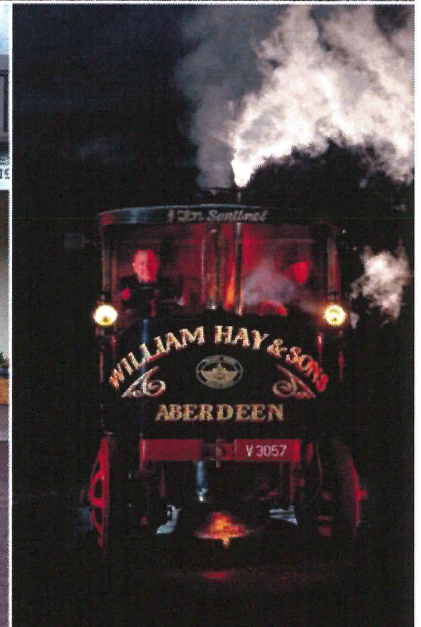


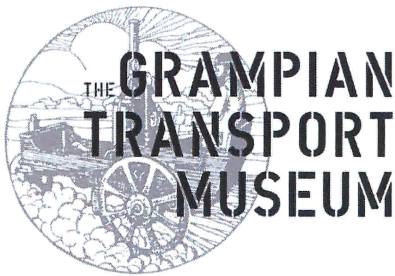
Development Plan 2020-2023

CV-19 Update (March 2021)



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GRAMPIAN TRANSPORT MUSEUM TRUST (GTMT) DEVELOPMENT PLAN 2020 – 2023

UPDATE IN RESPONSE TO CORONAVIRUS – 19 (MARCH 2021)

INTRODUCTION

The emergence of Coronavirus-19 (CV-19) in early 2020 has meant that GTM has had to operate under CV-19 restrictions (including reduced opening) for at least half of this development plan period. GTM has benefited from both UK (Furlough Scheme) and Scottish Government funding (from Museums Galleries Scotland (MGS)) which has aided our recovery and strengthened our resilience.

The plan has been updated (March 2021) to reflect the projects and activities generated by additional funding; these include delivery of energy saving projects and first steps in taking the museum visit outdoors; a key area for future focus will be enhanced community participation and engagement. Changes from the original approved Development Plan (February 2020) are shown in *italics*. The Board of Trustees are carrying out a wider strategic review which is planned to result in a new Development Plan being adopted later in 2021 for the period 2022 to 2025.

The Board of Trustees and all at GTM are grateful for the generous governmental support and members of the public who contributed to our 2021 Crowdfunding Appeal.

SUMMARY

The objective for this plan period (2020 to 2023) is to deliver **sustainability**; this will be achieved by strengthening the staffing structure, marketing of the museum and making the most of our assets. The benefits of having a sustainable business have been emphasized by the CV-19 pandemic; Government and MGS funding has greatly assisted with our recovery, helping us plan for 2021 reopening as well as implementing projects that grow our resilience, a key element of a sustainable business. We will continue to raise standards in all areas. This will concentrate on **customer care** and **collection care**, to ensure that GTM clearly fulfils its role as an Accredited Museum.

Our Statement of Purpose is: - “Our exhibitions, collections and activities are relevant, interesting and enjoyed by all”.

Our Service Promise is: - ‘All visitors to the museum receive a warm welcome and that time spent with us is informative, interesting and above all enjoyable’.

The GTM Statement of Purpose and Service Promise are being reviewed during 2021 as part of our wider strategic plan review.

BACKGROUND

GTM is a self-financing museum of land travel and transport operating on a 15-acre site. To raise funds for projects, we have, and will continue to, make grant applications to public and private grant making bodies. The GTM is run by a Board of Trustees elected from a membership of 280 (2021) (mostly family memberships; the number of memberships dropped in 2020 as a result of the delayed opening and reduced opening hours) and a team of volunteers managed by a small team of paid staff.

We open daily (April to October) and present new exhibitions every season (at least 30% changes per annum). The site is used as an events venue by GTM and hirers. Typically, around 25,000 visitors are attracted each season to the museum plus additional visitors to the site by an outdoor events programme. Responding to CV-19 measures the museum opened in late July 2020 with reduced opening hours (Thursday to Sunday); visitor numbers slowly recovered and by October were 85% of the normal seasonal visitor numbers. We plan to adopt a similar opening pattern for 2021 and will reopen once Scottish Government regulations permit (planned for 29 April 2021).

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); costumes, archives of regional importance, small items, photographs and publications are also collected.

The GTM is a fully Accredited Museum (since 1989) 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), Industrial Museums Scotland (2020), the new Aberdeenshire Museums Forum (2021) 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, we regularly negotiate loans of significant objects from individuals, companies, and national and other museums. Accredited status 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. We have a Certificate of Excellence from Trip Advisor and were finalists in two tourism competitions in 2017. We work closely with the local office of VisitScotland and are a Visitor Information Partner, offering a tourist information service. We are seen as complementary to the Castle, Distillery, Coastal Heritage, New Bridges Trail etc. and promotions in the area; a joint ticketing scheme known as the Rover Ticket has been run by GTM with eight other leading attractions since 2017 (this scheme was not run in 2020).

Notable achievements from the previous plan period were: new conservation records system, the Young Engineers Club became a Greenpower Centre of Excellence, the EVE customer care initiative, the 'Tablet Tours' giving added interpretation to exhibitions, topical and relevant exhibitions with 'Its Electric' and 'Probing the Future', cycle racks and full DDA compliance improved by adding a lift to the first floor.

This 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** perceived future needs. It identifies plan objectives, timings, funding and staffing implications. We have processes to performance manage the delivery of GTMT sanctioned and funded project activities; most, if not all, plan period objectives have been achieved in each planning period.

FUNCTIONAL OBJECTIVES

Our functional objectives may be broadly classified under six headings:

a) Health, Safety and Environment

- We are committed to the goal of no accidents or incidents across our operations;
- We will protect the health and safety of everyone affected by the museum and our activities;
- HSE is a primary objective of the Trust and the responsibility of every Trustee, employee and volunteer.

b) Collections and Curatorial

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

c) Education

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

d) Exhibitions and Events

- Present and promote seasonally changing exhibitions of interest to the widest possible audience;
- Promote a programme of events and activities that assist in fulfilling the purpose of the museum. Plan, research and deliver quality exhibitions, events and activities that are topical and relevant to both visitors and community.
- Introduce new community benefits: health and fitness, outdoor facilities, wellbeing.
- Develop open air displays and recreational areas to provide improved access to the grounds.

e) Visitor Services

- Develop visitor services (e.g. reception, comfort, refreshments, retail, activities, exhibitions, entertainment) in line with expectations of visiting a thriving visitor attraction;
- Maintain GTM as a 'Top 5' visitor facility in Aberdeen City and Shire.

f) Management and Financial

- Ensure the museum is fully (financially) sustainable.
- Review and adjust the Trust Council and staffing structure to fully address the management and administrative needs of the museum and to realize its full market potential.

PLAN PERIOD OBJECTIVES

Our objectives under each of the six Functional Objective headings are set out below. SMART objectives (who/what/when) for each objective is attached (Appendix 2); *objectives have been classed as Short (0 to 1 year), Medium (1 to 2 years) or Longer (2+ years) term objectives.*

a) Health, Safety and Environment

- i) Review HSE legislation as it affects GTM; ensure compliance, update procedures and deliver training to embed in the 'way we work' (**Ongoing**);

- ii) Adopt necessary measures to ensure compliance with all Scottish Government CV-19 regulations; funds were received from MGS to cover costs of new equipment and operating costs. Received 'Good to Go' accreditation **(Short Term)**.
- b) Collections and Curatorial**
- iii) Review and update Collecting and Disposal Policy **(Short Term)**;
 - iv) Fully integrate the conservation documentation system into the 'way we work' **(Short Term)**;
 - v) Build decking and shelving for storage of light weight, bulky objects etc. in the Collections Centre (CC) **(Medium Term)**;
 - vi) Rationalize the use and maintenance of the CC; remove risk to objects from workshop activities **(Short Term)**.
- c) Education**
- i) Review links with 'Curriculum for Excellence' and educational resource material for school visits; action as agreed **(Medium Term)**;
 - ii) Develop our Young Engineers Club and support schools as a Greenpower Centre of Excellence **(Short Term)**;
 - iii) Develop our education offering to all age groups e.g. talks/presentations/projects/links **(Medium Term)**.
- d) Exhibitions and Events**
- i) Develop and action a marketing plan to effectively market exhibitions and events **(Short Term)**;
 - ii) Develop exhibitions that are topical, relevant, popular, and newsworthy with strong educational content and which relate to all visitors; focus on improving levels of research, range of objects and use of AV and emerging technologies **(Medium Term)**;
 - iii) Develop a safe, exciting and sustainable events programme to include new elements e.g. health and wellbeing, Electric Vehicle Expo **(Medium Term)**;
 - iv) Extend the museum visit outdoors and make better use of the 15-acre site; CV-19 highlighted the value of fresh air and being outdoors. The first steps on this journey is the use of a recently donated Hydrogen Bus as an outdoor exhibit; an improved rear vestibule and access corridor will 'take the GTM visit outdoors' **(Medium Term)**;
 - v) Develop community participation and engagement; short term this will help our community recover from the impacts of the pandemic. Work with the Alford Community and identify opportunities for wider use of our collection and our facilities. Build links with the Alford Heritage Museum – show good practice and improve co-operation between the two groups **(Medium Term)**.
- e) Visitor Services**
- i) Strengthen the Exceed Visitor Expectations (EVE) initiative as a visitor service philosophy **(Short Term)**;
 - ii) Implement plan for emerging markets e.g. OTAs and cruise shore excursions **(Short Term)**;

- iii) Improve the site e.g. access, infrastructure, maintenance, appearance to benefit visitors (*Short / Medium Term*);
- iv) Build Tea Room conservatory (*Longer Term*);
- v) Refit existing toilets in main building (*Short Term*).

f) Management and Financial

- i) Develop and action a succession plan for key roles; increase visibility to facilitate recruitment (*Short Term*);
- ii) Review staffing structure, pay and conditions; develop a sustainable structure. Working with MGS, AIM and the MA, seek advice and investigate employment initiatives/funding (*Short Term*);
- iii) Increase frequency of external funding bids for both capital and revenue projects (*Ongoing*);
- iv) Strengthen Trust Council by proactive recruitment of new Trustees; increase diversity and produce a balanced Board following the OSCAR model (*Short Term*);
- v) Develop and implement a Volunteers' management scheme (*Medium Term*);
- vi) Implement the use of energy efficient technologies e.g. solar array and air-to-air heat pump to reduce the GTM energy bill, improve our environmental credentials and continue to raise our profile in being able to respond to new transport technologies e.g. increased arrivals by EV (*Short / Medium Term*).

Review of the Development Plan: Monitoring Progress

The Trust will review progress on a quarterly basis.

Approved by GTM Trust:

Signed: Paul UE Lawson Print: PAUL LAWSON Date: 31 March 2021

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 remodeled 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, computerized 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); remodeled 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
- 2017 Introduced 'Tablet Tours' linking exhibits to extra layers of interpretation, mostly video, held on 8" tablets
- 2018 Topical and Relevant watchwords: introduced 'Its Electric' exhibition with Robert Davidson replicas
- 2019 Further topicality with 'Probing the Future', a black box exhibition heralding the driverless car. A fully DDA compliant lift installed to give 100% access. New topical events: Alford 10K and EV Expo
- 2020 Delayed re-opening as a result of CV-19 pandemic; enhanced HSE measures in place to ensure compliance with health guidelines; successful applications to MGS Recovery and Resilience funds
- 2021 MGS Recovery and Resilience projects into action; over £12,000 raised through Crowdfunder

PLAN OBJECTIVES TABULAR SUMMARY

Appendix 2

FUNCTIONAL OBJECTIVE	PLAN PERIOD OBJECTIVE	BUDGET EST.		ACTUAL COST	PROPOSED FUNDING SOURCE(S)	ACCOUNTABLE PROJECT LEADER	START DATE			PROGRESS REPORT
		£	Nil				2020	2021	2022	
(A) Health, Safety & Environment	i) HSE legislation review		Nil		GTM	John Rahtz				
	ii) Adopt necessary measures to ensure compliance with CV-19 leg.	£ 1,952.00		£ 1,952.00	MGS	Mike Ward	✓			MGS Adaptation Fund - work completed for July 2020 Opening
	iii) Covid Supplies	£ 1,500.00			MGS	Mike Ward	✓	✓		MGS R & R 1 - new stock for 2021 season
(B) Collections & Curatorial	i) Collecting Policy review		Nil		GTM	Mike Ward		✓		
	ii) Integrate conservation records into documentation		Nil		GTM	Mike Ward	✓			
	iii) Build additional storage	£ 2,000.00			MGS	Curator			✓	
	iv) Rationalise the Collections Centre	Nil			GTM	Mike Ward		✓		Work accelerated into 2021 (from 2022)
(C) Education	i) Review links with schools		Nil		GTM	Roddy Matheson			✓	Review in 2022; delayed due to CV-19
	ii) Review schools services		Nil		GTM	Mike Ward	✓			
	iii) Develop Young Engineers Club		Nil		GTM	Paul Lawson		✓		Ongoing; likely restart in mid 2021 / 2022
	iv) Adult education		Nil		GTM	TBA		✓		
(D) Exhibitions & Events	i) Marketing Plan develop		Nil		GTM	Kevin McCormick	✓			Complete; ongoing review
	ii) Develop exhibitions		Nil		GTM	Mike Ward		✓		Multimedia use in Hydrogen Bus
	iii) Increase use of technology		Nil		GTM	Syd Fraser		✓		
	iv) Develop events programme		Nil		GTM	Mike Ward		✓		
	v) Extend museum visit outdoors	£ 48,000.00			MGS + Crowdfund	Mike Ward and Mike Rasmussen		✓		Hydrogen Bus; Covered Walkway and Covered Area; Crowdfund £12k and MGS R & R 2 Uplift
	vi) Improve links with Alford Community / Alford Heritage Centre		Nil		GTM	Kevin McCormick		✓		Links initiated; Alford info hub app
(E) Visitor Services	i) Strengthen EVE initiative		Nil		GTM	Mike Ward & Paul		✓		Continue to implement in 2021
	ii) Plan for OTAs & cruise excursions		Nil		GTM	Roddy Matheson		✓		OTA focus in 2021; Cruise Excursions 2022+
	iii) Site improvements	£ 22,835.00		£ 18,200.00	MGS	Jason Dorey		✓		Completed in 2021 - MGS R & R 1
	iv) Site improvements	£ 2,750.00			MGS	Jason Dorey		✓		Complete in 2021 - MGS R & R 2 Uplift
	v) Build Tea Room conservatory	£ 30,000.00			MGS/AIM	TBA			✓	
	vi) Refit toilets	£ 23,000.00		£ 32,142.00	MGS	John Rahtz		✓		Completed in 2021 - MGS R & R 1
(F) Management & Financial	i) Develop & action succession plan	£ 5,000.00			MGS	Paul Lawson		✓		Job Postings planned; seeking MGS funding for handover
	ii) Review staffing structure	Nil			GTM	Paul Lawson	✓			Complete
	iii) External funding bids for recovery following CV-19	£ 160,466.00			MGS	Mike Ward		✓		MGS R & R Fund application to assist with winter 2020 running costs (incl. fixed overheads & staff costs) & to reinstate reserves
	iv) Strengthen Trust Council	Nil			GTM	Paul Lawson		✓		Ongoing; new Trust members onboarded
	v) Develop volunteers' management scheme	Nil			GTM	Mike Ward		✓		
	vi) Install air source heat pump system	£ 15,000.00		£ 13,800.00	MGS	John Rahtz		✓		Completed in 2021 - MGS R & R 1
	vii) Install solar panels for electricity needs	£ 25,000.00		£ 18,486.24	MGS	John Rahtz		✓		Completed in 2021 - MGS R & R 1
	viii) Install battery storage system to store solar energy	£ 32,000.00			MGS	John Rahtz		✓		Complete in 2021 - MGS R & R 2 Uplift

