



## INTERIM BUSINESS PLAN 2018-2021

Approved at Trust meeting 14-03-2018

### Introduction

This is the first draft of a 'Business Plan' prepared by the Heritage Centre following its inaugural AGM in November 2017, for ratification at the first Trust board meeting in March 2018.

The Plan also clarifies the Terms of Reference of key Officers and the Working Groups that undertake the Trust's business. Initial Goals or Objectives are proposed, including the discipline inherent in seeking 'Accredited Museum' Status.

The Plan assumes that the four original activities would be continued, and that critical new activities would be specified and undertaken.

### Background

Rowlands Castle Heritage Centre was initiated in 2015 in response to an offer from Peter Goss to purchase the iconic model railway that he had researched, designed and built. It was set in the Village during military preparations for the D-Day Landings on Normandy beaches in July 1944.

A small group of enthusiasts formed a 'Working Group' to meet and develop the project. An early concern was about where the model and consequent museum might be housed, with the RC Railway Station as an obvious early candidate.

A perceived lack of awareness by the public led to the creation of a website which was also based on existing archive. The website was launched at the Village Fair in 2016. At the same time residents were invited through the Fair and through 'Grapevine' appeals to pledge towards the purchase of the model railway. The pledges led to payments with more than sufficient to buy the

model. It was delivered, assembled and then stored by Peter Goss and his wife Julie in January 2017.

The model railway was initially stored in Stansted House, courtesy of its Director James Cooper. He offered the opportunity to display the model in the main House during its 'open' season of five months later in 2017. The Heritage Centre provided attendants and interpretive materials and received modest donations and made some booklet sales. It has been agreed to repeat this display again during 2018.

The Heritage Centre became a registered charity in September 2017. During formal registration its objective were defined as:

"The object of Rowlands Castle Heritage Centre is to establish and maintain a museum in Rowlands Castle to advance the education of the public in the history and heritage of the village, its former inhabitants and the surrounding area."

During the first four years of its existence, the Heritage Centre has called several public meetings, wrote articles in each of the three issues per year of the Rowlands Castle Association magazine, and made good use of the RCA 'Grapevine' local email service to inform residents of its progress. The website includes information - 'About Us' - of the Trust, its Constitution and its members.

Short-term Goals – 2/3 years

1. Strive for Excellence:
  - Seek 'Accredited Museum' Status
2. Create & Develop Archive
3. Initiate a Research Programme.
4. Seek a 'home' -a space/location
5. Specify longer-term Goals

During the coming years the Heritage Centre aims to set high standards for itself, preservation and display of the model railway, website, and general conduct of its business as a volunteering organisation. Accreditation as a museum by Art England is one way to set external standards for achieving a respected and effective organisation. The appearance and operation of the

Website and regular communications including on Facebook provide less formal opportunities.

While a significant archive was introduced by working group members and articles were forthcoming from local activists, creation of an archive and research strategy will become more structured and exciting. The iconic model railway is our primary artefact which will also be complemented by other relevant artefacts.

Current Activities:

#### 1. Display Model Railway

- Continue at Stansted House in 1918 season
- Seek longer term display: in a proposed Visitor Centre?
- Purchase other model railway rolling stock in historic local liveries

#### 2. Website & Social Media Development

- continuously review structure, content & technology
- research sites acceptance and usefulness
- initiate regular Facebook updates

#### 3. Space/Location

- review Railway Station under new franchise-holder
- consider other options: BT building, Parish Hall, Scout Hut, other

#### 4. Trustee Board: Regular Meetings & Development

- Clarify steps to 'accredited museum' status
- Nominate trustees for remaining vacancies
- Ensure options exist for 'succession'
- Trustee development and team-building
- Provide Trustee Liability Insurance

Longer- term Activities:

#### 1. Create a Develop an Archive

- Agree archive coding methodology

- Ensure 'ownership' is recorded and agreed
- Archive software compatible with Word Press
- Seek volunteer archivists

## 2. Research projects & programmes

- Explore key topics, specify new topics,
- Extend archive, prepare articles for Website
- Record and 'snapshot' for environmental, cultural & social change

## 3. 'Friends of RCHC' new organisation and activities

- Develop a self-managing group of residents and supporters
  - To ensure widespread knowledge and acceptance of the Centre
  - Act as 'critical friends' to promote progress
  - Stimulate donations of archive and artefacts
  - Encourage fund-raising
- Programme of activities and workshops
  - Including visits from and to other museums

## 4. An Education programme for the wider public & schools

- 'Weekend University' focussing on key topics
- attract 'experts' in their respective fields
- access to museum and model railway for St John's School
- visits to other (local) museums

## 5. Build Relationships

- to promote interest in the Heritage centre
- contribute to 'community building' and co-co-operation in the Village
  - RCA - a key local umbrella organisation
  - Parish Council - has local 'oversight' role
  - D & C Councillors - already providing devolved grants -

Photography Group      already provide calendars & photos

Historical Society   - already meeting to discuss co-operation

U3A                      - possibility of stimulating U3A interest groups

Painting Society      - research local painter Charles Cotton

- Encourage an association of individual 'historians' & 'archivists'

Express extent of their personal archives and interests

List content of their archives

Stimulate sharing of archives on the website and in displays

6. Wider Networking:

Museum Development Officers

Other Museums

Hampshire Archives Trust: Wessex Film & Audio Archive

## Funding

Develop a strategic funding programme to support activities of RCHC.

Potential sources include:

1. EH Community Rail Partnership – modest grant

- probable, modest, but funding 'miscellaneous' items (fees)

2. Railway Heritage Trust

3. Rowlands Castle Parish Council -grant

- interest registered at RPCP meeting 5-2-2018

- from Developers Contributions?, application form awaited

4. East Hampshire District council - grant

- possible specific request      - original programme discontinued

5. Hampshire County Council - grants

- a couple options, likely 'Policy & Resources' one-off

6. Grants from other sources

- Miscellaneous sources, needs more research

7. Appeal to other Village organisations
  - RCA etc.
8. Crowd Funding (like Model Railway)
  - by Grapevine, at Summer Fair
9. Special Events
  - briefings, dinners, conference, 'open gardens', visits etc.
10. Sponsorships for specific projects, by local companies?
11. Bequests advertising campaign?
12. Marketing own booklets, photographs etc. (as at Stansted)

#### Trust Organisation & Management Development

1. Mission Statement & Ethos
2. Trustee development
3. 'Management' structuring
4. ToRs for Committees, Sub-committees, Working Groups
5. Volunteering increase attractiveness
6. Employment? for museum/house management

#### Appendices

1. Terms of Reference for all Trustees
- 2 Terms of Reference: Chairperson
  - Vice Chairperson
  - Secretary
  - Treasurer
3. Terms of Reference: Trust Board
  - Management Working Group
  - Model Railway Working Group
  - Website & Media Working Group

## Appendix 1. Terms of Reference for the Officers

### Duties of a Trustee

Trustees are the people who form the governing body of the Charity. They have, fundamentally, ultimate responsibility for directing the affairs of the Charity, ensuring that it is solvent and well run, and delivering the charitable outcomes for the benefit of the public for which it was set up.

The following areas define the responsibilities in more detail:

#### Ensuring Compliance

Trustees must ensure that they and their charity comply with:

Charity law, the requirements of the Charity Commission and the production of Annual Returns and Accounts.

The rules and the charitable objectives as set out in the Governing Document

Appropriate legislation.

A requirement to act with integrity, whilst avoiding any personal conflicts of interest.

#### Duty of Prudence

Trustees must ensure that:

The Charity is, and will remain, solvent. Trustees need to be well informed of the charity's activities and financial position.

Use charitable funds wisely and only to further the purposes and interests of the charity.

Avoid undertaking activities which might place the charity's property, funds assets or reputation at undue risk.

Take special care when investing the charity's funds or borrowing funds.

## Duty of Care

Exercise reasonable care and skill as Trustees, using personal knowledge and experience to ensure that the Charity is well run and efficient.

Consider seeking external professional advice on all matters where there may be material risk to the charity, or where the Trustees may be in breach of their duties

## Financial Benefit

Trustees must not benefit from their position beyond what is allowed by law and in the interest of the Charity. They should not, however, be out of pocket for the work they carry out for the Charity.

## Role of the Chairperson of Trustees

The chair of the Charity's Board is selected by vote from the Trustees present at the AGM. (His term of office should be as it necessary to provide a limit).

The Chairman is responsible for:

Presiding at meetings of the Trustees.

Agreeing the agenda with the Secretary.

Ensuring that the Board agenda and supporting documentation includes all matters that the Trustees should consider under Charity law.

Ensuring decisions are made and documented.

Signing the minutes.

Approving expenses

In conjunction with the Secretary, reviewing all correspondence and inputs and initiating any necessary action, consulting with Trustees as necessary.

To act as the spokesperson when dealing with the media and other bodies.

To provide support and supervision to any Heritage Centre Groups and volunteers.

A vice Chairperson shall be selected by vote from the Trustees present at the AGM. The Vice Chair will act as the Chair in the absence of that person, or when so notified by the Chair.

### Role of the Secretary

The Secretary will be selected by Trustees and will act as the Administrator of the Charity

The Secretary will produce the Agenda for Trustee meetings in collaboration with the Chairperson. The agenda will be circulated to Trustees no later than 2 working days before the meeting. (Saturday is considered to be a working day)

The Secretary will take minutes of board meetings, recording decisions and actions. and will maintain a record of Board meetings.

The Secretary will act as the focal point for all incoming correspondence, informing relevant Trustees of relevant items. The secretary should brief Trustees at Board meetings of the broad content of correspondence.

### Role of the Treasurer

The treasurer is elected or appointed to this role and may be a trustee. The treasurer can only take on specific duties if they have been authorised to do so by the trustees.

The treasurer helps trustees carry out their financial responsibilities. Specific roles are to:-

- Oversee the financial affairs of the RCHC and ensure they are legal, constitutional and within accepted accounting practice.
- Ensure proper records are kept and that effective financial procedures are in place.
- Monitor and report on the financial health of the organisation.
- Oversee the production of necessary financial reports/returns, accounts and audits.

To achieve this, the Treasurer will:-

- Liaise with relevant trustees, groups or volunteers to ensure the financial viability of the organisation.
- Make trustees and groups aware of their financial obligations and take a lead in interpreting financial data to them board in a format that helps them understand the charity's financial position
- Regularly report the financial position at meetings (balance sheet, cash flow, fundraising performance etc).
- Oversee the production of an annual budget and propose its adoption at the last meeting of the previous financial year.
- Ensure proper records are kept and that effective financial procedures and controls are in place, ie:
  - Cheque signatories
  - Purchasing limits
  - Purchasing systems
  - Petty cash/ float
  - Others as appropriate
- Appraise the financial viability of plans, proposals and feasibility studies.
- Lead on appointing and liaising with auditors/an independent examiner.
- Liaise with professional advisors.
- Operate day to day financial duties, such as book-keeping, budgeting and preparation of reports.

The treasurer must:-

- always act in the best interests of the charity – and must not let personal interests, views or prejudices affect conduct as a trustee
- act reasonably and responsibly in all matters relating to the charity – act with as much care as if dealing with own affairs, taking advice if needed
- only use the charity's income and property for the purposes set out in its governing document and terms of reference of groups
- make decisions in line with good practice and the rules set by the charity's governing document, including excluding any trustee who has a conflict of interest from discussions or decision-making on the matter

## Appendix 2. Terms of Reference for Working Groups

### Management Working Group

- Aims:
1. Maintain overview of all RCHC activities
    - in light of legal responsibilities
  2. Undertake specific projects
    - Lease of Railway Station?
  3. Promote development of Trust & Trustees

- Membership:
- Trustees - AD, KC, PA, AE  
Volunteers - MS (Malcolm Smith)

#### Objectives & Responsibilities:

- 1.
- 2.
- 3.

#### Delegated Powers:

1. Spend of up to £500

#### Non-delegated Powers: 1

The Working Group will meet monthly

### Model Railway Working Group

- Aims:
1. Conservation of Peter Goss iconic model railway of Village & Railway during D-Day preparations, respecting PG concepts & documents
  2. Display and operation of model railway as an educational opportunity for young & old

- Membership:
- Management Group member – MS as Co-ordinator  
Two trustees – KC, AE,  
Key volunteers – TS, GC

### Objectives & Responsibilities:

1. Maintenance of relationship with Stansted Foundation, so that model railway may be displayed at Stansted for next two years
2. Technical maintenance of operational railway, track & overall model
3. Motivation & briefing of a group of volunteer attendants to operate and interpret model
4. Encouragement of donations & sales for revenue

### Delegated Powers:

1. Spend of up to £200
2. Recruitment & Briefing of Volunteers
3. Ensure insurance cover for all volunteers

### Non-delegated Powers:

1. Display of Model Railway away from Stansted Park
2. Strategic relationship with Stansted Foundation

### Terms of Reference of RCHC Groups: Website and Media Group

**Aims:** To develop and maintain high level of communication with village residents and all other interested parties through the Virtual Museum website and use of social media.

**Membership:** Trustee / Strategic user – AD  
Webmaster / content manager - PA  
Web designer / developer – RR  
Technical adviser – GD  
Social media editor - BL  
User / village representative?

### Objectives & Responsibilities:

1. Research and develop the website structure
2. Edit and agree all content with the provider
3. Ensure copyright ownership is agreed
4. Upload content into appropriate areas of the website
5. Keep the website secure from invasion
6. Ensure all software up-to-date
7. Keep all content secure, organized and backed-up
8. Communicate frequently on social media to ensure RCHC high profile with the village and the wider community

Delegated Powers:

1. Spend of up to £200

Non-delegated Powers: