

Sir Ernest Bruce Charles Charity
Registered Charity No. 1021750
Trustee: Dover District Council

GRANT APPLICATION FORM

A: APPLICATION SUMMARY

Name of organisation / individual:

Deal Maritime and Local History Museum

Project / event description:

Royal Marines and RNLi permanent exhibitions – upgrade of stable block

Total project / event cost:

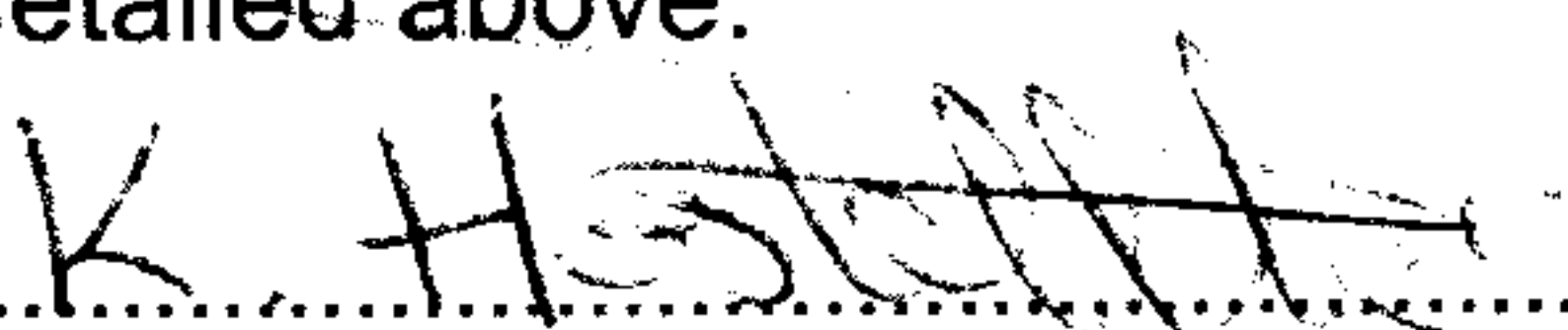
£14,394.75

How much grant is requested from the Charity?

£3,913.93

Declaration:

I hereby declare that I have the authority to submit this application on behalf of the organisation or individual detailed above:

Signed: 

Name: (Block capitals): KATHY HOSTETTLER

Date: 23.2.17 Status: Trustee

Please note: The information provided on this application will be held on a database and used to provide information to officers and members of the Charity.

B: THE APPLICANT

Name of organisation / individual:

Deal Maritime and Local History Museum
22 St George's Road, Deal, Kent CT14 6BA

Name and address of Chairperson and Secretary (if applicable):

Chairperson:

Secretary:

Name: David Hossack
Address:
C/o Deal Maritime and Local History
Museum

Telephone No. Day
Telephone No. Evening

Name: Kathy Hostettler
Address:
C/o Deal Maritime and Local History
Museum

Telephone No. Day 01304 361622
Telephone No. Evening

Name, address and telephone number of the person who can be contacted in respect of this application:

Name: Kathy Hostettler, Trustee
Address: Deal Maritime and Local History Museum
22 St George's Road, Deal, Kent CT14 6BA

Telephone No.Day: 01304 361622 (Home phone number)
Telephone No.Evening: 01304 361622

1. What is the main purpose of your organisation?

Deal Maritime and Local History Museum's mission statement, as stated within the trustees business plan 2016-2020, is to provide opportunities for individuals and families to explore, enjoy and be inspired by the past in and around Deal, and to promote learning and research at all levels.

2. If your organisation is a club with membership, please provide the following details:

Membership:

Number of adult members:

210

Number of junior members:

N/A

Does your club charge for membership? No:

Yes:

X

If yes, please give details of the membership scheme and charges applicable:
(Should the space below be insufficient, please use a separate sheet of paper)

Supporters' membership fees are £8 a year.
Life membership £100.

The museum is open to the general public with entry fees:
£3 adults, £2 concession and children, £9 family ticket, free entry to wheelchair users.

What activities are available for members?

Supporters are entitled to free entry to the museum throughout the year. Some members enjoy popping in for refreshments in the boatyard garden during the summer. They have free entry to the annual opening reception and the Christmas party.

Is club membership restricted in any way? If yes please provide details:

No.

Is your club affiliated to any national or local organisation, eg. Sports Council?
Please list any affiliations:

Deal Maritime and Local History Museum is a registered charity, Charity No. 1168344, previously Charity No. 288090. It is a member of Kent Museums Group and Dover Museums and Arts Group. It is also affiliated to the Association of Independent Museums.

3. **If you are an individual applying for a personal grant, please give details about yourself to support your application.** (Should the space below be insufficient, please use a separate sheet of paper.)

N/A

C: THE PROJECT/EVENT

1. **Project title:** Royal Marines and RNLI permanent exhibitions – upgrade of stable block

2. **Brief description of scheme:**

The scheme, and request for funding, is to provide a new, secure and watertight door to the stable block; additional electrical sockets and directional display lighting for a new, permanent Royal Marines Exhibition to the ground floor and for the new RNLI Exhibition to the first floor, plaster boarding of the ground floor exhibition area and a flagpole for the frontage of the stable block for a Royal Marines flag.

Background

The stable block, at the rear of the museum (see appendix I), was a stable housing mules in WW1 that transported armaments to the Sandhills batteries. It was used for storage by the museum until in 2015 the trustees began an ambitious plan to renovate the building, when funding allowed, creating additional exhibition space and updated archive areas.

The museum is operated solely by volunteers and relies on income from entry fees, fundraising and sales to cover operational and maintenance costs.

A Drapers' Company grant of £4,900 paid for the first part of the scheme which involved window maintenance, basic electrical and associated works to the stable block in 2014/15. A new first floor staircase was required and a contribution made for this from museum funds; the landing area has become additional display space now housing the Model Boat Room.

N.B: Where necessary a detailed description of the scheme should be submitted, together with costings.

3. What are the aims of the project / event?

This project addresses 3 out of our 4 key objectives in our Forward Plan: to maximise the potential of the museum's buildings and outdoor space; to develop the museum's role in the local, and wider, community and to improve the visitor experience.

This final phase will deliver a permanent **Royal Marines Exhibition** area in the stable block from 2018, creating a new visitor attraction for the town and south east area. The museum season has been extended by two months since 2016, despite only having volunteer staff, and now opens from 1st April (or Easter) until 31st October, far longer than the summer season. This offers a tourist attraction and heritage centre that helps to address the 'negativity of the seasonality of the seaside economy,' identified within Dover District Council's Coastal Communities Strategy.

Royal Marines describe Deal as the 'spiritual home' of the Corps and many have wanted a focus for their memories in the town. Our existing smaller exhibition and annual special exhibitions have been well received by Royal Marines/Wrens and other service personnel revisiting the town, those still living in the area and the general public. Our aim, and belief, is that our new and larger permanent exhibition will become a bigger attraction for thousands of service men and women, many who were based at the Deal barracks and have fond memories of it, and for the general public.

Central to the exhibition will be personal belongings of the late Musician Dean Pavey who was killed in the IRA bombing at the barracks in 1989. Other displays will reflect the wide variety of military and civilian roles within the Depot including those of women.

The value of reminiscence work, particularly amongst older people, is well documented. Museum volunteers are undertaking reminiscence work about the barracks with former personnel and local people. The museum is part of the **Royal Marines Heritage Trails** project.

Encouraging children to the museum is a priority for museum trustees. Youngsters receive a free pirate hat and quiz. School visits, youngsters' group visits and occasional children's activities are organised. Within the Royal Marines exhibition will be children's costumes and props around the theme of 'joining the services' and these will be funded by a grant from the Co-op Communities Fund. The museum is part of the Kent Wheels of Time project and already more youngsters and their families are specifically coming to the town and museum to collect one of the twenty badges within the current scheme.

RNLI Exhibition

The project also aims to create a display area for an historic set of 25 lifeboat boards listing the rescues of North Deal, Walmer and Kingsdown lifeboats from 1870-1969 (see appendix 2).

Walmer lifeboat volunteers asked the trustees to accept the boards as a donation following an RNLI decision to remove them from the Walmer lifeboat station. Museum trustees have helped to keep this important archive in Deal that might otherwise have been lost to the town.

They now wish to alter part of the stable block upstairs storage area into a further exhibition room to display the boards with the appropriate electrics and lighting this bid would fund.

If the application is for an annual or recurring local event, please answer the following additional questions: N/A

(i) For how many years has the event run?

(ii) What was the estimated attendance at the last event, and what is the anticipated attendance at the planned event?

Attendance at last event:

Anticipated attendance at planned event?

(iii) What was achieved at the last event which you consider to have been of benefit to the District?

N/A

**4. Why do you think the Charity should support this project / event?
How will it help the Charity fulfil its own objectives and strategies?**

Deal Maritime and Local History Museum trustees would be very grateful if the Charity would support this project which will be of great benefit to the town and the wider area.

Sir Ernest Bruce Charles, who is celebrated on the museum's Famous Faces wall, was well known and well liked in Deal and Walmer. He was generous in support of the town and its people and helped to set up recreational facilities. Our project fits well with the aims of the Sir Ernest Bruce Charles Charity "to assist in the provision of facilities for the recreation or other leisure-time occupation in the interest of social welfare and improvement of conditions of life for the inhabitants of the area of the former Borough of Deal."

We believe the Deal Maritime and Local History Museum plays a central role in the **recreational facilities** on offer in the town and area and it features in the top five "things to do" on TripAdvisor. It is a much-needed tourist attraction for visitors and local people to enjoy six days a week, seven months of the year. The new Royal Marines and RNLI exhibitions would further help to secure the museum as a recreational facility at a time when many other museums across the country are closing.

It is also a heritage centre, housing and conserving the maritime and local history of the area. Volunteers provide an archive service including an online facility for enquiries from worldwide. Many visitors from overseas specifically come to Deal to visit the museum, particularly for family history research which is a major **leisure time** pursuit for many nationally and internationally. The archive library is being updated and new titles are being purchased and donated; the library is specifically being expanded to create a section on the Royal Marines, not otherwise available in this area.

The museum offers both educational, cultural and entertainment events and exhibitions for all ages. Sir Ernest was particularly keen on helping the youth of the local area and we have demonstrated within this application our commitment to encouraging youngsters to the museum. In addition our reminiscence work and our development of the use of IT to improve the visitor experience for those with disabilities all help towards the **social welfare and improvement of conditions** for local people.

Our Royal Marines exhibition will open on 23 April 2018 on Zeebrugge Day when dignitaries, senior Royal Marines and the general public celebrate the opening of the Royal Marines Heritage Trail, of which we are a part.

D: PROJECT EVENT/PLANNING

1. Date that you propose to commence the project or hold the event:

Work to start 1st
November 2017

2. What is the proposed duration of the project / event?

Permanent

3. If the project is land or property related, what is the nature of the interest to be acquired or already held? (If leasehold, please give the length of the lease and date of termination).

The Deal Maritime and Local History Museum property is freehold.

4. Is planning consent required?

Yes:

☐

No:

☒

If yes, what is the status of your application?

Not yet submitted:

☐

Submitted not determined:

☐

Granted:

☐

Planning reference number:

If planning consent has been granted are any conditions attached?

Yes:

☐

No:

☐

If yes please provide details below:

N/A

5. Is your building listed?

Yes:

☐

No:

☒If yes, have you received the appropriate
Listed building consent?

Yes:

☐

No:

☐**E: FINANCIAL DETAILS**

1. Estimated total costs:

£14,394.75

Please detail the components of your project/event i.e. your budget or costings:

Building works:	£	Brought forward	£ 5,513.93
New stable block door and fitting	1,496.00	Exhibitions	
Electrical sockets and lighting	560.00	Volunteer Labour Costs	
Plaster boarding of ground floor exhibition area	1,352.12	Display Cabinets, computer hardware, display boards and other display mechanisms	3,000.00
Flagpole and fixing	150.00		
10% contingency	355.81		
Volunteer Labour Costs	1,600.00		5,880.82
Carried forward £	5,513.93	Total cost £	14,394.75

2. Proposals for funding the project / event:

Confirmed
(tick if yes)

(i)	Contribution from the Charity	£3,913.93	A	
(ii)	Contribution from your Parish or Town Council	£0	B	
(iii)	Contribution from National Lottery:			
	Arts	£0		
	Heritage	£0		
	Sports	£0		
	Charities	£0		
	Millennium	£0		
	TOTAL NATIONAL LOTTERY		C	
(iv)	Contribution from other organisations – please specify:			
	Co-op Communities Fund	£5,155.82		X
	Royal Marines Pantomime Fund	£500.00		X
	TOTAL OTHER ORGANISATIONS		D	
(v)	Contribution from fund raising events	£225.00	E	X
(vi)	Contribution from your own resources	£4,600.00	F	X
	TOTAL FUNDING (total of A-F)			
	(to agree to total cost identified above)			

3. Is your organisation registered for VAT?

Yes:

☐

No:

☒

4. Does the estimated total cost of the project event include payments in kind. Eg. free labour, materials etc? If yes please provide details below: ie. assumed number of hours x hourly rates etc.

Without volunteers this project would not be possible. Volunteers will donate hundreds of hours to research, write and create the exhibition displays. Cost: £3,000
Painting, decoration and minor works will be carried out by volunteers. Cost: £1,600
Total Cost: £4,600
Using the Government's living wage calculation of £7.85.
Total value assumed £4,600

CHECK LIST

Please tick to indicate if you have enclosed the following documents to support your application:

Financial Accounts (2 yrs)	X
3 Estimates – 3 estimates were requested, those received are attached.	X
Business Plan – Forward Plan 2016-20 attached	X
Drawings/Sketches	
Other supporting Information – see attached appendices 1 and 2	X

PART 2

(FOR OFFICE USE ONLY)

1

Date application received

by dept:

Officer

2

Committee to be submitted to:

FLGP

H&H

TS

DJT

PLAN

TED

3

Officer responsible for processing grant:

Date forwarded to this officer:

by officer

Date received by responsible officer:

4

PROCESSING OF APPLICATION

Date copies sent to officer group:

CHECK LIST 1 -

Details acceptable

Not required

Sent letter

APPLICATION FORM

X

NR

SL

Membership details

Aims of project

Recurring Event Details

Planning details

Item C4 - Charity support

Financial details

CHECK LIST 2 -

SUPPORTING INFORMATION

2 years accounts

Three estimates

Previous grant awards extracted from database

Comments from officer group

Date draft committee report to officer group

5 COMMITTEE RECOMMENDATION

Revenue - Not approved

Approved £

Capital - Not supported

Supported and refer
CPAWG

CPAWG recommendation:

Date approved P&R:

6 Date notification to applicant:

7 FMS code:

Date of
payment

Bid to Sir Ernest Bruce Charles Charity - August 2017



Above: Deal Maritime and Local History museum stable block building at the rear of the boatyard. The trustees' bid includes provision for a replacement door to the stable block and flagpole to the frontage of the building for a Royal Marines flag.



Above: The ground floor exhibition space in the stable block, currently displaying the Dunkirk Exhibition. New and robust plaster boarding and electrics are required to upgrade the space for the new Royal Marines Exhibition.

Bid to Sir Ernest Bruce Charles Charity - August 2017

CONTINUATION OF LIST OF SERVICES RENDERED BY THE
NORTH DEAL LIFE-BOAT
OF THE
ROYAL NATIONAL LIFE-BOAT INSTITUTION.
THE MARY SOMERVILLE Life-Boat

1889 Dec 12 Barque "MANDALAY" of Glasgow	assisted to save vessel &	16
1890 Nov 13 Barque "TERPSICHOORE" of Sandefjord	assisted to save vessel &	15
1891 Jan 4 & 5 Brig "KATE" of Guernsey	assisted to save vessel &	9
"Aug 2 S.S. Trawler "LEPHIRATES" of Hull	assisted to save vessel &	9
"Nov 31 Ketch "THISTLE" of Plymouth	assisted to save vessel &	5
1892 Aug 26 & 27 S.S. "RION" of Newcastle	assisted to save vessel &	25
"Sept 15 Ketch "CUCULIN" of Guernsey	assisted to save vessel &	5
1891 Nov 2 S.S. "ERIGO" of Liverpool	rendered assistance	
1891 Feb 11 Brigantine "FRANZ VON MATHIES" of Rostock	assisted to save vessel &	7
"Nov 11 Three Masted Schooner "CLACTON" of Beaulieu	assisted to save vessel &	8
"Nov 20 S.S. "LLANTHEWRY" of Newport	assisted to save vessel &	
1895 Apr 22 Barque "MADELINE RICKMERS" of Bremen	assisted to save vessel &	7
"May 16 A Boat of H.M. "RESEARCH"	assisted to save vessel &	
"Sept 11 S.S. "LADY WOLFELEY" of Dublin	rendered assistance & assisted to save vessel	10
"Oct 2 S.S. "FAL" of Falmouth	saved vessel &	5
"Nov 20 Barquentine "G.L. WATER" of Wokington	assisted to save vessel &	5
"24 Three Masted Schooner "MICHAEL KELLY" of Liverpool	also saved a dog &	3
1896 Mch 27 Ketch "TEMPTER" of Hull	landed	
"Mch 27 Schooner "JANET" of Carnarvon	rendered assistance	
1897 Apr 8 S.S. "LANGDON" of London	assisted to save vessel &	12
"Nov 29 Barque "THISTLE" and other vessels	stood by vessel	10
1898 Aug 17 Barque "UNIONE" of Naples	assisted to save vessel &	
1901 Sept 17 Barque "MARIA" of Venice		

Left: One of the 27 lifeboat boards donated to the museum by Walmer Lifeboat volunteers. The boards list the hundreds of rescues by the North Deal, Walmer and Kingsdown lifeboats from circa 1865-19??

CONTINUATION OF LIST OF SERVICES RENDERED BY THE
NORTH DEAL LIFE-BOAT
OF THE
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THE MARY SOMERVILLE Life-Boat

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"Aug 2 S.S. Trawler "LEPHIRATES" of Hull	assisted to save vessel &	9

Above: A section of the Mary Somerville board.



Above: North Deal lifeboat station showing the boards to the frontage that list the rescues from the lifeboat station. The building is now the Deal Angling Club 1919, 13 The Marina, Deal.

Date: 24/03/2016
Time: 16:59:55

Deal Maritime & Local History Museum

Page: 1

Profit and Loss

From: Month 1, February 2015
To: Month 12, January 2016

Chart of Accounts: Default Layout of Accounts

	<u>Period</u>	<u>Year to Date</u>	
Sales			
Museum Income	10,132.74	10,132.74	
Gift	1,000.00	1,000.00	
Fund Generation - Events	1,312.41	1,312.41	
	12,445.15		12,445.15
Purchases			
Museum Expenditure - Expenses	587.96	587.96	
	587.96		587.96
Direct Expenses			
Charitable Expenditure - Misc	128.87	128.87	
Cost of Fund Generation - Projects/Exhibitions	7,311.51	7,311.51	
	7,440.38		7,440.38
Gross Profit/(Loss):	4,416.81		4,416.81
Overheads			
Support Costs - Rent and Rates	143.40	143.40	
Support Costs - Heat, Light and Power	779.00	779.00	
Support Costs - Printing and Stationery	915.46	915.46	
Support Costs - Maintenance	470.09	470.09	
Support Costs - General Expenses	441.11	441.11	
Management & Admin - Bank Charges and Interest	(10.67)	(10.67)	
Management & Admin - Professional Fees	635.00	635.00	
	3,373.39		3,373.39
Net Profit/(Loss):	1,043.42		1,043.42

Date: 06/02/2017
Time: 12:24:16

Deal Martime & Local History Museum

Page: 1

Profit and Loss

From: Month 1, February 2016
To: Month 9, October 2016

Chart of Accounts: Default Layout of Accounts

	<u>Period</u>	<u>Year to Date</u>	
Sales			
Museum Income	8,107.46	8,107.46	
Gift	1,200.00	1,200.00	
Fund Generation - Events	1,529.69	1,529.69	
	10,837.15		10,837.15
Purchases			
Museum Expenditure - Expenses	454.78	454.78	
	454.78		454.78
Direct Expenses			
Charitable Expenditure - Misc	1,262.79	1,262.79	
Cost of Fund Generation - Projects/Exhibitions	521.06	521.06	
	1,783.85		1,783.85
Gross Profit/(Loss):	8,598.52		8,598.52
Overheads			
Support Costs - Rent and Rates	118.30	118.30	
Support Costs - Heat, Light and Power	200.39	200.39	
Support Costs - Printing and Stationery	841.00	841.00	
Support Costs - Maintenance	52.98	52.98	
Management & Admin - Bank Charges and Interest	(8.82)	(8.82)	
Management & Admin - Professional Fees	95.00	95.00	
	1,298.85		1,298.85
Net Profit/(Loss):	7,299.67		7,299.67

Date: 11/02/2017
Time: 11:18:37

Deal Maritime & Local History Museum

Page: 1

Profit and Loss

From: Month 11, November 2016
To: Month 12, December 2016

Chart of Accounts:

Default Layout of Accounts

	<u>Period</u>	<u>Year to Date</u>	
Sales			
Donations	7,222.22	7,404.17	
Gift	1,200.00	1,200.00	
Fund Generation - Fund Raising	1,120.72	1,120.72	
Investment Income	15.30	15.30	
Other Income	703.29	703.29	
	10,261.53		10,443.48
Purchases			
Charitable Expenditure - Grants Payable	444.01	444.01	
	444.01		444.01
Direct Expenses			
Charitable Expenditure - Stock for Charity Shop	1,322.62	1,322.62	
Cost of Fund Generation - Fund Raising	553.04	553.04	
	1,875.66		1,875.66
Gross Profit/(Loss):	<u>7,941.86</u>		<u>8,123.81</u>
Overheads			
Support Costs - Rent and Rates	143.30	143.30	
Support Costs - Heat, Light and Power	700.76	700.76	
Support Costs - Printing and Stationery	526.14	526.14	
Support Costs - Telephone and Computer	583.82	583.82	
Support Costs - Maintenance	202.98	202.98	
Management & Admin - Professional Fees	95.00	95.00	
Suspense & Mispostings	(219.52)	0.00	
	2,032.48		2,252.00
Net Profit/(Loss):	<u>5,909.38</u>		<u>5,871.81</u>

G & N JOINERY

Proprietors: G M & N E Hayward

Falkland House
13 Church Street
Walmer Deal
Kent CT14 7RX

Workshop:
Rear of 13 Church Street

VAT Reg. No 444 9643 23

Telephone (01304) 361660
Email: g-n-hayward1@sky.com

31st July 2017

ESTIMATE

Sheila Legg
The Deal Museum
Deal Kent CT14

Thank you for your enquiry, we have pleasure in detailing the work and our price as requested.

To

Manufacture ledge & brace door as picture.
Supply new 'T' hinges and rim lock.
Supply bolts between sections.
Prime door ready for Clients own fitting and decoration.

Net Total	Softwood	Supply Only	£270.00
Net Total	Douglas Fir/BCP	Supply Only	£342.00
Net Total	Hardwood	Supply Only	£366.00

Supply frame ledge & brace door to take Mortice lock.
Supply bolts between sections.
Prime door ready for Clients own fitting and decoration.

Net Total	Softwood	Supply Only	£357.00
Net Total	Douglas Fir/BCP	Supply Only	£456.00
Net Total	Hardwood	Supply Only	£597.00 ✕

If a new frame is required.

Net Total	Softwood	Supply Only	£195.00
Net Total	Douglas Fir/BCP	Supply Only	£235.00
Net Total	Hardwood	Supply Only	£260.00 ✕

Hang ledge & brace door.

Net Total £120.00 ✕

Fit and brace door. Hang.

Net Total £160.00 ✕

Fit new frame.

Net Total £110.00 ✕

This Estimate is subject to VAT

This will be added to the Final Invoice

NB: Our windows & doors do not comply with FENSA

Please note: A Deposit may be required before work commences with a full balance of payment on completion of work.

Please accept our thanks for your co-operation.

597+
260
857

} 390

857+
390

1247 + VAT

3.4



Phillip Hartley,
170 High Street,
Deal,
Kent,
CT14 6BQ.
07973 794537.

**Quote for new works to the Maritime Museum
stables display, st Georges Road, Deal**

Dear All,

Please find enclosed a quote for the new works requested of
electrical sockets and lights as described during our brief visit

To supply and fit 4 number 4 fitting track lights complete with LED
lamps and to wire to each of these over 2 switches around the perimeter
of the stables ground floor display area

To wire supply and fit 4 sockets in the locations as discussed with Cathy
although these could be moved slightly to accommodate displays within
reason the cost of these above works would be £ 440

In addition to the above I suggested that the surface wiring from the fuse
board to the switches etc on the wall with the entrance door could be
housed within trunking to make its appearance better the cost for this
would be an additional £120 to cover time and materials required , I hope
you find this quote to your satisfaction, please feel free to contact me if
you have any queries

With thanks

A handwritten signature in blue ink, appearing to read "P. Hartley".

Phillip Hartley 7.8.2017

Mark Shallcross - Decorating Contractor
3 Stone Cottages, 118 Station Road
Walmer, Kent CT14 9JN
markshallcross@ymail.com.

4th April 2017

Deal Maritime & Local History Museum
St George's Road
Deal
Kent CT14 6BA

ESTIMATE Re; Building work - Ground floor stable block.

1. Fit treated 25mm x 50mm battens to all wall areas.
2. Fit Celotex 25mm insulation to all wall areas..
3. Fit 12.5mm plasterboard to all wall areas.
4. Apply two coats of plaster to all boarded wall areas.

Material cost - 382.12

Labour cost - 970.00

Total cost - £1352.12

T.L.BAKER - Plasterer and Building Contractor

01304 360214; 07730772389

14 June 2017

Deal Maritime & Local History Museum

ESTIMATE: Building Work in Ground Floor Stable Block

"To supply and fit metal stud framing

Insert 50 mm Celotex between studs

Line all walls with moisture-resistant plaster board

Plaster all walls

Material and labour costs = £3400.00"

DEAL MARITIME AND LOCAL HISTORY MUSEUM

FORWARD PLAN

2016 – 2020

Version 3: 19.10.16
Reviewed: March 2017

SECTION 1: Current Situation

1. INTRODUCTION

This plan covers the period 2016-2020. Section 3, the Resource Plan, is in development and will be reviewed and updated annually as this details the specific activities the team will deliver in order to meet our longer term aims and objectives. The Forward Plan in its entirety will be reviewed every 3 years, the next date being August 2020.

The plan was developed by the board of trustees, following discussions with volunteers and supporters.

2. ORGANISATIONAL HEALTH

a. Constitution

The museum's previous constitution was developed in the 1970s and did not meet the needs of a modern museum. The museum's new constitution was drafted in spring 2016 and submitted for approval to the Charities Commission in June 2016. It was approved in July 2016 and establishes the museum as a charitable incorporated organisation (CIO.)

b. Statement of Purpose

In our constitution, our object is:

For the public benefit, to establish and maintain a museum in Deal for the exhibition of artefacts and displays illustrating the history of Deal, Walmer and district.

Our main aims are:

- a. the maintenance and development of a museum in Deal for the exhibition to the public of artefacts and displays illustrating the history of Deal, Walmer and district;
- b. the extension, enhancement, conservation, maintenance, preservation and storage of the collections of the museum;
- c. the fostering of an environment where visitors of all ages are able to explore, and be inspired by, the history of the local area;
- d. the provision of opportunities for research and learning relating to the collections of the museum;
- e. the facilitation of the ongoing recording of the history of Deal and district.

The Trustees have interpreted this into a more user-friendly **Mission Statement** which is:

The Deal Maritime and Local History Museum will provide opportunities for individuals and families to explore, enjoy and be inspired by the past in and around Deal, and will promote learning and research at all levels.

c. Governance & Management

The museum is a charitable incorporated organisation and the board of trustees comprises between 6 and 10 members who meet formally at least once every two months.

The management of the museum is underpinned by a series of policies which includes a collections policy,

equal opportunities, volunteering, health and safety, finance and safeguarding policies. Further policies will be developed in 2017.

A team of museum volunteers support the trustees to deliver the museum's aims and objectives. Volunteer recruitment and management procedures are approached carefully and led by a volunteer co-ordinator. Appropriate role descriptions and induction packs have been developed.

We are reviewing our governance and management arrangements with a view to Arts Council re-accreditation.

d. Succession Planning

This has been identified as a key priority for the board of trustees in 2017.

e. Environmental Sustainability

The CIO recognises that its activities impact on society and on the environment through the energy and water used, the waste it produces, the travel and work patterns it encourages amongst its volunteers and visitors and the products it buys.

We will make every attempt to act sustainably. We will, for example, use recycled paper, not leave computers on stand-by, install energy efficient light bulbs, and use products and chemicals that are not damaging to the environment.

f. Land and Property

The land and buildings at 22 St Georges Road, Deal are owned by the museum and were gifted to its original founders by a declaration of trust in 1973. They are currently held on behalf of the museum trustees by the Charity Commission's Official Custodian. The current trustees have created a new Charitable Incorporated Organisation or "CIO." The Charities Commission approved the transfer of assets including the land, to the CIO in October 2016 and the closure of the old charity was authorised on 18 October 2016.

g. Security

Some security arrangements are in place but need to be reinforced with an updated CCTV system. A security assessment is currently being undertaken and will be reviewed every five years. Funding has been made available in the budget for improvements.

h. Income Generation & Fundraising

Details of the management of the Trust's funds are outlined in the constitution. Appendix 2 provides financial information.

In addition to the income from entry charges and sales in our small shop, the ongoing costs of the museum are covered by the membership fees of the supporters' group. There are (at December 2016) 185 members, each paying a subscription of £8.00 per year and 25 life members. We hold several fund-raising functions each year and we also receive small donations from visitors and occasional small grants from local groups such as the Sergeant's Mess Panto. Other fundraising initiatives are also being explored, such as hosting further special events, quiz nights etc, with all profits going to the museum.

In 2016, we secured funding via the Co-op Community Grant Scheme which ran between September 2016 and April 2017. We are using these funds to establish a permanent Royal Marines exhibition and widen our appeal with specific activities for children, the visually impaired and those with learning difficulties. Further

major fundraising activities are vital if the museum is to develop. There are many grant-giving organisations in the sector, such as the Heritage Lottery Fund, The Arts Council, The Pilgrim Trust (re. conservation,) the Association of Independent Museums, the Museums Association, specific maritime organisations, and many local community funds.

3. COLLECTIONS

a. Ownership & New Acquisitions

Ownership of the majority of artefacts lies with the CIO. Those artefacts on loan are being reviewed and it is intended to develop up to date loan agreements in the next three years. This process is starting with Quex Park and Deal Town council.

The museum no longer accepts long term loans. Loans for specific, temporary exhibitions are time limited and return to the owner at the end of the exhibition. All new acquisitions to the museum become the property of the CIO and improved documentation and acquisition procedures are in train.

b. Collections Management & Care

The Trust plans to become a fully Accredited Museum under the national Arts Council Accreditation Scheme 2014 (<http://www.artscouncil.org.uk/what-we-do/supporting-museums/accreditation-scheme/>) and as such, we are working towards the SPECTRUM standards for collection documentation. This includes putting in place key procedures for how we manage items from the moment they come into the museum, through to their cataloguing, display, research and use, to potential loans to other museums.

We are developing the following in 2017:

- Documentation Policy
- Care & Conservation Policy & Plan
- Documentation Procedures Manual
- Emergency Plan

4. USERS AND THEIR EXPERIENCES

a. Opening Hours

The museum is open at the following times:

April, May, September & October:

Tuesday – Friday: 2pm-4.30pm Saturday: 11am-4.30pm Sunday: 12 noon-4pm

June, July & August: Tuesday-Saturday: 11am-4.30pm Sunday: 12 noon-4pm

We are closed on Mondays except Bank Holidays: 12 noon-4pm

a. Users

Visitor numbers:

Feb 2015-Jan 2016:2228

Feb 2016-Dec2016:1430*

*Train services disrupted from Feb – Sept 2016. This meant visitor numbers to Deal were down throughout the town. This was one of key reasons for reduction in numbers.

Supporter numbers:

Feb 2014-Jan 2015: 241 members; 4 life members

Feb 2015-Jan 2016: 223 members; 5 life members

Feb 2016-Dec 2016: 185 members; 25 life members

Social Media: Facebook & Twitter:

Twitter

In 2016, Twitter was linked to Facebook and had to be separated so that independent posts could be undertaken. The emphasis was on detailing events and exhibitions and building relationships with other Tweeters. Increase in number of followers in a couple of active weeks (+20%)

Average audience for a Tweet currently ~300. Tweets 3 times a week. (Figures Feb. 2017)

Facebook

Some Statistics as at February 2017

NB all statistics mean individuals

Page Likes: 270

Average Number of posts a week: ~ 6

Average Daily Readership: ~ 2,000

Average Daily Engagement: ~ 200

Best Post Readership (Radio Caroline): ~ 19,000 (to date)

Best Post Engagement (Radio Caroline): ~3,300

Groups posted to Deal Kent History Page; Dover (Kent) History Page; Your Deal; Deal Genealogy; Deal Picture Postcards ... Also, posted on History UK page

Post Types: Mainly pictures with text, 4 videos with text and some text only

Post Topics: Goodwin Sands, General advertising about museum, Deal Pier, shop signs ...

Post Views by Country: 90% UK

Post by area: 70% local; 15% London; 15% elsewhere

Most Common Device: Mobile (66%)

Website:

The museum's new website became operational in January 2016 and visitor numbers are being monitored.

Archives:

Statistics on requests for information via the website have only been kept from January 2017.

There were 15 requests from 6 January-15 March 2017. Of these, 11 were dealt with, 2 were not pursued further following a request for additional information. In 2 cases, no information could be provided.

b. Access

The museum is housed in an old industrial building on the site of a former market garden and includes a stable block used in World War 1 to house mules to carry armaments. It is in a conservation area.

The doors into the museum, the boatyard and stable block are sufficiently wide for wheelchair access. However, wheelchair access is not possible to the first floor in the main building and upstairs in the stable block. For others with limited mobility, the wide staircase with handrail in the main building provides access to the first floor but the cobble stones in the boatyard could cause difficulty.

An Access Audit was last carried out in 2005 and an Access Grant used to make small improvements. Another audit is needed and following this, a policy statement will be created and made available to all potential visitors.

c. Facilities

The Museum has toilet facilities for public use but they are not wheelchair accessible. There is a wheelchair accessible toilet at the town hall, 100 metres away, which is available during the town hall opening times. There is limited parking outside on the street, free car parking at the beach and paid for parking in a nearby car park at Union Road. Tea, coffee and soft drinks are available together with a small selection of biscuits. There are also a number of cafes and restaurants on the High Street.

d. Interpretation

Better labelling and interpretation of exhibits and the history behind them is a priority and being undertaken as displays are refreshed and re-imagined. In 2016, we have used IT to provide a presentation on what the museum offers and an interactive quiz. We are currently developing an audio-visual presentation to supplement our small display on the East Kent coalfield and IT will play a key role in our new Royal Marines exhibition. We also plan to use IT to improve the experience of our visually impaired visitors. We are updating our website for the start of the 2017 season and are providing more information through social media. We are, in effect, developing a virtual museum on-line

e. Learning

The Museum offers sessions on request to school groups, informal children's groups and adult organisations. This is an area that needs development and links have been, and are being, developed with teacher groups to expand the opportunities on offer.

f. Marketing

To improve the profile of the museum we need to develop a marketing strategy. We developed a new website in January 2017 and are improving our online presence through the use of social media. We have also developed a short but informative leaflet.

We need to gain continuous feedback from our visitors and those who don't visit us (why don't they visit and what would encourage them to visit?). This will allow us to identify who our current audience is and how we can best market our offer to them.

We collect visitor numbers, utilise a visitor comment book and encourage visitors to provide TripAdvisor reviews. However, we need to undertake further work in this area.

g. Tourism & Partnerships

The museum has joined the Dover Museum and Arts Group to further our local partnership working. We also work closely with Deal Library to develop mutually beneficial displays. We are members of the White Cliffs Country Alliance and, further afield, the Art Fund. We are a partner in the Royal Marines Trail Charity and, through that, are developing closer working relationships with Dover museum. We are also developing closer links with museums in the Wheels of Time Project.

Continued....

SWOT ANALYSIS as at June 2016

A. Strengths <ul style="list-style-type: none">1. The museum owns its own land & property.2. Positive feedback from visitors.3. Quality artefacts.4. Committed trustees.5. Policy development areas have been identified and 5 policies have been written to June 2016.6. Strong supporter base incl. life members.7. Social events.	B. Weaknesses <ul style="list-style-type: none">1. Lack of finance.2. Uncatalogued artefacts and archives; duplicated and non-Deal related artefacts.3. Insufficient number of trustees.4. Insufficient number of volunteers.5. Lack of succession planning.6. Location (off the High Street.)7. DBS checks not yet completed.8. No marketing strategy.9. Social events – need to review.10. Costly and outdated website.11. Lack of organisational structure.12. Limited disabled access.13. Lack of suitable office area & IT equipment.14. Reception area incl. shop.15. Exhibitions and Displays – planning/communication and budget forecasting.16. Lack of space for events.
C. Opportunities <ul style="list-style-type: none">1. Funding Bids.2. Recruiting new trustees who fill skills/knowledge gaps in existing board.3. Potential links with Gosport re. RMs.4. Visits to other museums to identify best practice.5. Guest exhibitions.6. Relationship with Walmer Council.7. Occasional licence.8. Scope with groups of young people eg sea cadets/scouts etc and school visits/projects. Plus, links to colleges.9. Royal Marines Heritage Trail.10. Social Media11. Mentoring12. Use of IT to enhance visitor experience	D. Threats <ul style="list-style-type: none">1. Past history.2. Insufficient security.3. Lack of effective relationships with Deal Town Council & DDC4. Lack of licensing (although don't sell alcohol.)5. Reputational issue – guest exhibitions.6. RM Heritage Trail re. affecting our funding opportunities.7. Parts of the buildings need repair/replacement

Strategic Objectives

From the above analysis, and taking into consideration our current situation, we have developed the four objectives shown in Appendix 1 which will help us achieve our longer-term vision.

Objective 1: To maximise the potential of the museum's buildings and outdoor space.					Appendix 1
Actions	Priority Level	Responsible Person	SWOT Link	Dependency	Progress
1. Stable Block – Phase 2: Completion of new room in stable block to include some storage, Phase 3: upgrade to electrics/ground floor/new door	1 2/3	RA	A1 C4 & 8	Phase 3: need grant.	Phase 2 work completed on time. Budget: £1500 Spend: £1479
2. Weatherproofing a. short term: windows above French doors b. External gloss painting @ front c. long term: main building	1 2 3/4	RA/JM	A1 B1 D7		New windows installed in January 2017 & area re-painted. Budget: £835 Spend: £796
3. Establish secure, dry storage in addition to 1.1 above	2	DH	B1		Manston site being explored. Betteshanger approached informally for longer term solution.
4. Improve security	2	JM DH	A1 B1 D2		Review by police requested 3/17
5. Replace roof of main building	3/4	RA	A1 B1 D7	Funding bid	£1,500 raised for match funding. Updated, detailed estimates being sought.
6. Improve heating throughout. 1 st priority: reception	2	JM QW	A1 B13		Fire bought for reception area. £15
7. Reception / Shop re-organisation / replacement	3		A1 B12 B14		New shelving bought as first step. Cost – awaiting invoice.
8. New structure in boatyard for display (& storage?) to increase capacity.	3	DH	A1 & A4 B1 & B15 C4 D1 & D3	Funding Bid	

Objective 1: To maximise the potential of the museum's buildings and outdoor space.

Appendix 1

Actions	Priority Level	Responsible Person	SWOT Link	Dependency	Progress
9. Improve access following access audit	3		A1 B1 & B12	Funding Bid	
10. Re-organisation of maritime gallery incl. removal of large boat(s) to create space	3		A1 & A3 B1 & B16 C4 & C8	Obj: 1.8 & Funding Bid	
11. Re-carpeting & internal re-decorating	3/4		A1 B1 D7	All the above	Carpets cleaned as interim measure. Funded by voluntary donation.

Objective 2: To establish a sustainable and resilient business model.

Actions	Priority Level	Responsible Person	SWOT Link	Dependency	Progress
1. Establish a new, more flexible website (a) Phase 2 (b)	1 2	JM	B10		(a) Website went live in January 2017. Training to enable museum to update items undertaken. (b)Phase 2 to start in 2017. Cost: volunteer time. Hosting cost/domain name to be budgeted for in 2018.
2. Organise office / IT equipment / IT support packages for managing/communication/recording and finance	1	JM	B13		Complete: Equipment and packages bought & set up. Cost: £563 Next phase: training for users.
3. Develop and keep under review policy manual to underpin management and development Next policies: Emergency; Care and Conservation; Documentation	1 2	DH & KH	A5 B2 & B3 B11 C1 & 2		5 policies written. Further policies being developed Review schedule established. DBS checks started
4. Identify skills/knowledge gaps in trustee board & advertise for new trustees. Agree trustee roles.	2	JM	A4 &A6 B3, B5 & B11 C2		Process started at special meeting. Potential new trustees identified and one appointed. On-going.KH to support JM in sub-gp.
5. Develop funding bid strategy	2/3	JM & KH	B3 C1 & C6 D3	Mentoring	
6. Identify requirements for accreditation and develop and implement plan	2 / 3	KH/DH & All		MDO support. Mentoring.	Initial meeting with MDO and advisor took place 21/2/17. Application made re. "Working Towards." Budget: £500 2017

Objective 2: To establish a sustainable and resilient business model.

Actions	Priority Level	Responsible Person	SWOT Link	Dependency	Progress
7. Develop an exhibitions & displays strategy	3	KH & RA	A3 B15 C2 & C4		2 year plan in place – strategy to be developed in 2018.
8. Develop succession planning	2/3	JM/All	A4 B6 C2	Obj:2.4	
9. Attract, and retain, more volunteers	2	All	B4 D1		Permanent request through volunteer bureau. Attendance at volunteer fair in 2016. 7 new volunteers started in 2017 season so far. Budget: £200
10. Identify and improve income generation including the development of an events strategy	3		A1 & A2 A6 & A12 B1 & B10 C7 & D4	Obj:2.4, 2.5 & 2.9	New events introduced for 2017 season. Strategy to be developed.
11. Build up the museum's reserves	3 & ongoing	JM	B1 C1 & C7 D3 & D4		

Objective 3: To develop the museum's role in the local, and wider, community.

Actions	Priority Level	Responsible Person	SWOT Link	Dependency	Progress
1. a. Re-open the archives and library, staffed by volunteers with visits by appointment. b. Develop the archives and library on an ongoing basis	1 2 - 3	DH & KH	B2 & B4 C4 & C8 C9		Archives/library opening date set: 1.5.17. Library re-organised. Work on archives ongoing. New volunteer, trained archivist, set to start Sept. 2017. Set up budget: £500
2. Improve publicity	2	KJ & JD	B1 & B9 C4	2.1	New leaflets for external circulation designed, printed and ongoing distribution. Internal guide improved and charge dropped. Publicity plan for new 2017 season in place. Budget: £109
3. Review events (social and educational)	3		A7 B1 & B10 B16 C4 & C7	2.1	Initial review undertaken for 2017 & author talks set up. Full review to take place in 2018. Self-funding.
4. Develop educational resources Develop exhibits specifically for children Liaise with colleges/universities re. student involvement in archiving/displays etc.	2	SL Asstd by KH and DH	B1 & B15 C1, C2, C4 C8 & C11		Participation in "Wheels of Time" taking place in 2017. Have joined Kent Children's University. Budget: £100
5. Utilise the new website & social media as a virtual museum and establish a social media strategy	2 -3	KJ	C10	2.1	Facebook page successfully used as virtual museum in 2016 for first time but need to consider succession planning.
6. Develop effective relationships with museums and local councils	2-3	Various	A4 B9 & B11 C2, C3,C4 & C9 D1 & D3	2.8	Now acknowledged part of DMAG. Participating in "Wheels of Time" led by Ashford Museum. Developing closer links with Sandwich Guildhall & Dover Transport Museum. Mayor of Deal has attended a function. Herne Bay and Timeball Tower

Objective 3: To develop the museum's role in the local, and wider, community.

Actions	Priority Level	Responsible Person	SWOT Link	Dependency	Progress
					relationships to be developed in 2017.
7. Develop a marketing strategy	3		B3, B4 & B9 C2 & C4		New volunteer (marketing consultant) to develop strategy during 2017.

Objective 4: To improve the visitor experience

Actions	Priority Level	Responsible Person	SWOT Link	Dependency	Progress
1. Develop and implement an exhibitions plan initially for 2017-19 and review annually	1	BA & KH	B15 C11		Plan for 2017 & 2018 agreed Oct. 2016
2. Establish a permanent Royal Marines in Deal exhibition, including experiences for visually impaired and those with learning difficulties in pilot scheme. Contribute to the RM Heritage trail	2	KH & DH	A3 & A15 C1, C3 & C9 D3 & D6	Funding Bid Obj: 1.4	Bid for Co-Op Community fund has been successful and £5,300 raised. New temporary RM display established for 2017 season as pilot and to seek feedback for use in developing permanent exhibition. Participating in oral history aspect of trail.
3. Implement the Collections Policy	1 - 2	KH & DH + All	B2 & B3	1.1 & 1.4	Ongoing. Object Entry Forms successfully implemented. A
4. Improve the cataloguing and labelling of exhibits including the adoption of a consistent house style	1-2	SL & all	B2, B3 & B11 C1 & C4		Consistent house style agreed Oct.2016 and implementation started with 2017 exhibitions plan. Cataloguing process developed in archives and library by end 2016. Accessioning plan developed and implementation started. Budget: £100
5. Improve & modernise the museum's display cabinets & other display mechanisms	2 - 3		A1 C3 & C4	Funding Bid	Temporary RM display is trialling new display methods. Consultation to take place April-August 2017. Donation of new cabinets being explored.

Objective 4: To improve the visitor experience

Actions	Priority Level	Responsible Person	SWOT Link	Dependency	Progress
6. Digitise archive and photographic material	3-4		C12	Obj: 3.1 & 3.5 Funding Bid Mentoring	Initial budget: £300
7. Re-organisation of reception/shop –see Objective 1.7					See above.
8. Prioritise conservation projects and improve conservation	3		A3 B1, B2 C1, C2 & C11 D3	Obj: 1.4 & 1.6 2.4 & 2.6, 2.7 & 2.10 Fund ing/Mentor	Agreed that a policy and plan be developed in 2017 and advice sought.
9. Seek more visitor / community feedback & act on findings	2/3	DH			New RM display the subject of consultation prior to permanent exhibition for 2018.

Priority Levels:

Review Date: March/April each year.

- 1 Urgent: Aim to complete by April 2017
- 2 Important: Aim to complete by April 2018
- 3 Valuable: Aim to complete by April 2019
- 4 Longer Term: Aim to complete by April 2020