legislation as it affects the GTM and ensure compliance and refine procedures (dealing with asbestos for example). Clear new procedures to become the 'way we work';
- vi) Develop volunteers' management scheme to better harness enthusiasm of volunteers from membership or community generally by forming teams to be directly managed by paid staff;
- vii) Introduce new / improved income streams: corporate events/hires.
- viii) Apply for capital and revenue grant funding and generally integrate the GTM more into the museum's sector;
- ix) Produce and review annual marketing plan / strategy using improved intelligence, visitor surveys' feedback and resource and implement with revision throughout the plan period;
- x) Produce new website;
- xi) Introduce a more uniform brand image following the building of the new reception facility: use of stencil lettering as included in feature beam on museum front etc;
- xii) Refocus on charitable purpose and customer focus.

5. SUMMARY

a) Plan Aspirations

The Development Sub Committee (DSC) and Board of Trustees have agreed the objectives as priority measures required to help the GTM meet and exceed visitors' expectations. A particular focus area in the previous plan was to engage with younger visitors and young families by providing facilities, events, activities and exhibitions that they readily relate to. This was achieved and the balance now will be addressed by ensuring that more mature/scholarly visitors find exhibitions of interest to them.

Areas of relative weakness are to be addressed: visitor comfort (eg. heating, reception area, seating, toilet facilities, disabled access), the site layout will be improved to standards expected of a thriving and popular visitor attraction.

Collection care remains paramount and the plan takes steps to make the most of the new storage, workshop and conference facilities in the Collections Centre and in parallel freeing off exhibition areas in the museum building.

The 'vision' for the period (to be the focus for the first two plan period years) is to dramatically raise standards in all areas of the museum. This will be known as the 'Total Quality Agenda' and will concentrate on *customer care*, to ensure word of mouth/referrals increase, and *collection care*, to ensure that GTM clearly fulfils its role as an Accredited museum.

b) Benefits to Stakeholders

During the previous plan period (2014-2019) the GTM was recognised as a top five Visitor Attraction in Aberdeen City and Shire and was voted the top attraction in 2014. In 2016 the museum reopened with a much improved reception facility and radically improved customer arrival impression/experience.

For the period of this plan (2016-2020) the objective is to radically raise standards achieved in both *customer care* and *collection care*. In particular, all users should enjoy an experience that clearly exceeds their expectations.

The positioning of the GTM as a top five attraction should increase visitor numbers especially when coupled to increased levels of referral achieved through improved customer care. Increased numbers will positively impact on the local economy and the ability of the museum to continue to steadily improve and meet plan period objectives.

c) Review of the Development Plan: Monitoring Progress

The Development Sub Committee will report progress to full Trust Council meetings against the plan summary. The plan will be reviewed annually and timings updated as required.

Approved by Development Committee:

Chairman: Date:

Appendix 1

Chronology of Development at GTM

- 1979 Fundraising commenced by GTMA
- 1981 Viability study and trial seasons in hired SDA factory unit
- 1982 Successful application for ERDF funding for new buildings
- 1983 Opened in existing purpose built premises
- 1984 Public appeal and purchase of the Craigievar Express
- 1985 Built play area and improved site for events
- 1986 Added two areas of ground to site
- 1987 Began formal development planning
- 1988 New documentation system for collection (MDA)
- 1989 Registered Museum status achieved; Birkhall engine restored; achieved National Indemnity cover status; introduced video interpretation
- 1990 Built road circuit, safety barriers and remodelled site
- 1991 Incorporated as GTMT, a company limited by guarantee
- 1992 Built new shop area
- 1993 Education initiative piloted with SMC
- 1994 Experimented with first in house catering
- 1995 Built triumphal arch walkways and new planting
- 1996 Built covered stand and control tower (Euro 5B)
- 1997 Collection care initiative including extending the main building, computerised collections documentation, storage units, library, workshop, schoolroom/tearoom (HLF & SMC)
- 1998 Re-documented collections (MIS) and commenced environmental monitoring
- 1999 First exhibit catalogue; built improved shop and reception area
- 2000 Completed 5 year restoration of Cruden Bay Hotel tramcar
- 2001 Purchased 1914 Sentinel steam lorry (HLF & NFA)
- 2002 Replaced MIS with Adlib documentation system (SMC); began Scotland Against Drugs scheme; hosted SMC AGM
- 2003 Replaced oil heaters with new environmental control system
- 2004 Interpretation Initiative with Jura Consultants (HLF) withdrawn
- 2005 Purchased 1907 Albion A3 estate fire engine (HLF & NFA); Craigievar Express loaned to British Museum; incoming loans increased from museums

- 2006 Built mezzanine floor (self funded) and Time Travel exhibition
- 2007 Celebrated 25th season with events and display of the original RR Silver Ghost; purchased 1908 Argyll 14/16 (HLF & NFA)
- 2008 Built Collections Centre large object store and workshops (partnership with ADTPT); Motor Spirit exhibition: first use of digigraphics; new web site; end of SAD scheme
- 2009 Achieved Accreditation with MLA; expanded collection: 1910 Halley lorry, Stagecoach, Brougham, 1924 Durant
- 2010 Expanded collection: Royal Daimler DE36, Parabug, racing sidecar (partnership)
- 2011 New children's play area; new road safety initiative (Roadwise); restored Halley; new marketing initiative
- 2012 New conservation records system; VisitScotland and new reception area; new website; old store converted to exhibition area (AVR); HLF application for reception turned down; station building handed to AVR; electric car charging points installed; Hobby Horse discovered; site licenced by IOPD; recruitment of Marketing Officer (MGS)
- 2013 Built Junior Driving School (LEADER & GTM); achieved new Accreditation standard (MGS); produced new temporary exhibition area (old workshop); acquired Thales simulator
- 2014 Completed roof overlay incl. insulation, removal of skylights, added security and energy consumption reduced (MGS and Aberdeenshire Council); replaced existing lighting systems (house and display) with new LED technology, lowering energy consumption and improved collection care (MGS and LEADER); remodelled and furnished old workshop as new school / activities room (Aberdeenshire Council)
- 2015 Completed fundraising and preparations for new reception extension and commenced building in October (MGS, Scottish Government, Wolfson Foundation, Robertson Trust, Garfield Weston, BP)
- 2016 Completed reception extension in March and opened with Guy Martin exhibition; improved frontage landscaping and Birkhall drainage.

PLAN OBJECTIVES TABULAR SUMMARY

| FUNCTIONAL OBJECTIVE | PLAN PERIOD OBJECTIVE | BUDGET EST. | PROPOSED FUNDING SOURCE(S) | ACCOUNTABLE PROJECT LEADER | START DATE | | | | | Progress Report |
|---------------------------------------------------|-----------------------------------------|-------------|----------------------------|----------------------------|------------|------|------|------|------|------------------------------|
| | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | |
| (A) Collections & Curatorial | i) Improve collections storage | £ 500.00 | GTM | Mike Ward | | ✓ | | | | |
| | ii) Review documentation | £ 300.00 | GTM | Mike Ward | | ✓ | | | | |
| | iii) Review & update collecting policy | Nil | GTM Revenue | Peter Donaldson | ✓ | | | | | |
| | iv) Review use of Collections Centre | Nil | GTM Revenue | Mike Ward | ✓ | | | | | |
| | v) Improve environmental control | £ 800.00 | GTM | Mike Ward | | | ✓ | | | |
| | | | | | | | | | | |
| (B) Education Services | i) Links & secondments | Nil | Educational advisory | Mike Ward | | ✓ | | | | |
| | ii) Review schools services | Nil | GTM Revenue | Mike Ward | | ✓ | | | | |
| | iii) Young engineers club | £ 500.00 | GTM & Corp. Sponsor | Paul Lawson | ✓ | | | | | Good progress and continuing |
| | iv) Schools visits increase | Nil | GTM Revenue | Mike Ward | | ✓ | | | | |
| (C) Exhibitions & Events | i) New topical displays | Nil | GTM & Corp. Sponsor | Mike Ward | | ✓ | | | | |
| | ii) Improve levels of research | Nil | GTM Revenue | Mike Ward | | ✓ | | | | |
| | iii) New technology | £ 3,000.00 | AIM, MGS | Syd Fraser | | ✓ | | | | |
| | iv) Publications produce | Nil | GTM Revenue | Peter Donaldson | | ✓ | | | | |
| | v) Improve QR codes | £ 500.00 | GTM Revenue | Mike Ward | | ✓ | | | | |
| | vi) New events | Nil | GTM & Corp. Sponsor | Mark Jeffery | | ✓ | | | | |
| | vii) Immersion and simulation | £ 10,000.00 | Sponsor/MGS/HLF | John Rahtz | | | | ✓ | | |
| (D) Visitor Services | i) Site improvements | £ 500.00 | GTM | Mike Ward | | ✓ | | | | |
| | ii) DDA lift | £ 25,000.00 | Grant Aid Adapt Sponsor | Mike Ward | | | ✓ | | | |
| | iii) Elevated walkways | £ 8,000.00 | | Mike Ward | | | | ✓ | | |
| | iv) Improved tea room/terrace | £ 10,000.00 | Aberdeenshire Council | Mike Ward | | | | ✓ | | |
| | v) New manager's office | £ 10,000.00 | Aberdeenshire Council | Mike Ward | | | | | ✓ | |
| | | | | | | | | | | |
| (E) Management & Financial | i) Review Trustee recruitment | Nil | GTM Revenue | John Rahtz | ✓ | | | | | Underway |
| | ii) Review Trust reporting procedures | Nil | GTM Revenue | John Rahtz | ✓ | | | | | |
| | iii) Review sub committees | Nil | GTM Revenue | John Rahtz | ✓ | | | | | |
| | iv) Review staffing structure & recruit | Nil | GTM Revenue | John Rahtz | ✓ | | | | | |
| | v) Health & safety review | Nil | GTM Revenue | Bernie Leclercq | | ✓ | | | | Rolling programme |
| | vi) Volunteers project | Nil | GTM Revenue | Mike Ward | | ✓ | | | | Rolling programme |
| | vii) Develop new website | £ 7,000.00 | SAB Scheme | Mark Jeffery | | ✓ | | | | |
| | viii) ISO standards for museums | Nil | GTM Revenue | Mike Ward | | ✓ | | | | ✓ |
| | ix) Rebranding | Nil | GTM Revenue | Mark Jeffery | | ✓ | | | | |
| | x) New income streams | Nil | GTM Revenue | Mike Ward | | ✓ | | | | |
| | xi) Funding applications | Nil | GTM Revenue | Mike Ward | | ✓ | | | | |