

**Purbeck Mineral and Mining Museum  
Forward Plan 2014-2017**

**Name of museum:** Purbeck Mineral and Mining Museum

**Name of governing body:** Swanage Railway Trust

**Date on which this policy was approved by governing body:** 22 May 2014

**Date at which this policy is due for review:** 3 years from date above

## **1. Introduction**

This forward plan for the Purbeck Mineral and Mining Museum has been drafted by the Museums and Education Manager, discussed by the Committee of the Purbeck Mineral and Mining Museum Group, and passed for recommendation to the Council of Management of the Swanage Railway Trust. It outlines the current (January 2014) situation, defines the aims of the museum, and outlines the aspirations for the collections and visitor services over the period 2014-2017.

## **2. Statement of Purpose**

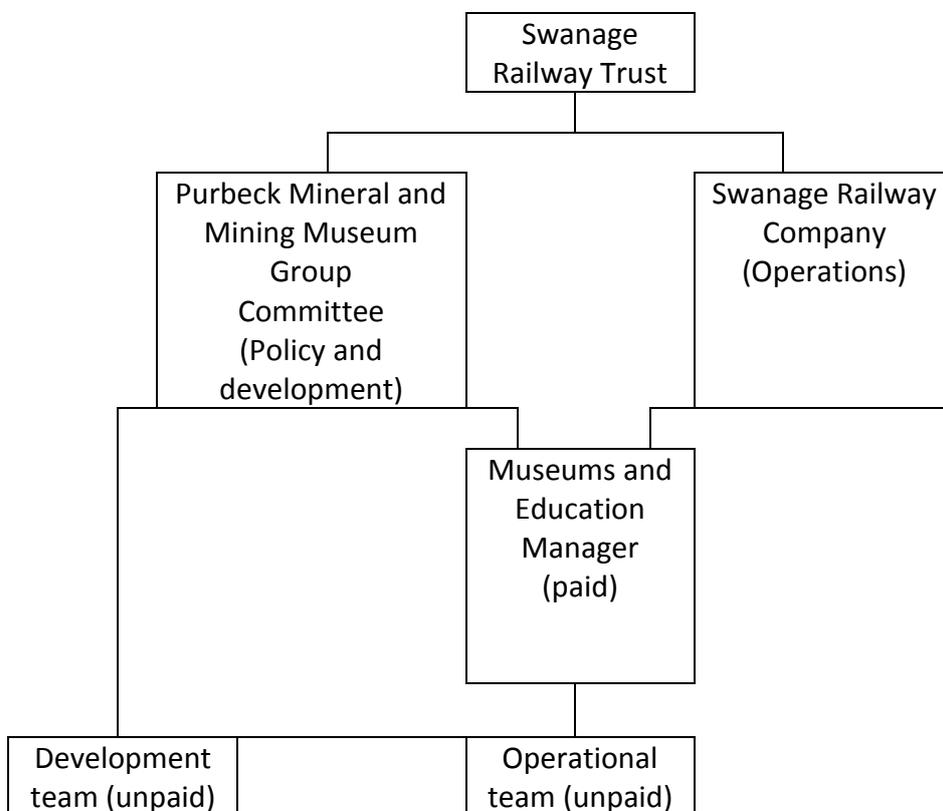
The purpose of the Purbeck Mineral and Mining Museum is the preservation and interpretation of the Purbeck extractive industries, especially those associated with the Swanage Railway branch line. In the first instance this includes all aspects of the Purbeck ball clay industry including mining and mining equipment, associated infrastructure and equipment (especially the narrow gauge railways), and all aspects of associated social and economic history. In addition, the Museum aims to preserve and interpret materials relating to the industries and social history of shale and shale gas, Purbeck limestones, other clays, aggregates and chalk, and oil. This may include geological material for preservation, research or interpretation purposes. The Purbeck Mineral and Mining Museum exists to enable access to information and material to local people, those whose families have been involved in the industries and visitors to the area.

The Museum will collect materials, objects, ephemera, archival material, images and information to facilitate interpretation and collections research. These materials must be directly related to the subject matter outlined above, and have good Purbeck provenance and/or be directly of use in illustrating the subject matter. The museum will arrange loans as appropriate to enhance the collections and displays where donation or purchase is not an option. Chronologically the main focus of the PMMM is the early Modern period (Post-Medieval – 21<sup>st</sup> Century). However, earlier and archaeological material may also be collected and interpreted given the continuity of exploitation of the natural resources of the area, and the immediate proximity of Romano-British industrial sites. The Museum will display and interpret objects, images, equipment and buildings within the industrial setting of the Norden clay works, and enhance understanding of the collections and appreciation of the changes caused to the landscape by preserving and presenting to the public the extant features of clay working and transportation on the land known as Norden North and Norden South, and the Skew Arch Bridge.

## **3. Current Situation**

### **3a. Organisation structure**

The Purbeck Mineral and Mining Museum is governed by the Swanage Railway Trust, which is a registered charity (No: 087318). The Museum is overseen by the committee of the Purbeck Mineral and Mining Museum Group, a grouping within Swanage Railway Trust. The PMMMG Committee has delegated authority from the SRT Council of Management in the operation of the Museum, but is responsible to the CoM and all major documentation must be ratified by them. The PMMMG Committee is also represented on the Museums and Education Group, which provides a strategic approach for heritage, museums and education for Swanage Railway Trust. The Museum also has a relationship on a day to day basis for operations with the Swanage Railway Company, which operates the Swanage Railway on behalf of the Trust, and where functions and services such as finance and personnel are situated. The flow diagram below indicates these relationships.



The documents which govern the activities of the PMMM are, in particular:

- The PMMM Forward Plan
- PMMM Operating instructions (Draft)
- Memorandum of Understanding between PMMM and the Swanage Railway Company (Draft)
- Collections policy (Draft)
- Volunteer policy (Draft)
- SR Safety Manual

The PMMM is managed by the Museums and Education Manager, in accordance with processes in place within Swanage Railway Company for finances, health and safety management and marketing/publicity. Day to day management of the site is undertaken by a Duty Manager, appointed for each day of operation. Strategic issues for the Museum are overseen by the committee of the PMMM Group, with reference to the aims of the Swanage Railway Trust (as expressed in the SR Strategic Plan). Trustees with a 'heritage' portfolio, are invited regularly to committee meetings to observe and advise, as is the General Manager of Swanage Railway Company. The committee is responsible, having taken proposals and advice from the Museums and Education Manager, for development, approval and adoption of policies, as well as determining the aims, objectives and strategic development of the museum. High level policies (e.g. the Forward Plan) are required to be presented to, and signed off by the Council of Management of Swanage Railway Trust, in accordance with its charitable role.

The PMMM is located on a site between Norden Park and Ride car park and Norden Station. It is on land leased from Purbeck District Council, and a lease is still in preparation, although this is intended to be for 50 years. The PMMM Group owns two areas of derelict clay mining land on either side of the Museum site, with access either from that site or over adjoining SR land or public rights of way.

### **3b. Public Opening**

Opening times relate to train running times. Opening times (from the end of March-end October) are Saturday-Sunday, Tuesday-Wednesday 11am-5pm. These tie in with the times of day that most visitors are present at Norden when using the railway. Additional open hours may be possible when there is staff availability, particularly in relation to bank holidays and the peak holiday season. Tours and group entry at other times is available on request. We can also arrange access for researchers and donors. The museum is closed during the winter due to much reduced railway service, but also because the construction of the main museum building means that it is not conducive to adequate over winter conditions for artefacts or display equipment.

The museum encompasses outdoor and indoor displays. Seating and picnic tables are available in the museum grounds. Toilets are available in the Norden Car Park building. These are maintained by Purbeck District Council. Car parking is available for £3 per day for cars, although evening access is limited by arrangement. Refreshments are available on Norden Station at the Norden Nest.

### **3c. Staffing**

The museum has access to part of one museum professional member of staff (the Museums and Education Manager) who is paid via Swanage Railway Company, but funded until April 2016 by a private donation to the SRT. The M&E Manager has oversight of the operation of the Museum in consultation with the PMMMG Committee and Swanage Railway Company. All other roles are filled by volunteers

who undertake maintenance, cleaning, building, as well as front of house and collections functions. A Duty Manager is nominated on each day of operation. Finance and other administrative functions are carried out by staff of the Swanage Railway Trust.

<b>Role</b>	<b>Paid Staff</b>	<b>Volunteers</b>
Stewards/Visitor Services Front of house operation (opening and closing the museum, greeting and assisting visitors, explaining, providing guided tours, handling money).	0	5
Museums and Education Manager Collections management, visitor experience management and development of displays and exhibitions. Representation.	1 (0.3 FTE)	0
Trustees (Swanage Railway Trust) Council of Management – Decision making body of the SRT	0	16
Committee Members (PMMM Group) Oversight of the operation of the Museum and development of strategy and policy	0	6
Museum development volunteers Construction of infrastructure associated with new developmental projects.	0	10

Recruitment is carried out by the Museums and Education Manager utilising a range of local and national fora. Recruitment and induction is carried out in concert with the procedures of the SRT. We encourage visitors to the museum and local societies to support the museum via donations and volunteering.

Succession planning is at an early stage. Whilst the Museum has been in development for 10 years, it is at the beginning of its development as a fully functioning institution. Systems are currently being put in place, but this is an area in need of urgent consideration due to the limited professional staff resource and the demographic profile of the existing volunteer base.

### **3d. Audience**

A business case which was used to support the successful application for European Union EAFRD (Chalk and Cheese) funding provided limited baseline information from a number of years ago. No records of visitor numbers have been retained prior to spring 2013, but anecdotally, visitors could be counted in handfuls on the days which the mine building was accessible. The original small display in the Foreman's Office was not attended, and so no numbers were possible to reconstruct. A 2003 survey of railway passengers indicated that 60% 'would be interested in visiting', but no other information was obtained, and this has not been updated. It is therefore unknown what the demographic breakdown, place of residence, reason for visit, awareness of the museum or its subject matter, willingness to pay an entrance fee, or the scale of that fee was.

Since the museum opened more regularly at the end of May 2013, visitor records have been kept, along with daily totals of donations, and a breakdown by age group. This shows differing demographic mixes as might be anticipated between weekend (families with children of various ages, unaccompanied working age adults, older people), and weekday visitors (older adults, families or individuals with pre-school age children), school holidays (families), and occasions when there is a particular event occurring on the railway (e.g. adult enthusiasts at the diesel gala or associated with charter trains). Additional work needs to be done in understanding the mix of visitors, their levels of awareness and providing material to appeal to the variety of backgrounds.

Most visitors have expressed positive feelings with regard to the museum and its contents, including expressing surprise at the 'vanished industry', appreciation of the atmosphere of the mine etc. There is a need for more activities for young visitors to communicate at the appropriate level, but also to provide enjoyable diverting activities to enable parents/guardians to further explore the displays. There are some messages that are currently lacking in clarity due to a disconnect between the exterior and interior signage, but it is hoped that this will soon be rectified with new exterior display boards.

In previous years income has been in the form of donations by members of the public and PMMM Group members, but no records exist as to the split between the two. The current rate of donation (with the Museum free to enter) is on average about £1 per adult visitor. The Museum is almost entirely reliant on donations from the public, so this income must be optimised.

Year	Adults	Under 16s	Total Visitors
2010	Not available	Not available	Not available
2011	Not available	Not available	Not available
2012	Not available	Not available	Not available
2013 (May-end June)	4280	1400	5680

### 3e. Access

The Purbeck Mineral and Mining Museum endeavours to be open and accessible to all. We try to make our displays appealing to people of all ages, with intellectually accessible text. Large print copies of case labels will be provided. Our staff are happy to provide guided tours for visually impaired visitors when sufficient staff are on site. Due to the nature of the Museum as an original industrial building, positioned on a steep site, we do however have a number of physical access issues. The entrance way to the museum building and the main floor and displays are accessible using some mobility scooters. However, it is not possible for wheel chair users to gain access to the main part of the site due to the steepness of the approach, and the normal exit from the museum via the ramp into the reconstructed mine tunnel is also completely inaccessible. However, museum staff are able to assist wheelchair

users or those with difficulty walking some distance to view the mine tunnel 'through the back door' as this is on the level of the approach. Additional areas of the lower part of the museum site are currently being developed (Winter 2013-14) which will allow greater access for visitors from 2014 onward.

### 3f. Finance

The museum has during its development been reliant on donations and gift aid, and latterly an EU Structural Funds grant from the Chalk and Cheese Local Action Group. This covered completion of the museum, equipment and preparation for opening, and six months salary for the curator to a total grant of £97k which came to an end on 31 September 2013. Income and expenditure shown below includes this grant. Annual operating costs were estimated in the original business plan as amounting to £14k pa, without salaries. However, fixed costs are limited to electricity bills, phone and broadband and these have been covered within the main utility bills for Swanage Railway Company. The financial relationship between the PMMM and the Swanage Railway Company is detailed in a Memorandum of Understanding. As mentioned above, the current income is via public donations at c£1 per head. The Museum does however need to develop a range of funding streams via a membership support group, gift aid on public donations, group charges, merchandise and educational activities.

The need for weatherproof housing for *Secundus* (with the beneficial result of relieving a display area problem for Corfe Castle Station's Goods Shed Museum), storage for the PMMM collections, all year office space and learning spaces, along with plans to develop further the narrow gauge lines and open up clay mining land owned by the PMMM Group will all need substantial external grant aid to be progressed.

Financial Year	Gross Income	Total Expenditure
2010	20932	19363
2011	48715	48974
2012	28956	29511
2013	36458	31090

### 3g. The Collection

Collections care, management and disposal are currently not defined. A number of documents are in preparation:

- Collections and Collections Care Policies, Plans and Procedures
- Documentation Policy and Plan
- Emergency Plan

The current collection consists of a range of equipment associated with the ball clay mining industry of north Purbeck, including wagons, and infrastructure associated with the mine building itself. A range of personal artefacts and ephemera are included, and there is an extensive collection of images, most of which are copies, or held in electronic form. The PMMM Group has on loan the steam locomotive *Secundus*. This is currently housed in the Goods Shed Museum at Corfe Castle Station due to the need to keep it in a weather tight building as part of the loan agreement.

There are gaps in the collection, and in some cases better examples may be available for collection, for example:

- Personal clay digging equipment and artefacts predating the 20<sup>th</sup> Century;
- Artefacts, ephemera and images associated with other Purbeck mineral extraction industries;
- Artefacts produced or made of ball clay and other local materials;
- Locomotives and rolling stock associated with the local narrow gauge railways.

About 90% of the artefactual collection is on display. Large numbers of images are not displayed. Presentation of the material is generally in situ within its original working context which enables a control of the amount of interpretative text required. Two good quality glass cabinets are used to present smaller objects and ensure their security. Original film is used throughout the mine building to offer interpretation. Interpretative text is mixed with images, and maintains a suitable level of language complexity and avoidance of jargon. However, the physical reproduction of the panels could be improved with investment in encapsulated boards.

None of the collection is currently catalogued, and this is a major priority. No accessions policy or procedure currently exists and this needs to be produced as a matter of urgency, and a back data exercise carried out to establish the origins of material, ownership, loan conditions etc.

Smaller items are contained in lockable glass cases within the main mine building. These are located to avoid excessive light exposure. The majority of mining artefacts are also housed indoors and protected from the elements. The Ruston diesel locomotive and some wagons are housed in the weatherproof and secure engine shed; a number of narrow gauge wagons are currently on display in the open air, which is causing some deterioration. These need to be moved to enable some weather protection to be provided. The museum currently has no suitable on site storage areas, and has had no centralised IT provision and consequently the majority of hard copy and electronic images are held by various members of the PMMM Group at their own domestic address. Given the lack of a collections catalogue, a full listing of images is not currently possible. Unification of the physical and digital collections in one location is a prerequisite to work commencing on the collections

to rectify the lack of documentation, and make the material accessible for display and research.

Description of Items	Number of Items	% of Collection
Gifts	3	Unknown
Purchases	Unknown	Unknown
Loans	1	Unknown
Transfers	Unknown	Unknown
Unknown Source	Unknown	Unknown
Other	Unknown	Unknown
<b>Total</b>	Unknown	Unknown

### 3h. SWOT/PESTLE Analysis

<p style="text-align: center;"><b>Strengths</b></p> <p>Unique subject matter and type of museum          Appealing to all ages          Wide range of learning opportunities, particularly in STEM subjects          Well positioned for passing visitors          Opportunities for cross promotion with SR Company          Continuing availability of objects to be collected          Continuing availability of people who recall aspects of the industry covered by the museum          Continuing offers of items to the collection</p>	<p style="text-align: center;"><b>Weakness</b></p> <p>Low levels of awareness of the Museum          Difficult for the public to ‘see what they get’ from outside          Complicated governance slows down decision making          Lack of volunteers limits opening hours          Lack of volunteers prevents development of the museum          Lack of volunteers limits progress on collections development          No existing policies, procedures or collections documentation/work</p>
<p style="text-align: center;"><b>Opportunities</b></p> <p>Potential expansion of the offer on the site, rehousing Secundus, opening up land to public access          Grow the visitor numbers and donation income          Develop the collection          Collaboration with range of local museums and interest groups          Collect and collate oral and documentary history</p>	<p style="text-align: center;"><b>Threats</b></p> <p>Limitations posed by conditions of lease          Continuing decline in volunteering combined with an aging volunteer base          Dwindling number of people who will recall the underground clay mining industry          Prolonged poor economic climate</p>

<p><b>Political</b></p> <p>Pros and Cons in local political relationships to SR          National and Regional policies on transport, culture and funding          Planning legislation and policy changes</p>	<p><b>Economic</b></p> <p>Museum has a close relationship with SR Company and visitor numbers will always be linked          General state of and levels of investment in tourism locally          Relationships/decisions by other local attractions</p>
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	Funding sources and criteria changing over time Reduced disposable income Rising costs of fuel etc
<b>Social</b> Aging population, later retirement, longer working hours are impacting people's opportunities to volunteer 'Big Society' increasing reliance on volunteering and creating even greater competition Skills being lost and need development Need to engage 18-25 year olds Limitations due to rising cost of transport in rural areas Sense of community in rural areas	<b>Technological</b> Higher expectations of social media and online presence requires greater quality of on line offer IT still a significant barrier to some sectors of society Dispersed IT provision across the organisation Limited IT support and fragmented or bespoke systems
<b>Legal</b> Internal complexities of arrangements with and between SRT and SR Co mean that responsibilities and financial implications need clarification Charity Law Health and Safety legislation Listed buildings/AONB/Other designations	<b>Environmental</b> Generally low energy usage, but alternative sources need to be considered in any new build. Diesel and coal use for locomotive running needs to be monitored. Disposal of any hazardous substances from the Engine shed. Potential impact of extreme weather Environmental conditions within museum/on site affected by weather Potential for energy efficiency/waste management in new buildings

#### 4. Vision

The medium-longer term vision for the PMMM is to be the best industrial heritage museum or attraction in Dorset, providing excellent visitor satisfaction and customer service, having a high level of recognition within local communities and interest groups, and excellent collaborative professional relationships with local partner museums and attractions. PMMM will have the best collections of artefacts related to the extractive industries of Purbeck, strive for excellence in collections policy and practice and be proactive in providing and enabling physical and intellectual access to the collections.

#### 5. Key Aims

1. To become the best industrial heritage museum or site in Dorset;
2. To facilitate the enjoyment of the museum, display and collections to a wide range of audiences;
3. To enable access to the site and collections to as many people as possible;
4. To collect a comprehensive and representative collection of artefacts associated with the Purbeck extractive industries, and care for them within an appropriate environment.

## 6. Objectives

- 1a To receive ACE Accreditation by end 2016;
- 1b To improve the quality of displays by the end of 2014;
- 1c To increase the number of things to see and provide more 'working' exhibits by the end of 2017
- 1d To maintain or increase income, year on year;
  
- 2a To increase visitor numbers to 10,000 per annum by end 2016;
- 2b To fully review our approaches to communicating with our audiences by end 2014;
- 2c To double the volunteer group by end 2015;
  
- 3a To provide schools workshops by end 2015;
- 3b To provide dedicated services for the visually impaired by end 2015;
  
- 4a To develop a comprehensive and dynamic Collections Management system by end December 2014;
- 4b To complete Collections Documentation by end 2015.
- 4c To provide a purpose built display building for Secundus, with improved display and learning space by end 2018;
- 4d To create additional work/restoration space by December 2020.

## 7. Action Plan

This Action Plan defines how the Museum will further develop, and how it will improve the service which it provides. It also contributes to ensuring its long-term future and financial viability. The Actions are given priority categories and target completion dates in terms of financial years where appropriate. Whilst this Plan is for 2014-17, it includes actions with end dates beyond that period. This is done to reflect the fact that work towards those activities will need to commence within the period of this plan, and need to be kept under review as part of it. Where this is the case, these have been categorised alongside the related Objectives. Many actions are also classified as 'ongoing', so that they are continually kept under review, with progress assessed each year. 'Target dates' refer to financial years, which run from January-December. Figures in square brackets are amounts which will be clarified via separate planning processes.

Aim	Objective	Action	People responsible	Resources & costs	Completed by	Priority	Success criteria	Budget
Aim 1	Objective 1a	Accreditation Documentation <ul style="list-style-type: none"> <li>• Governance documentation</li> <li>• Emergency Plan</li> <li>• Volunteer Policy</li> <li>• Environmental policy</li> <li>• Collections Development Policy, plan and procedure</li> <li>• Collections Care Policy plan and procedure</li> <li>• Access and Audience development plans</li> </ul>	CR + PMMMG Committee	Staff	December 2016	High	Accreditation achieved	£500
	Objective 1a	To implement all policies devised for Accreditation	CR + PMMMG Committee	Staff Emergency Kit Storage and marking materials	Ongoing	High	Accreditation achieved	£750
	Objective 1b	Interior display improvements designed and installed	CR + volunteers	Staff Encapsulated boards Stands for flip books Laminated cards for flip books	December 2014	High	Redisplay complete	£2500
	Objective 1c	Restore Winch to working order	CR + PMMMG	Staff Consumables	December 2017	Medium	Winch in operation for	£500

			Committee				Special events	
Objective 1c	Restore Hopper to working order	CR + PMMMG Committee	Staff Consumables	December 2017	Medium	Winch in operation for Special events	£500	
Objective 1c	To restore the Skew Arch Bridge, replace track and enable access to Norden South	CR + PMMMG Committee	Staff Materials	December 2018	High	Bridge restored	[£TBC]	
Objective 1c	To develop Norden South and enable access	CR + PMMMG Committee	Staff Materials	December 2020	High	Access enabled	[£TBC]	
Objective 1c	Enhanced management of Norden North	CR + PMMMG Committee	Staff Materials	December 2021	Medium	Access enabled	[£TBC]	
Objective 1c	Enhanced display of Saw Mill Foundations	CR + PMMMG Committee	Staff Materials	December 2022	Medium	Access enabled	£1000	
Objective 1c	Enhanced version of the Clay Trail	CR + PMMMG Committee	Staff Materials	December 2016	High	Access enabled	£1000	
Objective 1d	Donations increased by appeals, more effective donations boxes	CR + PMMMG Committee	Staff Leaflets and new collection boxes	December 2014	High	Increased income	£100	
Objective 1d	Maximise income from Gift Aid	CR + PMMMG Committee	Staff Leaflets	December 2014	High	Increased income	£100	
Objective 1d	Develop range of merchandise	CR + PMMMG Committee	Staff Outlay on stock	Ongoing	Medium	Increased income	£500	
Objective 1d	Encourage greater	CR +	Staff	Ongoing	High	Increased income		

		donations for talks/tours etc	PMMM Committee					NA
Aim 2	Objective 2a	Improve museum signage	CR + PMMM Committee	Staff Signage	December 2014	High	Increased visitor numbers	£1000
	Objective 2a	Improve impact of advertising, PR and social media	CR + PMMM Committee	Staff Advertising	December 2014	High	Increased visitor numbers	£1000
	Objective 2a	Increase contact with special interest groups via talks, tours and providing copy for newsletters	CR + PMMM Committee	Staff	Ongoing	Medium	Increased visitor numbers	NA
	Objective 2a	Increase number of 'special events' with running locos	CR + PMMM Committee	Staff Coal/consumables Maintenance costs	Ongoing	Medium	Increased visitor numbers	£500 per event
	Objective 2a	Increase informal learning and activities for young people	CR + PMMM Committee	Staff Interactive costs	Ongoing	High	Increased visitor Numbers	£100 pa
	Objective 2a	Provide a rolling programme of engaging temporary Exhibitions(at least 2 per year)	CR + PMMM Committee	Staff Boards Interactives	Ongoing	High	Increased visitor numbers	£300 per exhibition
	Objective 2b	Review use of advertising, news releases website and social media	CR + PMMM Committee	Staff	December 2014	Medium	New communications strategy complete	NA
	Objective 2b	Carry out consultation with visitors	CR + M&E Group	Staff Questionnaire	March 2015	Medium	Consultation complete	£500 (shared?)

	Objective 2c	Increase number of volunteers	CR + PMMMG Committee	Staff Advertising Training	December 2015	High	Increased volunteer numbers and shifts covered	£100
	Objective 2c	Provide enhanced working conditions(Office, workspace and mess facilities)	CR + PMMMG Committee	Staff Materials	December 2019	High	Increased volunteer numbers and shifts covered	[£TBC]
Aim 3	Objective 3a	Develop specific PMMM schools offer	CR and volunteers	Staff Workshop materials Printing	December 2014	High	Schools offer developed	£500
	Objective 3b	Develop large print labels and sighted guiding service	CR and volunteers	Staff Printing Training expenses	December 2015	Medium	Large print labels and guiding service in place	£100
Aim 4	Objective 4a	Produce and implement a Collections Management system	CR	Staff	December 2014	High	Collections Management Policy in operation	NA
	Objective 4a	To locate a weatherproof and heated collections storage and care area	CR + PMMMG Committee	Staff Rental	December 2014	High	Collections Storage and care area secured	NA
	Objective 4a	To create a permanent collections storage and work space	CR, CM + PMMMG Committee	Staff Professional services Materials	December 2019	Medium	Collections Storage and care area created	NA
	Objective 4b	Complete Collections Documentation	CR + volunteers	Staff	December 2015	Medium	Collection documented	NA
	Objective 4b	Carry out cataloguing of digital archive	CR + volunteers	Staff	December 2017	Medium	Archive documented	NA
	Objective 4c	Provide a building for Secundus	CR, CM + PMMMG Committee	Staff Professional services Materials	December 2017	High	Building complete	[£TBC]

	Objective 4c	Narrow gauge railway displays	CR, CM + PMMMG Committee	Display materials Encapsulated boards Design professional Interactives	December 2018	High	Displays complete	[£20k]
	Objective 4c	Schools packages and workshop offer for Narrow gauge displays	CR + volunteers	Staff Printing Workshop materials	December 2018	High	Schools packages in place	[£1000]
	Objective 4d	Create workshop	CR, CM + PMMMG Committee	Staff Professional services Materials	December 2020	Medium	Building in place	[£20k]

**Key of People Responsible**

<b>Initial</b>	<b>Person</b>	<b>Position</b>
CR	Clare Randall	Museums and Education Manager
PS	Peter Sills	Chair, Purbeck Mineral and Mining Group
GJ	Gavin Johns	Convenor, M&E Committee Chair, Swanage Railway Trust
CM	Colin Morgan	Grants

**8. Resources****8a. Spending plan**

This spending plan identifies what funds are required to deliver the strategy laid out above .

<b>Spending Plan - 4 Year Profit and Loss Forecast</b>					
	2013	2014	2015	2016	2017
<b>Income</b>					
Grants income	30332	0	0	0	0
Donations	5693	6000	6500	7200	7800
Entry fees – N/A	0	0	0	0	0
Talks and walks	0* <sup>1</sup>	300	400	450	500
Retail profit- N/A	0	300	350	450	500
Miscellaneous	0	0	0	0	0
<b>Total Gross Profit</b>	36025	6600	7250	8100	8800
<b>Expenditure</b>					
Insurance	350	370	390	410	430
Telephone and Internet	245	260	275	300	315
Fuel (electricity)	640.00	700	750	800	900
Repair, maintenance and renewal: equipment	0.00	1200	1200	1200	1200
Repair, maintenance and renewal: building	0.00	500	600	700	700
Professional fees	300	900	500	500	500
Safety inspection and annual maintenance	375	400	425	450	475
Publicity	0	2200	2300	2400	2500
Water	100	110	120	130	140
Miscellaneous	758	780	800	820	850
Chalk and Cheese Project	30332	0	0	0	0
Contingency	0	800	500	500	500

<b>Total expenditure</b>	31730	8170	8110	8510	8810
<b>Net operating profit /Loss</b>	4295	<b>-1570</b>	<b>-860</b>	<b>-410</b>	<b>-10</b>

\*1 Included in Donations

## 8b. Personnel plan

	Lead	Support	Timeframe	Action
<b>Objective 1</b>	<i>CR</i>	<i>PMMM Committee</i>	<i>2014-2018</i>	<i>Manage</i>
<b>Objective 2</b>	<i>CR</i>	<i>PMMM Committee</i>	<i>2014-2018</i>	<i>Manage</i>
<b>Objective 3</b>	<i>CR</i>	<i>PMMM Committee</i>	<i>2014-2018</i>	<i>Manage</i>
<b>Objective 4</b>	<i>CR</i>	<i>PMMM Committee</i>	<i>2014-2018</i>	<i>Manage</i>

## 9. Environmental sustainability

The Purbeck Mineral and Mining Museum has a limited consumption of electric for general running. However, operation of locomotives involves use of diesel, coal and water. The Museum seeks to minimise the impact of these activities and will explore the use of energy efficient technologies, micro-generation and rainwater harvesting in new buildings referred to in this plan.

## 10. Forward Plan Review and Monitoring

Progress toward the actions identified in this plan will be monitored on an ongoing basis with an update report being prepared for the Council of Management of Swanage Railway Trust at the end of November each year. Milestones will be set for each of the objectives to assist with progress monitoring. Whilst this plan is designed to cover the period to 2017 in order to allow a longer term view, a full review of the plan will be undertaken at the end of 2015, as this is the first plan which has been prepared for the PMMM. Implementation of this plan will be the responsibility of the Museums and Education Manager and the PMMMG committee overseen and approved by the Council of Management of the Swanage Railway Trust.