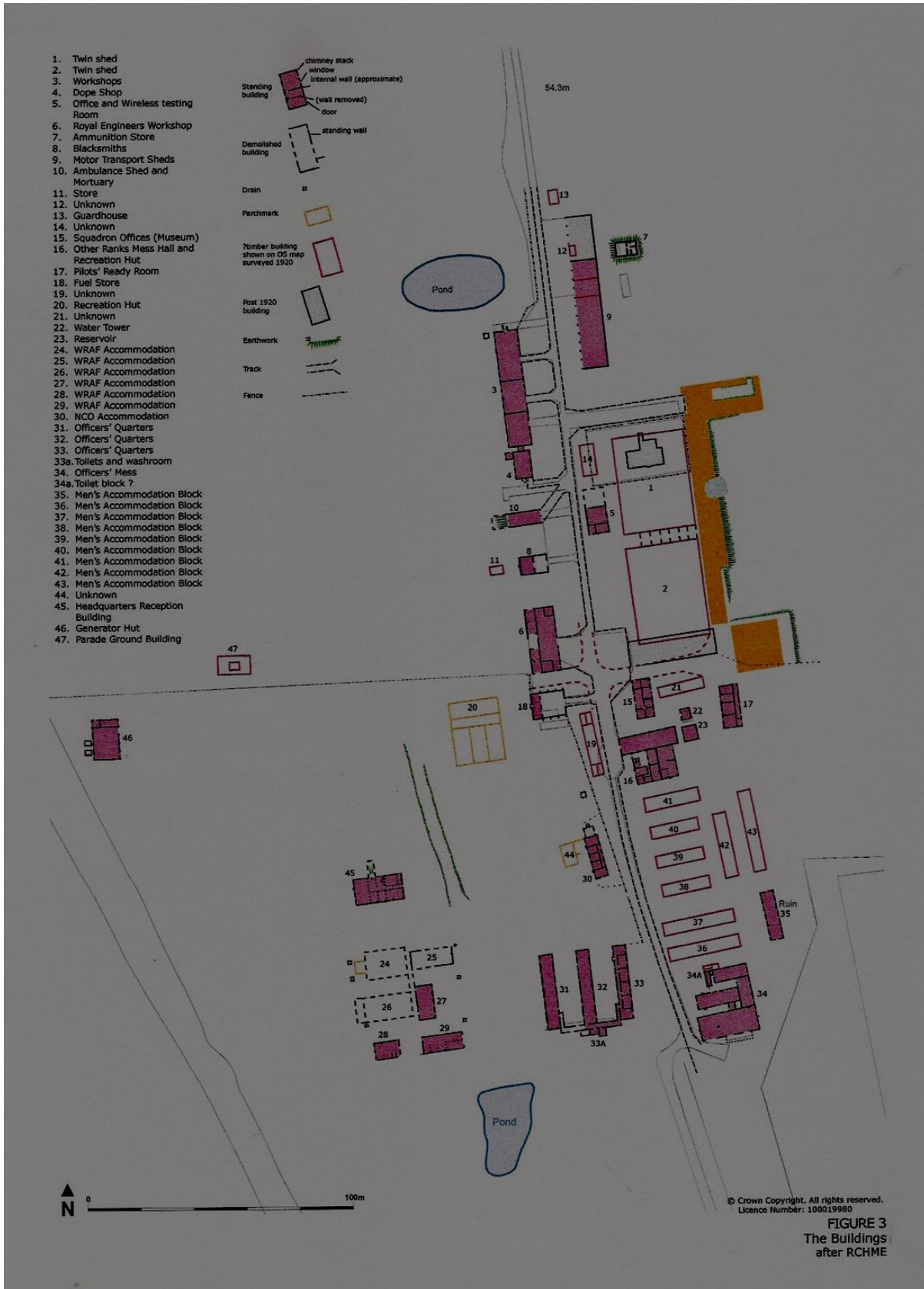


Stow Maries Great War Aerodrome Business Plan 2015 – 2019





Site Plan (RCHME 1997)

Stow Maries Aerodrome – Photographic artist impression of the site post restoration.



Today...



Yesterday...and Tomorrow

Stow Maries Great War Aerodrome Business Plan 2015 – 2019

Contents

1. Introduction.....	5
2. Review of Activity – January 2013 to June 2015.....	9
3. Business Rationale.....	10
4. Development Plan.....	17
5. Visitor Experience and Audience Development	28
6. Operation Management and Governance.....	43
7. Risk Register	50
8. Five Year Financial Strategy.....	52
9. Development – Capital Funded One-off Projects	63
10. Conclusion	66

1. Introduction

1.1 Stow Maries Great War Aerodrome Trust Ltd

This business plan has been prepared by the Trustees of Stow Maries Great War Aerodrome Trust Ltd. (SMGWA) a company limited by guarantee (No. 07863395), a charity (No. 1151099) registered in 2012 and 2013 respectively and which has approved charity status with HMRC.

The Objects of SMGWA are:

- To preserve the fabric of Stow Maries World War One Aerodrome for the public benefit
- To advance the education of the public in the history of Stow Maries World War One Aerodrome, the Great War and the natural history of the surrounding countryside in such ways as may be deemed charitable in law.

The purpose of the business plan is to set out the vision, mission, aims and objectives of the Trustees over the period from 1st July 2015 to 30th November 2019. The business plan also sets out the actions that will be taken to operate and develop the site.

1.2 Consolidated Plan

The activities on the site are both charitable and commercial and these activities are consolidated in the business and development plan. In accordance with advice given by accountants and auditors the Trust is setting up separate limited liability companies to deal with day-to-day trading and development.

1.3 Stow Maries Aerodrome – Brief History

The site was farmland owned by Flambirds Farm (reputedly the inspiration for K.M. Peyton's 'Flambards' books and subsequent television series) and the aerodrome was developed between 1916 and 1919 as part of the outer ring defences for London against Zeppelin and Gotha/Staaken Giants bombing raids.

It was home to No 37 (Home Defence) Squadron RFC which also operated from aerodromes at Rochford (today London Southend International Airport) and Goldhanger. Nothing authentic of the period remains at these sister aerodromes. The Royal Naval Air Service also had a base at nearby Burnham-on-Crouch.

No 37 Squadron transitioned from the RFC to the RAF on 1 April 1918 when the independent air service was formed and remained on station until 1919 when it transferred to RAF Biggin Hill. Thereafter the aerodrome reverted to agricultural use.

During the interwar period the wooden buildings were removed and in subsequent years a handful of brick buildings were demolished or collapsed.

In December 2010 a memorial to those killed in the line of duty was erected at the aerodrome, paid for by public subscription.

1.4 Background to Site Ownership and Preservation

From the 1960s the site fell increasingly into disrepair and was largely forgotten until the late 1970s when local historians and military aviation enthusiasts recognised its importance. The Royal Commission for Historic Monuments (England) carried out a survey of the site and published its report in 1997. In 2007 the 79 acre site and all the 24 crumbling buildings were purchased by Stow Maries Aerodrome Ltd. for development into light industrial units, operational airfield and museum/memorial.

Work began restoring the buildings, maintaining the landing strip and developing light industrial units in the RFC Engine and Doping Workshops (buildings 3 & 4). In addition a museum was created (building 15) and the Airmen's Mess Hall (building 16) was restored to support the museum and provide a centre for community use.

When the site was again put up for sale in late 2012 a campaign was launched by Essex County Council and Maldon District Council to acquire it for the nation and ensure its long-term preservation. On the 17th December 2013 the Stow Maries Great War Aerodrome Trust Ltd completed the purchase of the site for £1.8 million, with support from the National Heritage Memorial Fund, English Heritage, Essex County Council and Maldon District Council.

1.5 Brief Site Description (2015)

Today 24 separate buildings and structures survive (in 1919 there were 47) located in 79 acres of countryside. The site was designated a Conservation Area in 2010 and in August 2012 the Secretary of State for Culture, Media and Sport approved the listing of all 24 buildings Grade II*.

The buildings are simple functional single storey structures for technical uses of storage, transport, repair and maintenance of aircraft or for administration, accommodation and associated amenities. The general construction of the buildings consists of single brick walls with timber roof structures covered in slate or corrugated iron; wooden and iron windows; and some cement rendered and pebbledash walls. Floors are mostly concrete with some evidence of wooden floors.

In 2012 the whole site was put on the English Heritage 'Buildings at Risk' register and the priority of the SMGWA Trust is to ensure conservation/restoration of the buildings and to remove them from this register. This will be achieved in stages as funds become available.

During March/April 2015 a full written and photographic survey was completed. This established the state of the repair plus the existence of original fixtures, fittings and features and building construction. The survey identified which buildings were in good to fair condition and which were in poor condition and likely to collapse within the next few years. The high risk buildings include 6, 12, 27, 28, 29, 30, 32, 33, 33a, 34, 34a, 35, with the remainder being at medium or low risk.

A Listed Building Heritage Partnership Agreement (HPA) has been entered into with Historic England and Maldon District Council. This enables SMGWA to carry out pre-determined conservation and restoration statements and directives without the need for individual applications to be made. In association with the HPA, Historic England have produced a first draft Conservation Management Plan and Statement outlining the methodology and significance of the site and work schedules.

In July 2014 a successful application for a temporary hangar was submitted to Maldon District Council and a partnership with World War 1 Heritage Aviation Trust (WW1HAT) for the loan of period replica / late production aircraft for static and flying display.

1.6 Architectural and Heritage Significance – Site Overview

The rarity of this group of 24 structures is the largest known surviving group of RFC buildings on a World War 1 aerodrome in the country, *'No other near complete WWI aerodrome remains in England and a high grade is appropriate to flag the importance of this rare survival which is unique'* (English Heritage April 2012). The presence of a wide range of technical and domestic buildings surviving in their original military context and their historic and architectural interest is such that the buildings are considered to have more than special interest. The individual building types are rare survivors; only two other RFC Officers' Messes are listed and there are no designated examples of some of the other building types which remain at Stow Maries including the Pilots' Ready Room, Airmen's Mess, Reception Building and Squadron Headquarters.

The buildings at Stow Maries are functional and there has been some loss of historic fabric. Unlike many other WWI aerodrome buildings, however, the majority of the structures at Stow Maries were not adapted for later military purposes, thus the continued presence of a wide range of technical and domestic or 'regimental' buildings largely in their original form conveys architectural interest. The buildings display good craftsmanship in their construction; e.g. the roof structures are complex in their arrangement and well-made. Individual buildings retain many original fixtures and fittings; the Officers' Mess, Pilots' Ready Room and Squadron Offices/Museum are notable in this regard.

Although the loss of the hangars and Airmen's huts do reduce the completeness of the group, the continued presence of most of the technical and domestic buildings, the parade ground, flying field and infrastructure amplifies the significance of the complex as a whole.

1.6.1 Restored Buildings.

Six buildings were fully restored, and one partially restored, between 2007 and 2011, with appropriate materials in accordance with their original construction and architectural detailing. These are: The Workshop (building 3); Dope Shop (building 4); Ambulance Shed and Mortuary (building 10); Blacksmith's Shed (building 8); Squadron Offices (Museum, Building 15); Other Ranks Mess Room and Recreation Hut (building 16) and Pilots' Ready Room (partially restored, building 17). The Workshop and Dope Shop have been restored to comply with modern workshop environment conditions, but behind the modern internal wall finish is the original fabric untouched.

1.6.2 Buildings Requiring Restoration

These include: Office and Wireless Room (building 5); Motor Transport Shed (Building 9); Royal Engineers' Workshop (building 6); Generator Hut (Building 46); Reception/Headquarters Building (building 45). Twelve buildings are considered derelict and require significant structural repairs and reinstatement: Officers Mess (building 34/34a); Officer's Quarters (4 buildings 31, 32, 33 and 33a); Men's Accommodation Block (building 35); NCO Accommodation (building 30); WRAF Accommodation (3 buildings 27, 28 and 29); Water Tower and Reservoir (building 22 and 23); Fuel Store (building 18) and Ammunition Store (building 7).

None of the un-restored buildings are wind or water tight and therefore continued deterioration is expected unless remedial works are implemented in the short term. To enable safe and interpreted access to the site there must be a planned programme of restoration and conservation that allows areas of the site to be worked on without affecting overall visitor flow, understanding and safety.

1.7 Biodiversity Assessment

The vast majority of the site is open grassland with woodland. The site has no statutory designation but is home to many species of fauna and flora including all five species of British owls, a rarity in one location.

The Operations Manager is responsible for the day-to-day management of the biodiversity and its development, taking into consideration conservation, education, training and income generation. A site biodiversity conservation plan has been produced by DF Clark Bionomique Ltd.

1.7.1 Stewardship

The Forestry Commission Stewardship Scheme entered into a partnership arrangement for the management of the site as a wildlife habitat in 2011 for a ten year period which has a further six years to run. The agreement provides for seeding of particular areas of the site which ensure a supply of food for both indigenous and migratory birds. The boundaries are managed with tufted grass and hedgerows to encourage habitats.

SMGWA also works with the Woodland Trust for woodland stewardship and maintenance and the RSPB 'Turtle Dove Project' including the seeding of foodstuff. The RSPB uses the site for monitoring turtle dove population levels.

1.7.2 Wildlife Re-siting Scheme

The site is registered for rehabilitation of endangered species i.e. animals that need a temporary or permanent relocation due to development. Wildlife re-siting is financed for developers and SMGWA is currently (2014/15) in contract for two re-siting projects. Some of the animals in the scheme include grass snakes, adders, great crested newts, slow worms and lizards.

1.7.3 Memorial Wood

The Memorial Wood project allows the public to buy a tree as a memorial to someone who fell during the Great War. The area to be planted is at the north of the site and each tree will have a short dedication i.e. name and service details. The project has three distinct objectives: increase the woodland on the site and habitat; provide a community focus for the memory of those who died during the war; and income generation for the Trust.

1.7.4 Biodiversity Education and Training

SMGWA works in partnership with the Forestry Commission and Writtle College to provide training for Entry and Higher Level Stewardship schemes. In addition the 'Greenwatch Club' attracts local schools to the site for practical learning sessions in conservation, habitats and stewardship.

Volunteers assist with the construction of hides and habitat shelters and are offered training.

1.8 Flambirds Farm

The relationship between Mr and Mrs Crosby of Flambirds Farm is both formal and informal. There are legal agreements in place regarding access and operations and informal co-operation regarding land management, rainwater drainage, event support, security, etc.

1.9 Public Access to the Aerodrome

The site is in a secluded location away from high density population which is an advantage for the operation of an aerodrome. However, this presents challenges from the point of view of public access, safety and security.

The site has brown directional signs on the approaches from Danbury / Maldon and South Woodham Ferrers. These cater for local traffic but more signs are required on main arterial routes e.g. A12, A414, etc. The main access roads to the site are minor metalled roads or farm tracks (lanes) which have issues regarding capacity and safety.

There are two alternative access routes onto the site, one for cars and another for coaches/vehicles over 7.5 tonnes. Signage will differentiate between the modes of transport and routes. Car and mini bus access is from Hackman's Lane and a private farm access track with passing points. The junction may require consultation with Essex County Council Highways & Transportation for advice on the safety and visibility, as well as signage. The farm road is also in need of repair and upgrade with additional passing points.

All coaches and vehicles over 7.5 tonnes must use the entrance off Crows Lane. This is an adopted road that leads from Bicknacre/Woodham Ferrers villages. Crows Lane was the original access on to the aerodrome and bringing visitors in at this point supports the interpretation and visitor experience. Over the next two years consideration will be given to making Crows Lane the primary access to the site.

Car and coach parking is currently inadequate. The car parking is on a grassed area which is prone to waterlogging. Parking areas suitable for around 150+ cars and about 5 – 10 coaches are required.

There are two options;

- Option 1: An all-weather hard-standing area for both cars and coaches at the north end of the site, using a non-intrusive hard standing mesh that allows grass grow to mask the mesh but provides hardwearing parking.
- Option 2: Purchase land for car/coach parking outside the historic boundary of the aerodrome. The surface finish is therefore optional.

Option 1 is in the current development plan.

Other vehicle access options have been tried e.g. a park and ride scheme in Maldon; the site's remoteness does not lend itself to casual cycle hire or walking.

2. Review of Activity – January 2013 to June 2015

Since the formation of SMGWA Trust and the acquisition of the site there have been the following successes:

- Work to conserve four prominent buildings, and remedial work to others, has begun with the appointment of Purcell's Conservation Architects to oversee conservation and project management. The work has been made possible through grants from Historic England and WREN.
- A temporary hangar was granted planning permission and completed in early 2015 for the display of replica / late production period aeroplanes.
- Over the last 18 months approximately 10,000 people have visited SMGWA.
- 44 events have been staged since January 2014.
- Armed Forces Day 2014 attracted 1,200 visitors; 2015 attracted 1,500.
- The 2014 Commemoration Service on Remembrance Sunday attracted over 600 people, including 40 who had flown in to Stow Maries.
- During May 2014 and 2015 there have been three 'Fly In' weekends which have attracted a total of 4,815 visitors.
- There have been eight STEM Rocket Days in partnership with 39 schools/colleges which have attached a total of 300 students.
- Outreach events include a Southend Pier Remembrance Commemoration event and an 'Essex during World War 1' Conference in Chelmsford.
- A total of 50 talks have been given by staff and volunteers since January 2014 to local history societies, aviation clubs, Parish Councils', etc.
- Media coverage included BBC Look East basing their 11th November programme from SMGWA; other TV e.g. seasonal watch programmes; news highlights, etc.
- There have been 14 magazine and newspaper articles and reports since 2012, e.g. specialist magazines such as the Aeroplane, Context, The Essex Journal, and local press.
- There have been 8 volunteer training sessions in building conservation, health and safety, collection management and curatorial procedures.
- The museum has received around 650 donated and loaned artefacts.
- SMGWA has been invited to work towards Museum Accreditation (for submission in May 2016).
- The replica Sopwith Pup, made for the BBC 'Wings' television series (1977/78), was purchased and restored for display.
- Visit by the Chairman (ACM Sir Glenn Torpy GCB CBE DSO) and the Director of the RAF Museum.
- Visit by Roy Clare CBE, Director of Auckland War Memorial Museum (NZ).
- Visit by ACM Sir Jock Stirrup, former Chairman of Imperial War Museum.
- Visit by The Rt Hon John Whittingdale OBE MP, local MP and now Secretary of State for Culture, Media & Sport.
- Visit by The Rt Hon Mark Francois MP, lately Minister of State for the Armed Forces.
- On 17 March 2015 the site was honoured with a visit by HRH The Earl of Wessex.

3. Business Rationale

3.1 Vision Statement

To ensure the lasting preservation and conservation of the built environment, history and memory of the service men and women who worked, lived and died at Stow Maries Great War Aerodrome and to tell the story of Britain's home defence during World War 1.

3.2 Mission Statement

To provide a world class venue for the public understanding, appreciation and remembrance of the home front, defence of the realm, and aviation during World War 1 and provide inclusive access to its interpretation. To provide educational and training resources to stimulate learning opportunities for children, young people and adults and to encourage volunteering and skills development.

3.3 USP Analysis

- Largest and most complete surviving group of RFC buildings on a World War 1 aerodrome in the country.
- All the buildings are grade II* statutorily protected and are rare examples of the layout and organisation of a World War 1 aerodrome.
- It is the only World War 1 aerodrome in public ownership with inclusive access.
- It is uniquely placed as a home defence aerodrome to tell the story of the home front during World War 1.

3.4. Aims and Objectives 2015 – 2019

During the next five years the primary aims and objectives of SMGWA are outlined below.

Aims	Objectives	Means of achieving	Wider Impact
Preservation and conservation of the historic aerodrome and site.	Achieve removal of the site from Historic England's 'Buildings at Risk' Register.	Apply for grants, sponsorship and income. Enable some of LIBOR funding to be used as match funding to other grant applications. Commission conservation management plan and schedule of maintenance.	Halt deterioration of historic fabric. Provide ROI to regional employment. Sense of pride to volunteers and local community.
	Conservation of Royal Engineers' Workshop (building 6), MT Sheds (building 9), Pilots' Ready Room (building 17) and Men's Accommodation Block (building 35).	WREN and Historic England grants totalling £228,000.	Move towards removal of the buildings from Historic England's 'Buildings at Risk' Register. ROI towards regional employment and provide a sense of pride to volunteers and local community. Enable partnership development for apprenticeships.
Return the site to its 1919 appearance.	Restore and conserve all the existing buildings; reconstruct key missing wooden buildings, e.g. Aircraft Shed (Hangar), Airmen's Huts and site appearance.	Grant funding of c£500,000 is in place from LIBOR grant. Individual sponsorship of specific wooden buildings. Extensive site research and consultation.	ROI towards regional employment. Increased visitor numbers. Enable partnership development to increase loan of aircraft collections.
Provide a first-class visitor experience devoted to the story of the Royal Flying Corps, Royal Air Force, Royal Naval Air Service, 37 (Home Defence) Squadron and home defence during World War 1.	Provide an inclusive, informal and entertaining approach to learning through the site, artefacts and stories via thought provoking exhibitions, events, reconstructions, living history and museum collections.	Volunteer curatorial team development and training. Develop partnerships with replica / late production aircraft collectors and museums regionally and locally. Develop programme of events. Develop education programme.	Increased visitor numbers and income. Volunteer skills development. Contribute to local tourism.

	Develop the museum galleries to offer wider interpretation to WW1 home defence.	Application of grants and LIBOR funds. Collaborative working with other museums.	Provide an informal and formal learning resource/experience. Volunteer skills development. Contribute to local tourism.
Provide inclusive educational resources for life-long learning.	Ensure World War 1 history is accessible as a formal and informal teaching aid in a stimulating and informative way through events, museum exhibitions, website, outreach and digital access.	Provision of educational space (Dope Shop / Education Room) and galleries to allow school/college visits. Development of learning resources in both print and digital media. Employment of under- and/or post-graduate Interns to carry out research. Create schools-based database and Inset sessions. Outreach sessions to schools/colleges.	Income from school/college visits. Provide wider learning opportunities e.g. STEM, biodiversity, etc. Increased visitor numbers. and income.
	Provide educational access to the surrounding countryside and biodiversity.	Work in partnership to develop formal and informal learning resources. Provide training in stewardship, photography, habitats, landscape management etc.	Income from school/college visits. Increased visitor numbers and income.
	Provide employment and training opportunities to the local community.	SMGWA will develop full and part-time employment in visitor services, education and management and contribute to the wider employment opportunities and business development.	Increase local skills base and ROI to local economy.
Develop Apprenticeship scheme	Provide an accredited centre for apprenticeship development in aeronautical industries and catering. Work in partnership with colleges and encourage people	Through partnership apply for local training and employment related grants, e.g. Nuclear Decommissioning Authority, LEP and colleges of FE.	Return a derelict and redundant building back to use. Provide employment opportunities to local community.

	<p>seeking a career change or NEETs.</p> <p>Develop a training workshops for apprentices and STEM projects.</p>	<p>Building conservation grants will enable a suitable building to be available for fit out for workshop facilities e.g. Royal Engineers Workshop (building 6).</p>	<p>Raise educational standards of NEETs.</p> <p>Provide service to aircraft owners.</p> <p>Encourage people into employment.</p> <p>Provide individual wellbeing.</p>
Develop Marketing Plan.	<p>Promote the aerodrome to an existing and new markets and audiences through marketing campaign.</p>	<p>Develop range of print and digital promotional material. Review and upgrade the website, social media, and branding.</p> <p>Increase brown signage.</p> <p>Attend regional tourism and leisure shows.</p> <p>Develop links with magazine/newspaper/TV editors for editorial features.</p>	<p>Contribute to local tourism.</p> <p>Provide ROI to local economy through increased visitor and services.</p> <p>Promotes the excellence of the County and Maldon.</p>
Curatorial Excellence.	<p>Create a museum collection management and interpretation for the benefit of the public and lifelong learning which complies with museum accreditation standards and best practice and ensure the historic buildings meet curatorial objectives for public access and interpretation.</p>	<p>Ensure the volunteer curatorial team are trained and proficient in collection management and interpretation.</p> <p>Apply for Museum Accreditation and work towards submission in 2016.</p> <p>Engage with museum networking organisations e.g. SHARE, Museums Essex, etc.</p> <p>Implement SPECTRUM standards.</p> <p>Monitor benchmarking to other museum in the region through ACE.</p> <p>Work with the independent Stow Maries Museums Fund for collection purchases.</p>	<p>Contribute to the museum excellence in the region.</p> <p>Contribute to local tourism.</p> <p>Volunteer wellbeing and sense of pride.</p> <p>Provide a suitable repository for artefact and documents relating to the SMGWA collection development policy.</p>

Ongoing development of Visitor Services.	Create an excellent and inclusive visitor experience through first class catering, site shop, site facilities, events, hire and telecommunications.	Investment in site catering facilities, shop stock and equipment from LIBOR fund to increase income and promote service and confidence of customers. Create an events programme to maximise income. Ensure hire/catering and conferencing services are promoted. Accreditation through VAQAS and PQAS schemes.	Contribute to the overall sustainability of SMGWA. Contribute to overall local tourism. Increase visitor numbers.
Business Sustainability.	Ensure that revenue and capital financial management is realistic and achievable and that the site is self-sufficient and resilient. Ensure that SMGWA are continuously seeking grants and external funding to enable project development.	Employ finance manager and ensure that financial procedures and accountability are followed. Creation of a trading company to ensure income and compatibility with charity objectives. Develop SMGWA Lottery.	Give confidence to stakeholders of good business management. Financial reporting to Charity Commission, Companies House and HMRC are efficient and timely.
	Ensure the aerodrome is safe and accessible to light aircraft and promote the use of the flying field.	Ensure the electric cables are trenched at the end of the runway and that hangarage lets are sustainable.	Contribution to SMGWA income.
Provide stewardship of the surrounding countryside.	Work in partnership with Forestry Commission, Woodlands Trust, Writtle College, RSPB, Flambirds Farm, etc. to ensure the landscape is properly managed, supervised and accessible.	Grants through Stewardship schemes. Training volunteers in landscape management. Upgrading landscape and grounds maintenance equipment. Monitoring wildlife habitats.	Contribute to national/international conservation projects e.g. Turtle Dove Project. Provide foodstuff for migrating birds. Provide countryside leisure.
Encourage and promote volunteering on the site.	Develop, in association with partners and volunteer agencies, a pro-active volunteer	Create close working collaboration with Maldon and District Volunteer Service and promote volunteering	Provide individual and community wellbeing and contribute to social interaction.

	<p>work force in many disciplines and skills.</p> <p>Encourage skills development through training and individual wellbeing via social interaction and common purpose.</p>	<p>opportunities through its newsletter and office.</p> <p>Develop a volunteer handbook and policy for good practice.</p> <p>Provide training and mentoring to volunteers.</p>	<p>Sense of individual pride in delivery of objectives.</p> <p>Sense of community and positive benefits.</p>
<p>Provide a lasting WW1 memorial.</p>	<p>Ensure that the site War Memorial dedicated to the RFC/RAF contributes to the annual Remembrance Day commemorations.</p> <p>Ensure the names of those who have fallen in the Great War are never forgotten.</p> <p>Tell the story of the civilian population who lived and died on the home front and in its defence.</p>	<p>Maintain the site war memorial and awareness of it by the wider community.</p> <p>Tell the story of those who were killed, both in combat and civilians, through the site interpretation.</p>	<p>Contribute to the nation's war memorials and remembrance.</p>

3.5 Partnerships

A project of this scale cannot be fully realised without key partners and collaborative working. SMGWA have developed five significant partnerships;

- Bianchi Aviation Film Services (BAFS)
- World War 1 Aviation Heritage Trust (WAHT),
- Forestry Commission
- University of Essex
- Colchester Institute

It is envisaged further partnerships will be developed over the next five years.

3.5.1 Bianchi Aviation Film Services

The BAFS collection consists of World War 1 representative replica aircraft, genuine memorabilia and equipment. The loan agreement will be for an initial five-year term. SMGWA will pay an annual fee to BAFS to maintain the aircraft for flying purposes and demonstrations, in turn BAFS will pay SMGWA a fee commission for any aircraft used in film or television work. This agreement will be reviewed after year one.

3.5.2 World War 1 Aviation Heritage Trust (WAHT)

An agreement between WAHT and SMGWA to base two late production historic aircraft for a period of 12 months (renewable for further periods) free of charge. In return SMGWA will provide secure suitable hangarage and hangar keeper's insurance cover for the period. WAHT will receive a share of revenue net of SMGWA expenses at flying days where the aircraft participate.

3.5.3 Forestry Commission

This is an annual grant for a period of 10 years to enable Entry and Higher level stewardship of the site and provision of food for migrating and indigenous bird population. This is a tripartite arrangement which also includes Writtle College.

3.5.4 University of Essex, History Department

SMGWA is working in partnership to provide student internships and project development, e.g. research, digital interpretation, etc.

3.5.5 Colchester Institute

Work is in progress to deliver apprenticeships across a range of specialised areas.

4. Development Plan

SMGWA has instigated a development plan over the next five years to realise the overall strategic aims, objectives and vision of the aerodrome conservation, restoration and interpretation.

The development plan is identified by the key areas of work

- Site and building conservation plan and strategy
- Fundraising plan
- Education/Life-long Learning/apprenticeship strategy
- Governance
- Marketing and communication plan
- Museum development
- Biodiversity Development Plan
- Masterplan – priorities, policies and strategies

Each section of the overall development plan is interlinked and facilitates the delivery of each element of the business plan.

The Trust's overall objective is to return the site to its 1919 appearance. This will require full conservation, partial or full restoration and some reconstruction spread over a 5 – 10 year development period. The cost is estimated at around £8m - £10m, which will be raised through grants and sponsorship from a number of funders, agencies, individuals and companies.

The programme will ensure the conservation of the original buildings and features as well as the reconstruction of the wooden buildings eg. hangars and airmen's huts. A holistic approach to recreating a complete World War 1 aerodrome will provide a unique visitor experience and educational facility which will contribute to the site becoming a major national attraction and memorial to World War 1 heritage.

4.1 Development Rationale – Business Case Analysis

To develop the site into an accessible and meaningful visitor experience of a 1919 RAF aerodrome will require the restoration and conservation of all or part of the site; the creation of pedestrian and mobility pathways on site; the replacement of missing wooden and brick buildings and the creation of additional interpretative space e.g. reconstructed buildings, whilst considering the biodiversity and unique historic atmosphere of the site.

Through user consultation it has been recognised that the public expectations is to experience a World War 1 aerodrome. To realise this objective requires a business case rationale of need, sustainability, socio-economic impact, long term objectives and conservation.

<p>Development Project:</p> <p>Replica Hangar</p>	<p><i>Two wooden hangars removed in the 1940s to be rebuilt on their original site. Hangar 2 will be the first replacement.</i></p>
<p>Economic</p>	<ul style="list-style-type: none"> • The cost of replicating the hangar 2 is approx. £500,000. • Funding has been allocated from the LIBOR grant. • Planning permission is held. • The structure requires a maintenance management plan and an annual maintenance budget. • The additional aircraft displays will increase and widen the audience appeal and income generation. • The current temporary hangar has planning permission which expires in 2019 and therefore a permanent solution is required beyond this date.
<p>Heritage</p>	<ul style="list-style-type: none"> • The hangar would provide additional space for interpretation of historic aircraft and allow the Trust to enter into loan agreements with WW1 aircraft collectors. • The hangar will contribute to the overall impression of the aerodrome and contribute to its original skyline and site appearance. • The provision of working replica / late production aircraft will allow ground and air-borne demonstration and interpretation.
<p>Community</p>	<ul style="list-style-type: none"> • The hangar will provide space for apprenticeship activities (aircraft maintenance/construction skills). • There will be volunteering opportunities through stewarding, curatorial and visitor services. • The provision will also provide a wider educational offer to schools and colleges in history and STEM subjects. • The construction will provide employment and potential ROI to the local economy.
<p>Access</p>	<ul style="list-style-type: none"> • It will increase access and visitor stay time contributing to value for money. • No additional road or pedestrian access is required, other than pathways for visitors. • DDA and equalities impact assessment will be undertaken to ensure compliance with legislation.
<p>Environmental</p>	<ul style="list-style-type: none"> • There will be minimal environmental impact as the site is currently occupied by a 'blister' hangar, although a concrete base will be required. • The construction brief and design will ensure all timber is responsibly sourced and any external preservative environmentally friendly. • There will be little additional impact on the site.

<p>Development Project:</p> <p>Car parking and Entrance provision.</p>	<p><i>Currently the site has relatively poor vehicle access, either via the farm access road which has a weight limit of 7.5 tonnes or via Crows Lane which is a narrow country lane. Car access is via Hackman's Lane and Flambirds Farm road and coach access via Crows Lane. It is important that suitable entrance(s) are provided for both car and coach parking in safe and close proximity to the historic aerodrome.</i></p>
<p>Economic</p>	<ul style="list-style-type: none"> • The financial projections for the five-year term of the business plan assume a visitor attendance of around 30 - 35,000 pa by 2019 to maximise the income and sustainability of the Trust. • Coach tours will be increased as they are cost effective and generate ancillary income from catering and retail sales. • It is anticipated the car parking and vehicle access work will cost approx £200,000.
<p>Heritage</p>	<ul style="list-style-type: none"> • It is important that a coach/car park is sympathetic to the site and its overall appearance. • The parking will be suitably remote from the aerodrome to prevent historic environment contamination and from airfield operations for safety reasons
<p>Community</p>	<ul style="list-style-type: none"> • Consultation with local landowners, residents, Parish Councils, District and County Council's will be required to ensure increased vehicle access is planned and executed to the satisfaction of all stakeholders and neighbours.
<p>Access</p>	<ul style="list-style-type: none"> • Improved vehicle parking will be sufficiently close to allow walking access, with mobility aids provided as necessary. • Improved coach access will encourage increased school/college attendance. • An equalities impact assessment will be undertaken to ensure compliance with equalities legislation.
<p>Environmental</p>	<ul style="list-style-type: none"> • Increased coach tours could reduce individual car journeys and therefore carbon footprint. • This will require a substantial area of the site, or adjoining farm land, to be given over permanently to parking. • The visual impact can be minimised by using a hardstanding mesh to allowing grass growth. • Biodiversity assessments will be made to ensure there is planned biodiversity management.

<p>Development Project:</p> <p>Historic Building Restoration</p>	<p><i>The site is a Conservation Area and contains 24 grade II* listed building which are on Historic England's 'Buildings at Risk' Register. Since 2007 six buildings have been fully restored and uses range from workshop to museum. The remaining 18 buildings are in various states of dilapidation ranging from collapsed to fair preservation. All, however, need conservation.</i></p>
<p>Economic</p>	<ul style="list-style-type: none"> • The preservation of the listed buildings is a legal obligation of the Trustees. • Restoration will enable the Trust to realise the site's full interpretive and income generating potential through adaptive reuse of the buildings either for visitor access, education or other uses. • Conservation is required for all buildings to ensure their longevity and stability. • There is a potential to restore a percentage of the buildings that provide the most significant ROI and remaining buildings in a conserved state but not accessible by visitors. • The full cost of restoration and conservation is estimated in region of £8 - £10 million and will require a significant fund-raising effort by the Trustees.
<p>Heritage</p>	<ul style="list-style-type: none"> • The site's unique nature requires that the heritage aspect is not compromised. The story of World War 1 Home Defence and No 37 (Home Defence) Squadron is of equal importance and integral to the history of the site. • There is a potential conflict between full restoration and visitor access and building conservation. • A balance as outlined above will need to be found, to ensure both objectives are met with minimal impact. • The main objective of returning the site to its 1919 appearance will require a high level of restoration and interpretation. • Any work must comply with listed building legislation. • A Conservation Management Plan and Listed Buildings Heritage Partnership Agreement have been implemented through Maldon District Council and Historic England. • The restoration of the buildings will contribute to the public enjoyment and understanding of the site.
<p>Community</p>	<ul style="list-style-type: none"> • Stakeholder consultation is essential to the agreed way forward. • Advice has been given by Historic England and Maldon District Council and through consultation with visitors. • A wider consultation will be required with other stakeholders and partners to ensure their voices and wishes are considered.
<p>Access</p>	<ul style="list-style-type: none"> • To ensure the story is fully told, public access to the whole site is an ambition but this must be managed in conjunction with the sustainability of the buildings; health and safety considerations; the needs of the visitor and the historic integrity of the site. • As many of these buildings are currently in remote areas of the site

	<p>pathways will need to be constructed that comply with DDA access, but maintain the overall character and appearance of the original site.</p>
Environmental	<ul style="list-style-type: none">• The environmental impact on the site's biodiversity will require creative management approaches if the objective of returning the site to its 1919 appearance is to be realised. This could bring conflict with the biodiversity partners/stakeholders.• Many protected birds and animals have habitats in or around the un-restored buildings and a full biodiversity survey will be required to assess the extent of the wild-life occupation and an action plan for future nesting and habitat provision.• The overall objective for the building restoration or conservation will require a management plan for the biodiversity.

<p>Development Project:</p> <p>Wooden Hut and brick building replacement.</p>	<p><i>The original aerodrome included 14 wooden buildings and 3 additional brick buildings. The wooden buildings were Airmen's Accommodation Huts and Recreational Buildings, the brick buildings provided WRAF and civilian women's Accommodation. The exact date of their removal and demolition is unknown but there are substantial foundation remains of the brick buildings and documentary evidence and other off-site examples of the wooden buildings to guide the design for reconstruction. Consideration will be given to re-instating these buildings or providing interpretation through digital and virtual applications.</i></p>
<p>Economic</p>	<ul style="list-style-type: none"> • The wooden buildings would be low cost reconstructions. The relocation of existing World War 1 huts is viable but it may be more appropriate to create replicas so that the visitor is under no illusion that they are not original. It may also be more costly to relocate than to build from scratch. The estimated cost per wooden hut would be in the region of £50,000 and per brick building around £100,000. • There is an income potential from these buildings as they will not be designated as listed structures and therefore will allow greater internal freedom to enable alternative use. It is however crucial that their external appearance supports the overall objective of returning the site to its 1919 appearance and to comply with the conservation area status. • The proposed use ranges from interpretation; volunteer accommodation; facilities for amenity groups; overnight accommodation; incubation units for heritage or digitally related small businesses; and site and collection storage. Some of these options will generate an income. • The structures would require a maintenance management plan and an annual budget.
<p>Heritage</p>	<ul style="list-style-type: none"> • To comply with the 1919 appearance of the site it is essential that some of these buildings are reinstated, especially the Women's Accommodation to enable the story of women's contribution to the home defence to be told. • A number of wooden buildings will also demonstrate the temporary nature of a World War 1 aerodrome. • Research is required to understand fully the appearance, construction and use of these buildings.
<p>Community</p>	<ul style="list-style-type: none"> • As outlined above local community groups such as scouts, air cadets, volunteers and schools would benefit from additional accommodation. • Stakeholder consultation is essential to identify community uses. • Historic England, Maldon District Council would be consulted. • A wider public consultation will be required.
<p>Access</p>	<ul style="list-style-type: none"> • The reconstructed buildings must be compliant with DDA and building regulations.
<p>Environmental</p>	<ul style="list-style-type: none"> • The construction brief and design will ensure all timber is responsibly sourced and the external preservative is environmentally friendly. • There will be considerable impact on the site's biodiversity as the site of the Men's Accommodation Huts will be located in scrub and wild grass which may harbour small mammals and insects. Biodiversity surveys will be needed.

4.2 Strategic Development Plan

Year		2015				2016				2017				2018		2019	
Project	Quarter/Half Year	1	2	3	4	1	2	3	4	1	2	3	4	1	2	1	2
Site Development																	
Complete shop move and new entrance space		█															
Introduce EPOS system		█	█	█													
Complete temporary hangar		█															
Finalise aircraft loan agreements		█	█	█													
Develop temporary education room		█															
Complete buildings gazetteer		█															
Trench overhead electricity cables & sub station		█	█														
Site office refit			█	█													
Coach park (Crows Lane)					█												
Access (site paths)					█												
Site toilets upgrade					█												
Installation of new kitchen facilities (Mess Bldg.)					█												
Installation of heating to Mess and Museum					█												
Site drainage					█												
Upgrade site water supply					█												
Tele-communications Upgrade					█												
Security system upgrade					█												
Possible fence installation					█												
Wildlife towers					█												
Site drainage (car park)						█	█										
Hackman's Lane upgrade							█	█	█								
Car park extensions										█	█						
Sewerage services upgrade											█	█					
Electrical service upgrade													█	█			
Road improvements														█	█		
Procure conservation architects		█															
Agree building conservation development plan			█	█													
Finalise Conservation Maintenance Plan			█	█													
Rebuild wooden block (building 21)					█	█											
Conservation of RE Workshop (building 6)					█	█											
Conservation of MT Sheds (building 9)					█	█											
Conservation of Pilot Ready Room (building 17)					█	█											
Rebuild of Men's Accommodation (building 35)						█	█										
Reconstruct Hangar (blg. 2) procurement/design			█														
Reconstruct Hangar (building 2) build					█	█	█										
Reconstruct Hangar (building 2) fit-out							█	█									
Conservation Site HQ/Reception (building 45)												█	█				
Officers Accommodation (buildings 30 – 33A)													█	█			
Officers Mess (buildings 34/34A)														█	█		
Women's Accommodation															█	█	
Generator House (building 46)																█	█

All buildings removed from Risk Register																					
Identify a solution for Broadacres																					
Instigate solution for Broadacres																					
Planning, design, tender Hangar 1																					
Hangar 1 build																					
Consult, planning, design, tender wooden huts																					
Reconstruction of wooden huts (if agreed)																					
Consult, planning, design, tender missing blgs.																					
Reconstruction of brick buildings (if agreed)																					
Visitor Centre																					
Masterplan																					
Seek funding to write and deliver masterplan																					
Identify authors and issue contracts/procurement																					
Masterplan writing and production and review																					
Create a regional volunteer hub strategy																					
Fundraising																					
Produce strategy																					
Create case for support																					
Apply for LIBOR funding																					
Launch SMGWA Lottery																					
Prepare programme for grant applications																					
Bid development for HLF match funding to LIBOR																					
Apply for partnership funding for apprenticeships																					
Memorial Wood launch																					
Dev. stage 2 HLF application (if stage 1 success)																					
Marketing and Communications																					
Develop audience development plan																					
Develop a digital communication strategy																					
Review and develop website																					
Erect brown signs																					
Produce Marketing and Communications Strategy																					
Create bespoke campaigns for target markets																					
Introduce Landing Card																					
Develop biodiversity offer – tours/photography																					
Erect additional brown signs																					
Educational Strategy																					
Develop education/LLL strategy																					
Finalise educational/apprenticeship partnerships																					
Biodiversity wildlife resources																					
Develop an apprenticeship strategy/scheme																					
Secure partnership funding																					
Fit out apprentices workshop (building 6)																					
Implement apprenticeship training scheme																					
Develop team of educational volunteers																					
Develop schools/college museum education prog.																					

Develop schools/colleges database																			
Produce schools/colleges resource material																			
Provide Inset days for teachers																			
Develop additional learning space																			
Create/deliver prog. of in/outreach education																			
Museum Development																			
Apply for Museum Accreditation																			
Work towards Museum Accreditation																			
Introduce digital collection management system																			
Develop volunteer curatorial/guiding/stewards																			
Apply for HLF WW1 Grant																			
Produce Workshop/Temp. Hangar Exhibitions																			
Produce digital and print information/guides/Apps																			
Tender archaeological assessment																			
Deliver archaeological assessment (site/desk top)																			
Produce exhibition work for Replica Hangar																			
Governance																			
Develop 5 Year Business Plan 2015 – 19																			
Review internal communications																			
Review management structure & procedures																			
Develop volunteer policy																			
Appoint visitor service staff - catering																			
Appoint staff CEO/Education																			
Appoint professional staff – consultancy/freelance																			

4.3 Schedule of Repairs and Maintenance.

4.3.1 Restored Buildings

Seven buildings are fully restored to a high quality and with appropriate materials in accordance with their original construction and architectural detailing befitting their Grade II* listed status.

Schedule of Maintenance

- Required repairs agreed via Historic England Conservation Statement and internal schedule of maintenance.
- Yearly inspections of roof condition and rainwater goods to maintain structures as wind- and weather-tight.
 - The impermeable nature of the concrete floors can cause rising damp. Yearly checks for damp in walls and management of surface water around the footings of buildings.

4.3.2 Buildings Requiring Restoration

The remaining seventeen buildings require conservation/restoration and are all on Historic England's 'Buildings at Risk' Register. All these buildings, with the exception of the Wireless Testing Room (building 5), are in very poor condition. These buildings are structurally unsound and some are partially collapsed or require significant reinstatement and are open to the elements. These buildings will require architectural surveys and a prioritised schedule of works for shoring up and making them wind and water-tight.

4.3.3 Public Areas

The site will have to comply with safety regulations as well as being compliant with the provisions of the Disability Discrimination Act 2005. The Trustees also intend to follow good front-of-house standards practice, with visitor care and experience uppermost in the management of the site.

This will include a schedule of regular cleaning, inspection and maintenance:

Schedule of Maintenance

- Sweep, cleanse and keep all public areas and displays free of dirt, trip/slip hazards. (Daily).
- Ensure all interactive display, IT and museum displays are working and in good repair. (Daily).
- Ensure all external lighting is working. (Daily).
- Clean and maintain all kitchen and catering service areas, toilets and baby changing facilities, etc. (Daily).
- Test and maintain all electrical and mechanical systems, emergency lighting, smoke and fire detection systems and intruder alarm systems. (Monthly).
- Deep clean public toilets and catering areas. (Weekly).
- Weeding around paths/roadways and public areas. (Monthly).
- Risk assessment for public access and pedestrian flow. (Quarterly or as required by on-site works).
- Annual Test certificates and insurance – electrical, mechanical and liability. (Annual).
- Review/renew security systems. (Five yearly).

4.3.4 Natural Landscape

The Aerodrome is set within a landholding of 79 acres of countryside some of which is subject to Elementary Level and Higher Level Stewardship schemes and a Woodland Trust Grant Scheme.

Schedule of Maintenance

- In accordance with Stewardship Schemes above.
- Restrictive covenants to land ownership “*That a section of hedge adjacent to the site access to be maintained at no greater than one metre in height*” and “*inclusive of an improved visibility splay to north of access onto Hackman’s Lane*”.
- Proper maintenance of concreted road from Hackman’s Lane to access Aerodrome.
- Mow landing strip. (Monthly or more frequently seasonally as required).

5. Visitor Experience and Audience Development

5.1 Visitor Experience.

The project aims to appeal to an inclusive and diverse audience. Activities on the site will aim to target all age groups. Visitors with special needs will be catered for in all access and interpretation policies/strategies.

The aerodrome will appeal to people interested in military history, 20th century history, aviation and World War 1. It is well placed to tell the stories of people involved with the home defence during that war. Events programmes will cater for those interested in all aspects of vintage aviation, transport and social history.

The Trustees realise that there is a challenge in engaging with the BAME community as the direct links with members of the Commonwealth community are few but their stories can be told in a wider reaching interpretation. Some pilots from Canada, New Zealand and Australia who joined the RFC/RAF were, however, based at Stow Maries Aerodrome.

The current offers for all visitors are;

- Exhibitions in the Museum, Squadron Museum and Temporary Hangar
- Museum shop and refreshments
- Guided tours of the site at fixed times (usually 11.00, 13.00 and 15.00), included in the admission price
- A personal introduction to the site followed by two 6 minute films

Future developments will include;

- Improved shop and catering facilities (2015/16)
- Exhibition space in the Workshop Gallery (2015/16)
- Aircraft displays in the replica Hangar (2017)
- Reconstructed buildings and rooms (2016 – 2019)
- Improved access – physical i.e. paths (2016 – 2019) and digital (2015 – 2019)
- Improved payment methods (2015)
- Improved natural history interpretation (2016)

Visitor Surveys have been carried out with a specialist group (English Heritage members, October 2013) and visitors to a special event (May 2014). These surveys have a common focus:

- A desire to see the site restored, but not to the detriment of the ambience.
- Interpretation restricted to the home defence in World War I, No 37 Squadron, the aerodrome, World War 1 more generally and the farm. There should be a programme of events, air shows and living histories.
- Visitor services need improving i.e. refreshments, car parking, directional signage.
- Activities for children but not at the expense of the historic fabric or interpretation.

The continuation of visitor surveys is crucial both at events and during normal opening hours. It is recognised that there is a need for non-user surveys especially within the locality i.e. Maldon, Chelmsford, Southend-on-Sea, etc. and online via the website.

To ensure the attraction is sustainable the site must attract repeat visitors.

5.2 Lifelong Learning

5.2.1 Formal learning – children and young people

The National Curriculum history programme of study aims (published in September 2013) outline the overall aims and objectives for teaching history to children from the age of 5 to 14 (KS1, 2 and 3). For each Key Stage the approach may vary and Stow Maries Great War Aerodrome can provide educational support and resources for the teaching of history, and other subjects, in line with the National Curriculum.

The site also offers a resource to children at KS 1 – 4 in biodiversity, ecological studies and STEM subjects. SMGWA is working with the Royal Aeronautical Society on schools' projects to encourage students to study STEM subjects with a view to pursuing a career in the aerospace industry (e.g. UKAeYRC). The educational delivery will be developed during 2015/16.

5.2.2 Higher and Post-Graduate Education

SMGWA is working in collaboration with the University of Essex, Faculty of Humanities, to provide opportunities for research in subjects of military and social history at under- and post-graduate levels. A first intern will join SMGWA in the summer of 2015 to research the history of No 37 (Home Defence) Squadron and the story of local people who worked at the aerodrome for a new guidebook and exhibition.

5.2.3 STEM Skills & Apprenticeships

The Trustees have set a strategic objective to provide accredited training and apprenticeships on site. SMGWA is working with Colchester Institute to deliver apprenticeships across a range of specialised areas.

The partnership will focus on building construction, engineering (aeronautical, mechanical and electrical) and catering. Initial discussions have also been held with the Centre for Engineering and Manufacturing Excellence at Rainham, Essex, to develop suitable training courses for more specialised engineering subjects.

SMGWA is working closely with the RAF Museum to devise an appropriate curriculum modelled on the work of the RAF Museum with Barnet & Southgate College.

5.2.4 Informal learning

The Curatorial team provide on-site guiding and outreach talks and lectures for local amenity groups, conference and educational institutions.

5.2.5 Educational Staff and Volunteers

Currently the SMGWA does not employ a trained teacher/learning officer. The need for a professional educationalist has been identified within the staff build-up strategy and funding opportunities for 2017+.

There are a number of retired teachers and lecturers currently active on the site as volunteers who provide educational support and guiding for schools and public.

5.3 Tourism Catchment Area

Tourism accounts for 2.5% of the national GDP and the Tourist Information Office in Maldon has around 35,000 visitors per year. The majority of visitor enquiries relate to events, transport and heritage. A survey 'Volume and Values' relating to the tourism offer at Maldon was produced in 2010 and found that visitors would travel up to 2.5 hours to Maldon district and the peak number of visitors are during March, June, August, September and November, with August the busiest month. During January and February numbers are lower and most attractions close from December to March, however, SMGWA remains open throughout the year. Maldon District Council are currently undertaking a major tourism focused project with consultants Thinking Place in which SMGWA is participating.

SMGWA does not have a large local target population, around 60,000 (Maldon District), but the wider demographics are substantial. Within 1 hour's drive-time are the towns of Chelmsford, Colchester, Southend-on-Sea, Brentwood, Basildon, Harlow, Thurrock, Braintree, Bishop Stortford, Sudbury, Clacton and Ipswich with a population in excess of 2.5 million.

Between 1.5 and 2 hours' drive-time puts the reach of the aerodrome into the M25 corridor and Greater London, a further potential visitor market of around 5 million+ people.

The optimum visitor numbers for the site's long-term sustainability, conservation and maximised visitor experience is between 30,000 and 35,000 per year. It is envisaged the lower end of this target audience will be achieved by 2019.

The target audience is:

- General public/family groups
- Coach trips
- Military history enthusiasts
- Aviation enthusiasts
- Wildlife enthusiasts

The Association for Independent Museums has demonstrated the economic impact a museum can have on the local economy through secondary spend. The value a museum can bring to the tourism economy can be calculated using the AIM 'Economic Value of the Independent Museum Sector: Toolkit' (AIM 2010).

The toolkit provides a calculation for tourism impact, employment impact and goods and services. The tourism impact formula for the East of England equates to an average spend per head (2010 values);

- Local visits £21.50 per head
- Day Visits £42.99 per head
- Overnight visitors £46.80 per head

Based on a 2015 annual visitor figure of around 5,000 this equates to a potential return on investments to the local economy of around £168,500, rising to an estimated £1,307,000 by 2019 with an estimated visitor attendance of around 30,000.

Maldon TIC (www.maldon.gov.uk/discover and www.visitmaldon.co.uk/pages/tic.php) and Visit Essex (www.visitessex.com) are extremely supportive of the tourism potential of the aerodrome and are proactive in its promotion. SMGWA is a member of Visit Essex.

5.4 Comparative and Competition Analysis

SMGWA site is unique but the activities of the business are not. The USP contributes much to the business but other museums and heritage attractions around the country also have their own USPs and audience development plans. This will inevitably lead to competition as museums with a similar themes strive to attract the same audiences but also to spreading the word to like-minded visitors. SMGWA must evaluate the competition through comparative research to enable the business to assess its position in relation to its competitors.

The following limited research outlines the comparative competition of two local museums, two County museums and two national museums. These are;

- Combined Military Services Museum (CMSM) and the Museum of Power (MOP), both in Maldon
- North Weald Airfield Museum (NWAM) and The Royal Gunpowder Mills (RGM) both near Waltham Abbey Essex
- Shuttleworth Collection (SC), Biggleswade, Bedfordshire and Norfolk and Suffolk Aviation Museum (NSAM), Flixton, Norfolk.

All the attractions selected have a synergy with SMGWA, they are either sites that have a military theme, provide STEM interpretation or are a large open site with a multiple offer. More sites should be evaluated and it will be an ongoing research to keep abreast of the competition.

The research shows that the direct competition on a SMGWA core theme is minimal, as there are no other museums that are dedicated to a single interpretative theme of World War 1 home defence.

Comparisons.

- All the museums are comparable, either through their collections (SC and CMSM), sites and/or historic buildings (RGM, MOP, NWAM and SC).
- There is little comparison with admission charges; these range from £23.00 (SC) to free (NSAM). Only two of the sample charged more than SMGWA (SC and RGM).
- All the museums except NWAM have catering.
- All the museums stage special events which cover a variety of themes and include historic/classic transport events, air shows/Fly In's, family events, STEM themed events and antique/book fairs.
- Opening days do however vary widely from only opening one day a week (RGM outside school holidays) to a full week (SC). The majority open between two and five days a week (NWAM two days, CMSM, MOP, NSAM all open five days during the summer). All have reduced opening hours in the winter. Opening hours are all comparable i.e. around 10.00 – 17.00 summer and 10.00 – 16.00 winter.
- Not all the museums rely on volunteers, SC has around 130 active volunteers and MOP around 40. SC has a proactive volunteer aviation engineering training scheme. CMSM has only a few volunteers.
- All the museums are registered charities except CMSM which is privately owned.
- Visitor number vary from a few 1,000s (NWAM) to over 100,000 (SC). The majority have an annual visitor figure between 15,000 (CMSM) and 25,000 (MOP and RGM).
- All have a gift shop and car parking, although CMSM has limited spaces.
- All the museums offer schools education services, from a special entry rate (NWAM) to full teacher-led sessions (SC and RGM).

Summary: The closest comparable museums to SMGWA are NSAM, NWAM, RGM, SC and MOP.

Competitors

- All the sample museums are competitors but some more so than others.
- The aviation museums are serious competitors because of their offer and collections and all, except NSAM, are attached to a working airfield. NWAM is linked with a World War 2 airfield which can accommodate a wider variety of aircraft.
- The non-aviation museums are competing for similar audiences and offer comparable events and services to SMGWA.
- All the museums are well established and have a loyal visitor base. SMGWA is pitched mid-way to the sample i.e. opening hours, pricing structure and visitor offer, and some of the sample are considerably cheaper for a similar offer.
- The local museums (MOP, NWAM and RGM) are also competing for volunteers.
- SMGWA is also competing for the schools market - MOP, RGM and CMSM for local schools and SC, RGM, NSAM for schools on the edge of SM.

SMGWA will need to assess whether competition or collaboration is more productive. There is already a collaborative working with SC through WAHT and many of the SMGWA volunteers migrated from the MOP. The CMSM has also been supportive towards museum development.

There are partnership opportunities, maybe not with all the sample museums but certainly the local and aviation sites. The closest synergy is with the MOP, CMSM SC and NSAM. If partnerships and celebrative working are established, SMGWA must be aware that it is targeting the same audiences, group tour operators and schools as all the museums in the sample.

5.5 Wider Comparative Visitor Offer in Essex.

The interpretive objectives of SMGWA provide a heritage synergy with other visitor attractions in the greater Maldon district and Essex. They are obvious competition but also strategic links with local and regional heritage providers.

Attraction	Locality	Synergy
Osea Island Northey Island Chelmer and Blackwater Navigation	District	Wildlife Bird watching Flora
Hadleigh Country Park	County	Fauna and Flora/Ornithology World War 2 military
Museum of Power Beeleigh Steam Mill Chelmsford Museum	District and County	Science and technology Technology Marconi
Museum in the Park (Maldon) Burnham on Crouch Museum	District	Local history
Combined Military Services Museum North Weald World War 2 Airfield Boxted World War 2 Airfield Imperial War Museum (Duxford) Royal Gunpowder Mills (Waltham Abbey) Kelvedon Secret Nuclear Bunker RAF Museum Hendon	District, County and Regional	Military all periods Aviation Cold War
Clacton Air Show	County	Aviation
Maldon Promenade	District	Model engineering (boats)
East Anglian Railway Museum Colne Valley Railway Mangapps Railway Museum Canvey Island Transport Museum Topsail Charters (Thames Barges)	County	Transport

5.6 Marketing Plan Appraisal

Promoting the aerodrome is essential to maximise the visitor, educational and commercial potential and the marketing plan will reflect different promotional approaches. Annual expenditure on marketing during 2014 was £500 and 2015 is £7,000; this will increase to £11,000 in 2016.

An important marketing outlet is social media and internet. Over 20% of East of England visitors will access an attraction's website prior to a visit looking for ideas. Websites can also generate advertising revenue, although no such revenue has been included in the projections. Website presence or links include: (www.stowmaries.org), Visit Essex (www.visitessex.com), Maldon TIC (www.maldon.gov.uk/discover and www.visitmaldon.co.uk/pages/tic.php) and the Friends of Stow Maries (www.fosma.co.uk).

Educational marketing would be approached through the development of a Stow Maries Great War Aerodrome Educational Service and working with regional and local school networks, GEM (Group for Education in Museums) and HEG (Heritage Education Group). For local schools it would also include a programme of inset days for teachers. There are 500 schools within a 1 hour catchment area.

5.7 Marketing Plan.

SMGWA is producing a marketing plan which will include collaboration with other tourist attractions to create a cluster strategy, such as the Shuttleworth Collection, RAF Museum, Combined Services Military Museum, IWM Duxford, Museum of Power, etc.

Aim	Objective	Budget	
Website	This is currently being reviewed / updated and should include Twitter and Facebook feeds.	£5,000	2015
Branding	Development of a brand and brand policy	£1,000	2015
Social media	Twitter followers during the first two quarters of 2015 number around 400. SMGWA has two Facebook sites which are also regularly updated but there is a need to ensure a consistent overall message across our social media and website.	No cost	Ongoing
Editorials	SMGWA has had excellent editorials in the aviation press during 2014/15, Flypast, Aircraft Monthly, which promote SMGWA events and Fly Ins via aviation forums online, club newsletters etc. The aviation community is a tight network and information spreads quickly.	No cost	Ongoing
Print information	Two leaflets are required, an internal site base guide leaflet and an external information leaflet. Distribution through volunteers and leaflet distribution companies. The Trustees will investigate leaflet distribution services and costs.	£1,000	2015
Trade Shows	Marketing SMGWA to Group Travel Organisers and Operators has been highly successful and financially rewarding during 2015. In order to capitalise on this success it will be beneficial to attend relevant tourism and GTO trade shows	£250 to £500 pa.	2016 - 19
Highway Signage	Brown signs erected in 2015 have helped visitors locate access but additional signs are needed from the main arterial roads.	£5,000	2016
Television	The wildlife aspect of the aerodrome has been featured on BBC's The Great British Year, Springwatch, Winterwatch and The One Show, and the aerodrome has been used as a filming location featuring in programmes such as Antiques Roadshow Detectives, and Defenders of the Skies, giving valuable free publicity. Though not easy to quantify in terms of visitor number increases, it publicises the site to a national audience.	No cost	Ongoing
Guidebook	Publish new guidebook.	£5,000	2016

The marketing plan will be mindful of our Heritage USP and maintain control and management of visitor numbers so as to achieve the balance of generating a sustainable income whilst not over exploiting the unique nature of the site and whilst ensuring a quality visitor experience and SMGWA reputation.

5.8 Opening Hours and Admissions – Current and Forecast

The site is open all year:

- In 2014/15 the site is open September to June; three days per week, Friday, Saturday and Sunday
- During July and August; six days per week, Wednesday, Thursday, Friday, Saturday, Sunday and Monday.
- Opening hours throughout the year are 10.00 – 17.00 with last admission at 16.30.
- Refreshments in the Airmen's Mess are available 10.30 – 16.30.
- Average length of stay is around 1.5 – 2 hours.

Admission charges are: adults £8.00; concessions £6.00 and children £4.00 with selective discounts e.g. serving military personnel are free. It is anticipated that this will rise to £11.00 per adult, concessions £9.00 and children £7.00 by 2019.

It is intended that a six-day week will apply throughout the year from April 2016. These hours will be dependent on the availability of volunteers and paid staff. With the development of additional museum galleries, aircraft hangars and restored accessible buildings the length of stay should increase to around 3 – 4 hours.

Admission will increase with the additional visitor offer and paid staff and volunteer recruitment will be reviewed to enable a longer opening hours.

5.9 Group Travel

Coach tours are an increasingly significant income source going forward. The planned number of coach trips per week and the sensitivity to a larger or smaller number of coach trips is included in the table below. The values are net of direct costs.

The tours have an average of 40 passengers per coach and the projection over the next 5 years is;

	2015 (Part)	2016	2017	2018	2019
Number of coach trips per week (assumed)	2	4	6	8	10
Sensitivity:-					
+2 per week	18,750	25,000	33,000	36,000	40,000
+1 per week	9,375	12,500	16,500	18,000	20,000
-1 per week	(9,375)	(12,500)	(16,500)	(18,000)	(20,000)
-2 per week	(18,750)	(25,000)	(33,000)	(36,000)	(40,000)

The marketing plan will be mindful of our Heritage USP and maintain control and management of visitor numbers so as to achieve the balance of generating a sustainable income whilst not over exploiting the unique nature of the site and whilst ensuring a quality visitor experience and SMGWA reputation.

5.10 Educational Visits

An important objective of the Aerodrome is to make the site accessible for lifelong learning and in particular schools.

There are over 500 schools in Essex within approximately 1 hour travel distance. Schools on the borders of South Cambridgeshire, South Suffolk, East Hertfordshire and parts of North, South and East London will also be targeted. The Dope Shop / Education Room is a dedicated learning space for schools and adult learning groups. School visits will be targeted for term-time especially out of season or at times when the site is closed to the public. Educational resource material will be produced in partnership with local and regional schools for teachers to use in the classroom before a visit and to promote educational facilities at the site.

5.10.1 Educational Visits 2016 Assumptions

District	Primary /Junior	Secondary	Estimated number of potential children (combined primary and secondary) visiting SMGWA if one class per academic year participated, assuming there is an average of 30 children per class.	Variant if only 25% pa of the potential school market visited. Around 53 children per week i.e. c2 classes
Chelmsford	47	10	2,010	525 pa
Maldon	18	1	600	150 pa
Colchester	55	11	2,310	577 pa
Braintree	47	8	1,890	472 pa
Southend	28	8	1,320	330 pa
Total	195	38	8,130	2,032 pa
Weekly No.				53 children per week

These figures are based on an assumption but in reality for the first few years these number will be lower due to competition from other museums and establishing an education offer at SMGWA. Schools will primarily be visiting for history, STEM and biodiversity themed subjects. There is an established 'Greenwatch' programme in operation with local schools. Further and Higher Education students would benefit from field trips to Stow Maries based around history, geography, ecology, tourism and engineering. Existing links with Writtle College have supported their landscape management course.

5.11 Visitor facilities

5.11.1 Retail

The shop is operated by SMGWA with a volunteer Shop Manager and holds stock of -

- Branded clothing
- Branded items e.g. fridge magnets, stationery, pens, etc.
- Children's games and puzzles
- Sweets
- Craft items (these are made locally and stocked on a sale or return basis with a 20% commission on each sale)
- Wildlife pictures
- Model aircrafts
- Books relating to World War 1 history.

The average retail spend per head is £4.00 and it is planned that this will increase to £5.00 per head from 2016 with an improved offer in the shop. The most popular sale items are branded clothing and stationery. The least popular are wildlife pictures.

5.11.2 Catering

The site café is located in the Airmen's Mess Hall (building 16) and provides teas, coffee, snacks (cakes, sandwiches, soups) to visitors and volunteers. Plated meals are also provided for coach tours and function hire. Catering at events includes teas, coffees, soft drinks and light luncheons. The site is not currently licensed for alcohol but an application for a full licence will be made by 2016.

There are 25 covers in the main café area and an additional 80 can be provided in the main Mess Hall. It is staffed by volunteers who are trained in hygiene and health and safety in the kitchen environment. The kitchen and serving area are programmed for a £25,000 upgrade in 2015.

The catering team provides event catering and outside catering ranging from light lunches to full dinners. The Trustees recognise the need to provide a quality experience to the visitor and have taken the decision to hire qualified staff for this activity in the short-term by employing two staff. Longer term the Trustees will explore the franchising of the catering operation to a local operator.

Other revenue will accrue from venue hire for meetings, training, parties etc; the site is not currently registered for weddings.

Catering income for 2015 is estimated at £10,000. Spend per head in the café is currently £4.00 and this will increase to £5.00 from 2016.

5.11.3 Physical access

The public enter at the north end of the site to a grassed car park at the entrance to the site; designated disabled parking bays are provided adjacent to the museum and site ticketing entrance and reception.

The ticketing point, shop and reception is located in the north end of the RFC Workshop (building 3); all visitors are directed by external signage to this point. The visitors are issued a printed site guide and begin their visit in the Workshop Gallery (building 3), and then are directed outside to the Temporary Hangar (aircraft display), Museum (building 15), Airman's Mess (catering) and site. Around 70% of the site is currently inaccessible.

The visitor's progress through the site is designed to give a full understanding of the aerodrome. Many of the buildings are currently inaccessible due to lack of footpaths and building condition. Within the life of this Business Plan sympathetic paths in keeping with the appearance and period of the site will be laid to all accessible buildings. The pathways will conform to DDA regulations. The funds required for this access will be through internal sources and grants, with work carried out by volunteers.

As all the buildings on site are single storey with level access, there are no perceived issues for people with mobility impairment.

The site provides a mobility scooter loan at no additional cost. In addition the site co-operates with 'Aerobility', a national charity to help disabled people to fly. Dogs (pets and guide) are permitted on site but must be kept on a lead.

All access will comply with the Equalities Act 2010 and the Disability Discrimination Act 1995. All projects will be the subject of an equality impact assessment.

5.11.4 Intellectual Access:

The site will aim to ensure that all visitors benefit from the interpretation of the site and collections through a variety of interpretive media, i.e. museum galleries, interactive displays, events and activities, workshop experiences, living history and digital presentations.

Additional site guidance and interpretation will be achieved through mobile handsets or tablets and the first phase will be implemented in 2016 as part of the Workshop Gallery developments.

5.11.5 Digital Access:

Digital access on and off site is crucial to the visitor information (access and interpretation), marketing and event promotion. The curatorial development will include digital interpretation for the site via Apps. The remoteness of the site will require wireless digital signal provision.

5.12 Events, Temporary Exhibitions and Activities Plan

To encourage repeat visits and maximise income will require a planned programme of special events, exhibitions and activities, aimed at families, individuals and special interest groups.

The programme will be delivered under four headings, although not exclusively defined in this way: events, educational, exhibitions and activities.

5.12.1 Events

During 2014 and 2015 SMGWA delivered four major events a year. The largest are the 'Fly-Ins', in May and September and attract around 1,000 – 2,000 visitors over a weekend. Other annual events include the Armed Forces Day, a free event in partnership with Maldon District Council and Remembrance Sunday, which includes a flying display, subject to weather, and is also a free event.

The events programme for 2016 – 2019 will be developed with the following objectives:

- User and non-user consultation – what kind of events will be popular.
- Relating to commemorative/celebratory events/dates
- Awareness to local/regional competition
- Cost effective and income generation
- Establishing an events calendar easily accessible to the public
- Promoting events more effectively

There are however constraints through planning restrictions on visitor capacity and the number of aircraft movements, as well as current physical constraints on car-parking.

The pattern of events would be based on the following parameters;

- Outreach Aviation Events – the uncertainty of the 'Fly In' events can be detrimental to public appreciation and visitor satisfaction. These events are dependent on the weather, as this affects the number and type of aircraft attending. It is projected to hold up to four events per year.
- In-house Aviation Events – the partnerships with BAFS and WAHT offers an on-site provider of historic flying aircraft and the feasibility of programming 'Fly Out' events.
- Ground Based Re-enactment Events – the site has demonstrated through re-enactors that future events can be ground based e.g. living history activities, aircraft ground manoeuvres through WAHT/BAFS, historic vehicle shows, etc.
- Sponsored/Corporate Events – the success of the Armed Forces Day shows the site is capable of delivering these types of events and could be widened to other local/regional organisations.
- Commercial Events – hire of site/space to event companies - e.g. antique fairs, auto/aero jumbles, light aircraft trade shows, etc. The Essex County Council Chairman's Reception will be held at SMGWA in 2015.

5.12.2 Educational Events

During 2014/15 a partnership with Essex County Council has delivered four 'Let's Build a Rocket' STEM events allowing schools to use the site to test fly rockets and aircraft developed in the classroom. In addition Maldon District Council has delivered a 'Crucial Crew' child safety awareness event from the site.

Events can be extended to all lifelong learning objectives, building on the strengths of the site and collection. The educational events/activities can be both formal - based on school needs and National Curriculum - and informal - adult learning through group visits, U3A, etc.

SMGWA strengths are;

- Aeronautical industries/STEM based disciplines
- Military history of the Great War, especially aviation
- Social history relating to home defence
- Remembrance and conflict
- Biodiversity
- Volunteers' talk/lecture programme

There is potential to develop educational events in partnership with the Combined Military Services Museum and the Museum of Power, both in Maldon, providing a family learning day out as well as cost effective school, youth and adult group visits.

Over the next five-years SMGWA will develop its educational outreach programme, building on the success of UKAeYRC, STEM projects, the Crucial Crew, site biodiversity and aviation history. This is dependent on ongoing partnership development and educational staff/volunteers to ensure targets are met.

5.12.3 Temporary Exhibitions Programme

The curatorial volunteers have created a mobile exhibition caravan which contains a temporary exhibition. It has been used for outreach events e.g. Southend, West Mersea and Maldon, and can be used for an on-site temporary exhibition.

There is currently no on-site temporary exhibition programme due to limited display space. This will be improved by 2016 with the development of the Workshop Gallery, Temporary Hangar and the full restoration of the Pilot Ready Room.

The cost of developing temporary exhibitions is low and can be provided through exhibition hire, collaborative working or in-house. In-house delivery will require temporary exhibition display material and equipment e.g. cases, AV/IT equipment and production facilities. The site does not currently provide this but it is included in the museum development programme for 2016.

Temporary exhibitions will be developed through;

- Museum collaboration – the Honorary Curator is building links with other museums with World War 1 collections and working towards accreditation will assist with artefact and exhibition loans.
- Exhibition Loans – linking into the national and regional travelling exhibition programmes. These will not necessarily be narrowly focussed on World War 1 but compatible subject matter could create a wider audience interest.
- Local museum/community/history groups – invite local groups to use space at SMWA.
- In-house volunteers.

A programme of temporary exhibition for 2017 – 2018 will be developed and marketed during 2016.

5.12.4 Activities

The development of activities over the next five years will be wide and varied. The delivery of activities is linked with the events, education and temporary exhibitions programmes, as well as the overall site offer. Activities will provide additional visitor satisfaction and enjoyment and do not necessarily need to focus wholly on the Great War.

Types of Activities

- School holiday activities
- Family events
- Wildlife and nature
- Arts appreciation, e.g. painting, photography, etc.
- Themed dinners
- Music events/evenings
- 'Introduction to...' e.g. aircraft, birds and animals, World War 1 personnel, etc.
- Remembrance days
- World War 1
- STEM

5.13 Operation Constraints

5.13.1 Vehicle Limitations.

The constraints of vehicle access have been outlined above; heavy goods vehicles above 7.5 tonnes are not permitted access along the Flambird Farm access road, except for the emergency services, utility companies, and refuse collection.

5.13.2 Security.

The site security requires a review, improvement and investment, which is scheduled for 2015/16.

There is a risk of theft despite the site's isolated location. The main vehicle access roads onto the site are gated, however, and locked out-of-hours and the close proximity of neighbours i.e. Flambirds Farm and Broadacres, add a security presence.

The site is however open to out-of-hours foot access. The overall site has no perimeter fence and as the site is 79 acres a secure fence would entail significant cost and would also have a visual impact. The Trustees have therefore decided to protect the site on a building by building basis and by CCTV coverage.

The majority of buildings are not protected by burglar alarms or fire detection systems. The only building to have intruder and fire alarms is the RFC Workshop (building 3) and The Dope Shop Education Room (building 4) but this is not remotely monitored due to the rural nature of the location. The Temporary Hangar will be alarmed in 2015. As each building is restored a fire and intruder alarm system will be fitted as part of the overall conservation budget.

The Reception/Shop, Museum, Temporary Hangar and Airman's Mess are staffed at all times the site is open to the public, the only accessible building not to be staffed is the Pilot Ready Room. The site and buildings would benefit from CCTV coverage.

Museum collection storage is currently inadequate and during 2015 new secure storage will be included in the protected RFC Workshop (Building 3).

Key management is also under review during 2015. All sensitive documentation is kept in locked rooms and/or locked cabinets. Fireproof cabinets are required for curatorial and operational documentation.

5.13.3 Sanitary Provision.

The current toilet provision is in the Airmen's Mess but additional visitor toilets are planned for the Workshop Gallery (building 3), which has water and sewerage services connected, and

staff/volunteer/apprentice toilet provision in the Royal Engineers Workshop (building 6) allowing the Airmen's Mess to be given over solely to visitors. There are disabled toilets and baby changing facilities within the Airmen's Mess and these will be incorporated into the Workshop Gallery toilet. Portaloos are provided during major events.

Sewage removal is also subject to review and improvements within the next year. The site is not connected to the public sewer network and is served by a septic tank. This will need review in line with the increase of visitor numbers.

In addition solid waste disposal is under review for site rubbish and catering waste. There are no public litter bins on site which is intentional to maintain the appearance and ambiance of the site. Temporary bins are provided during major events.

5.13.4 Public Site Access Restrictions:

The public are not currently permitted access, without supervision, to the south end of the site and personnel barriers have been erected on the main artery road through the site and along the edge of the parade field as well as along the flight line.

5.13.5 Planning Constraints

Post 1919 the site reverted to agricultural land and the aerodrome buildings were used for agricultural storage/accommodation. When Stow Maries Aerodrome Ltd. bought the site in 2008 it acquired planning consent for the following changes of use:

- A3 – sale and consumption of food and drink
- B1 business use – office and light industrial
- B8 – storage and distribution
- D1 – non-residential i.e. museums and educational provision

Since acquisition by SMGWA the B1 business use for the RFC Workshop (building 3) and the Dope Shop (building 4) have been amended to D1 to reflect museum and educational use. Buildings on the site may be used for museum storage.

All the buildings are exempted from the National Non-Domestic Rate except the blister hangar which provides storage to privately owned aircraft and generates storage fees for SMGWA.

Planning constraints that relate to aerodrome operations include the following:

- There shall be no more than 15 flight-worthy aircraft kept on the site at any one time, unless otherwise agreed by Maldon District Council.
- Aircraft movements on the airfield are limited to fixed wing, single propeller driven aircraft unless otherwise agreed by Maldon District Council. This could limit the use of twin engine fixed wing vintage aircraft e.g. World War 1 bombers, but the trust will seek permission as these will only be landing/taking off at air shows.
- No rotary wing aircraft helicopters (unless for emergency), micro-light, gliders or hot air balloon movements are permitted.
- Take-off and landing is limited between 8.00am and 8.00pm or sunset whichever is the earlier.
- No flying school or training flights are permitted to operate from the aerodrome.
- Aircraft movements (take-off and landings) are limited to 360 p.a., 74 per month and 12 movements per day. No charter or fee paying flights are permitted.

The Trustees are currently in discussion with relevant authorities to determine what variations in any of these could be brought about and what applications for change might be made.

5.13.6 Southend - London International Airport

Controlled airspace requirements have now been implemented which give SMGWA clear airspace up to 1500 feet and with prior notice 2500 feet. There will be an Airspace CCA (Central Control Actuator) review in May 2016 where any problems encountered by users and aerodromes in their controlled airspace can be dealt with, however, it is unlikely the current arrangement will change.

During 2019 a new LAMP (Low-level Airspace Management Plan) proposal affecting the whole airspace for the Southern England will commence consultation but with decisions being implemented in the mid-2020s. The purpose of this review is to make more airspace available at lower levels to general aviation aircraft, which will be of benefit to SMGWA.

5.13.7 Broadacres

Located on the site is a private bungalow dwelling (Broadacres), which was transferred to Trust ownership during the sale of the site in 2013. Built in the 1950s for agricultural workers, the bungalow currently occupies the site of one of the original, and proposed reconstructed, hangars (building 1).

The tenants are protected under the Rent Tenancies Act 1977 and are therefore entitled to equivalent alternative accommodation. A monthly rent is collected and ring fenced within the SMGWA budgets to provide maintenance and upkeep funds.

6. Operation Management and Governance

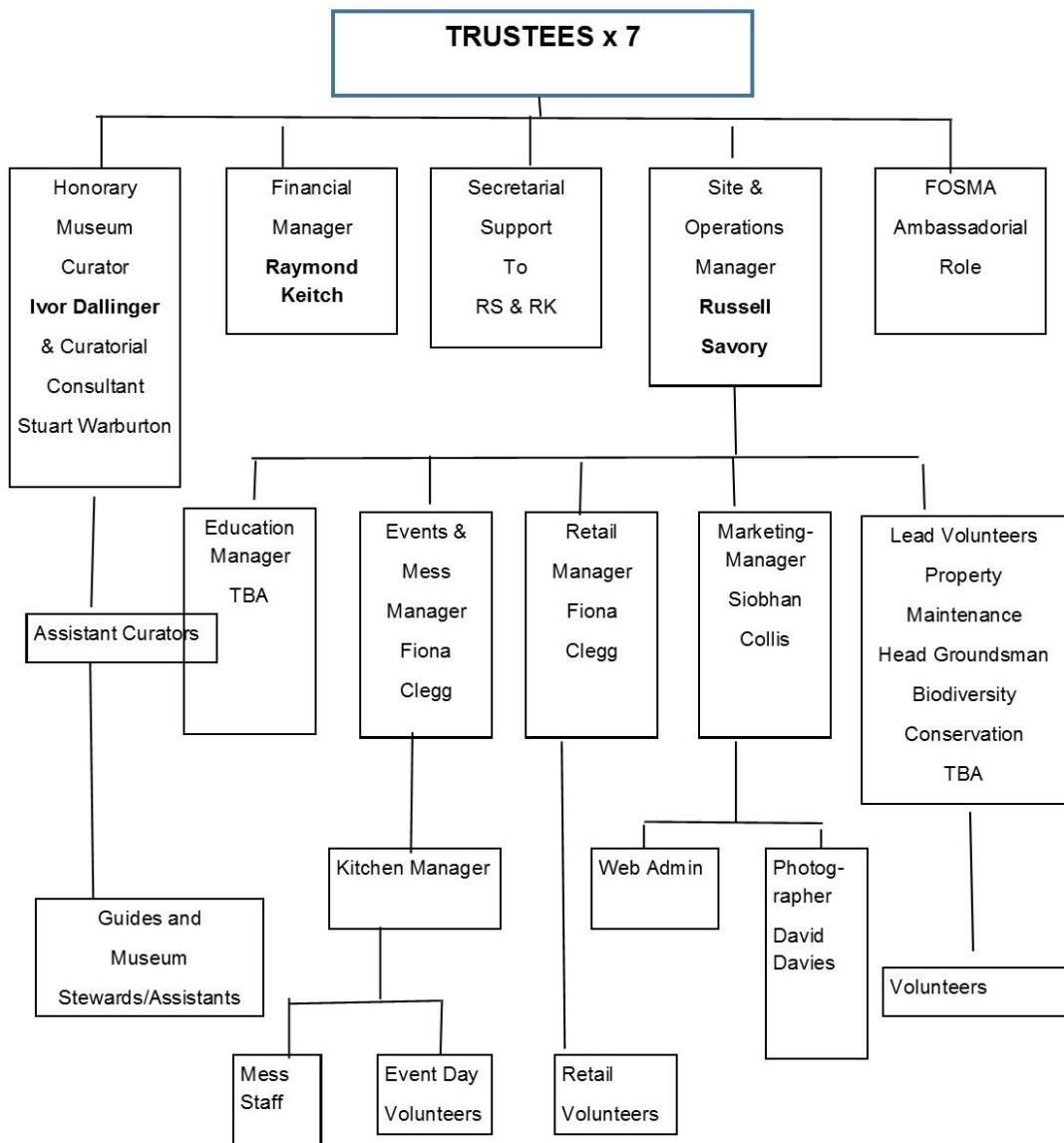
The charitable company is managed by a Board of Directors (Trustees) who have a variety of skills relevant to the strategic management and development of the project. The business plan will be delivered by the Board of Trustees of SMGWA who are responsible for the development and operation of the site.

The Trustees who have been recruited have specific skill sets which they are currently exercising directly until the appointment of a Director for the site. The skills include: building conservation, health and safety, apprenticeship development, aircraft operation, insurance, collection loan agreements, etc. The appointment of a Director will enable the Board to take on a more strategic role and delegate management to the Director.

The current management structure of SMGWA is outlined in the following organisational chart.

6.1 SGWMA Management Structure

Position on the chart does not denote seniority.



6.2 Directors/Trustees

There are currently seven Directors/Trustees and a Patron. The Board of Directors (Trustees) have a strategic overview and direct management of staff and external stakeholders/partners.

No activity, policy, grant application or event can be activated without prior authorisation of the Board or a nominated Director/Trustee. The Board members are volunteers who on average give up to 20 hours per week and their only financial remuneration is out-of-pocket expenses. Each member of the Board has a voting right with the Chairman having the casting vote.

The Board come from a variety of backgrounds and bring a selection of skills. Each Director/Trustee has a specific area of management.

Director/Trustee/Patron	Experience	SMGWA Responsibility
Patron Lord Petre 18 th Baron Petre of Ingatestone Hall (Patron)	Lord Lieutenant of Essex; a leading figure in Essex cultural and heritage organisations, Essex Scouts and Essex St. John's Ambulance Brigade.	Ex officio
Jeremy Lucas (Chairman)	Retired Head Teacher and former County Councillor Cabinet Member covering culture, heritage and the environment. Trustee of other voluntary organisations.	Overall governance and management, grants, stakeholders and museum.
Adrian Fluker (Treasurer)	Local businessman in the building industry; District Councillor (Maldon DC) and member of various local boards and groups.	Financial Manager, accounts, catering, Finance Officer
Barry Dickens	Retired RAF Air Commodore (Engineering) and senior executive of BAE Systems.	Aircraft Loans, Museum and Friends of Stow Maries Aerodrome.
George Kieffer	Chairman of Visit Essex and director of several companies. Ex-City banker and former owner of a US aerospace company. Fellow of the Royal Aeronautical Society and Member of the Royal United Services Institute	Apprenticeship and STEM projects, training partnerships, marketing, Fund raising and contracts.
Peter Martin	Former Leader of Essex County Council, businessman and accountant, ex-owner of Martins Newsagents.	Operations Manager, Financial Manager, shop, LIBOR fund, aircraft loans and special projects
Tim Matthews	Chartered Survey and MD of TMA Chartered Surveyors, with extensive knowledge of historic buildings.	Property and site maintenance and services, building conservation, Broadacres and WREN fund.
Michael Pudney	A local farmer and pilot with a background in aviation legislation and insurance.	Health and safety, insurance, training and airfield, land and groundworks management.

The Board is looking to recruit additional Trustees with specific skills in law, marketing, education, heritage/museums and customer services. The Board also considers that the appointment of female Trustees would be beneficial.

A comprehensive review of the Board will take place over July/August 2015 and consultation carried out to identify potential new Directors/Trustees. The Board will implement an annual review of its composition and effectiveness.

The Directors/Trustees invite the Operations Manager, Finance Manager, Honorary Curator and professional consultants, e.g. Curatorial Adviser, to some or all Board meetings to report on their areas of activity; they do not have voting rights.

6.3 Public Relations

The Chairman and other Members of the Board have working relationships with members and officers at Essex County Council, Maldon District Council, National Heritage Memorial Fund, Heritage Lottery Fund and Historic England and regular updates are provided.

There are good relationships with local Parish Councils, including Cold Norton Parish where the aerodrome is sited. SMGWA consults each parish council on developments. Cold Norton and Stow Maries Parish Councils have both been supportive in grant applications.

6.4 Direct Employment

6.4.1 Staff Numbers/Costs

There are currently two permanent members of staff: the Operations Manager (f/t), who manages the site and the volunteers. He is supported by contract staff for key activities and a number of volunteers who have a range of skills. The recruitment of a Site Director is included in the budget schedules from mid-2017. The Budget also makes provision for contract staff to support the key functions and services of SMGWA.

The second member of staff is the Finance Manager (p/t), responsible for the day-to-day management of financial resources, financial control, book-keeping, financial planning and governance.

The staff build-up on the site will be developed over the next five-years. A priority for staffing is as follows;

- Director (full-time) – responsible for the implementation of the strategy approved by the Board and overall responsibility for the management of SMGWA, including financial management, project management, external investment/fundraising, statutory responsibilities, performance and staff management.
 - Appointment timetable: 2017/18.
- Education Officer (full-time) – responsible for the lifelong learning delivery, both formal and informal learning. Develop programmes and links with education and training providers, manage the STEM projects, schools engagement, educational resources development, external funding and apprenticeship programmes.
 - Appointment timetable: by 2017/18.
- Administrative Support Officer (full-time) – responsible for the administrative support of the CEO, Finance Manager, Site & Operations Manager, Education Officer and Honorary Curator. Appointment timetable: 2015.
- Catering Staff x 2 (Annualised/part-time) – the current and projected demand for catering requires a dedicated team of at least two people, including a catering manager.
- Appointment timetable: 2015.

- Front-of-House staff x 3/4 (Annualised/part-time rota) – All front of house duties e.g. reception, telephones, shop/ticketing, public area cleaning, etc.
- Appointment timetable: 2016.

6.5 Indirect Employment and Consultants

The site has employed specific specialist consultants e.g. Purcells Architects and museum consultant and it is envisaged this will increase to deliver the Masterplan and this Business Plan.

6.6 Recruitment Procedures

Recruitment of staff, direct or indirect employment, will broadly follow local authority procedures ensuring equality and diversity principles. References will be required of all successful candidates.

6.7 Volunteers

SMGWA has approx 40 active volunteers of varying ages, gender and skills. The volunteers are managed through specific project teams reflecting the individuals' skill and knowledge or desire to learn new skills. Volunteers are entitled to claim out-of-pocket expenses.

Volunteers complete an application form with two references. An informal interview is conducted with a Trustee and/or the Operations Manager and Honorary Curator and if the volunteer is deemed suitable he/she will be invited to sign the 'Volunteering at SMGWA Agreement and Policy' and receive an induction which covers inter alia health and safety and site history; all volunteers are subject to a 4 week probationary period..

The skills and experiences of the volunteers are wide and a skills audit has found the following competencies;

- Building trades,
- Mechanical and electrical engineering,
- Administration
- Project management
- Financial management
- Catering
- Retail
- IT
- Teaching/Lecturing
- Research
- Graphic design
- Photography

Volunteer work areas include;

- Site maintenance and ground works
- Stewardship – biodiversity
- Project development – construction work
- Business development – marketing, administration, commercial services (hire and lets)
- Retail
- Digital media
- Catering
- Event organisation and delivery
- Education delivery
- Curatorial – accessioning, site guiding; outreach (talks and events) and visitor services

All volunteers are offered training opportunities, which have included conservation building techniques, metal working, carpentry, welding, and aviation history.

There are two distinct volunteer teams: site operations and curatorial;

- Site Operation Volunteers – report to the Operations Manager and assist with site maintenance, visitor services, shop, catering, event planning and delivery.
- Curatorial Volunteers report to the Honorary Curator, Ivor Dallinger, who has day-to-day responsibility for the curatorial management of the site and collection, artefacts and building interpretation, exhibitions and research. They assist with collection accessioning and management, archive management, guiding, museum stewardship, museum education, research and talks.

Recruitment has been by word of mouth, local media and support from the Maldon and District Community Voluntary Services. During the 2015 six new volunteers have been recruited and retention of the existing volunteer workforce has been 100%.

6.7.1 Volunteer Time Commitment

The time the volunteers contribute to the SMGWA is considerable and is recorded on site through time-sheets. As the project develops there will be a need to recruit additional volunteers with relevant skills. An analysis of current and projected time contribution is outlined below;

Volunteer Work Areas		No Vols.	No of hours 2015	No Vols.	No of hours 2019	Comments
Volunteers with portfolio	Site security	2	3,000	4	6,000	
	Site Manager Assistant	1	1,500	0	Paid staff	During 2015 an Admin Officer will be employed
	Marketing and promotions	1	785	1.5	1,000	
	Honorary Curator	1	800	1	800	
	Blacksmith	1	460	1	500	The need will change to be a demonstrator
Site Volunteers	General maintenance/projects	15	8,000	15	8,000	There is often a shortage of work for 15 therefore it will be adequate in later years
Events	Special events and activities,	10	530	20	1,000	As the event programme develops there will be a greater need for volunteers
Curatorial	Assistant Curators, Museum stewardship	2.5	2,500	6	6,000	As the gallery area increases there will need to be a corresponding increase of stewards
Catering	Preparation and serving	3	2,420	0	Paid staff	Catering will be in-house or franchised.
Shop and Reception	Ticketing and sales	2	1,885	4	8,000	Extended opening hours will require a rota for volunteers
Education	Support	2	120	2	150	More time will be required for resource preparation
Outreach	Talks, events	1/2	160	1/2	160	
Total Volunteer Hours PA		42.5	22,160	56.5	31,600	An estimated 14 – 20 additional volunteers are required.

This is based on individual personnel hours over a 44 week year and the opening times of the site per annum. To achieve this target will require a dedicated Volunteer to oversee volunteer development and recruitment.

6.8 Friends of Stow Maries (FoSMA)

FoSMA is a group of volunteers who have established an unincorporated Friends' organisation with the sole objective to provide an ambassadorial role for SMGWA. Membership is by subscription. They report to nominated Director/Trustee, Barry Dickens.

7.0 Risk Register

Risk	Prob 1 - 5	Impact 1 - 5	Mitigation	Residual Risk
Fatality/Serious Accident (air accident or site accident)	2	5	Health & safety Training, audits	3
Loss of Hackman's Lane access road	2	4	Alternative access through Crow's Lane	2
Loss of key personnel	2	2	Secondment from other museums; recruitment	2
Loss of key volunteers	1	1	Volunteer Base constantly expanding	1
Fire damage to buildings & collections	1	3	Install fire suppression equipment; insurance	2
Theft	1	1	Burglar alarms fitted; locked access gate	1
Enforcement action by Environmental Health on catering	2	3	Catering facilities to be up-graded; training in food handling	2
Inadequate supervision of volunteers	1	2	On site supervision provided by Site & Operations Manager; regular briefings	1
Inability to employ key staff	2	5	Reassess budgets and seek revenue grant funding	3

7.2 Airfield Operations

Crowd separation from air operations	1	3	Flight-line roped off at safe distance; warning notices displayed	1
Aircraft overrun	4	3	Drag provided by higher grass in summer; restrictions on a/c type	3
Airside access	1	2	Hi-Vis jackets and passes/wristbands for authorised personnel	1
Overhead electrical wires over disused runway	3	4	To be removed July 2015	1
Blocked runway by u/s aircraft	3	1	Tractor available to move a/c	1
Airside ground maintenance operations	2	4	Vehicles equipped with flashing beacons; advance permission to land required by visiting a/c	2
Misdirection by ground-handlers	4	2	Marshalling only by authorised personnel	2
Aircraft lost on approach	4	1	Southend ATC to advise of position and give heading; Safetycom frequency available at fly-ins	1
Refuelling fire accident	1	3	No smoking allowed; earthing strap on bowser; refuelling carried out in the open only	2
Runway surface pot-holed	3	2	Daily inspection by Site & Operations Manager	2
Reconfiguration of London Airspace	1	3	No changes anticipated	2

7.3 Financial Risks

Breach of funding agreements	2	4	Close monitoring and reporting to funders	3
Fraud	1	3	Financial controls strengthened; segregation of duties	1
Inability to attract sufficient grant funding to complete preservation	1	4	Advice & support from experienced professionals	2
Inadequate financial controls	1	4	Financial Controller appointed; Trustee approval required for expenditure; Audit & Risk Committee constituted	1
Inability to attract funding to deliver STEM & apprenticeships	2	2	Close collaboration with Colchester Institute, Skills Funding Agency, Royal Aeronautical Society	2
Failure to generate sufficient revenue to cover running costs	2	4	SMGWA control of all revenues; all events are cash-positive	2

7.4 Environmental Risks

Breaches of Forestry Commission agreement	1	1	Closely monitored by Site & Operations Manager	1
Contamination of site (fuel, sewage)	2	3	Regular servicing of cistern & pumps	2
Asbestos in buildings	3	3	Subject to survey	3
Interference with protected species	1	3	Close monitoring and control by Sites & Operations Manager	1

7.5 Development & Planning Risks

Inability to secure increased aircraft movements	1	3	Close working relationship with MDC Planning and Parish Councils	2
Damage/unauthorised alterations to listed buildings	1	1	Close control of volunteers and approval process for works supervised by qualified (surveyor) trustee	1
Inability to secure additional land (parking/airfield)	2	3	Establish relationships with adjoining land-owners	2
Inability to gain site for second hangar	3	4	Remedies available under any existing contracts	4
Objections to planning applications by local residents	3	2	Secure parish council support; transparent & open communication with residents	2

7.6 Reputational Risks

Breakdown in relationships with funders	1	5	Regular contact and reports to funders within deadlines	1
Breakdown in relationships with local authorities	1	4	Regular contact at elected member and officer levels	1
Breakdown in relationships with stakeholders	1	3	Regular contacts with local residents and parish councils; other museums (RAF Museum, IWM)	2
Major incident/fatality due to negligence	1	5	Health & safety policies; communications plan	2
Breakdown in relationship with FOSMA	2	2	Developing close relationship at Trustee level with FOSMA	2

8. Five Year Financial Strategy

8.1 Financial Background

SMGWA was established in late 2012. Its first objective was to secure funding to enable the purchase of the aerodrome which had been offered on the open market in August 2012.

Grants and loans for the acquisition, totalling £1,850,000, were placed in an escrow account with SMGWA's solicitors for the sole purpose of acquiring the site and as a result do not show in the Financial Statements.

SMGWA's financial year is 1 December to 30 November. Financial Statements for the year ended 30 November 2013 showed an end of year cash balance of £49,148.00.

8.2 Financial Summary 2014-2019

The financial analysis below sets out the key financial developments of SMGWA to date and the financial projections looking forward until the end of November 2019. The following schedules highlight the main financial developments:

- A high level summary of revenue and expenditure from 2014 to 2019
- A detailed analysis of the main income streams and expenditure types from 2014 to 2019
- Detailed calculations to support the main income streams and margin calculations and other key underlying assumptions
- A detailed analysis of the key capital projects by year setting out the priorities in the development plan including committed and potential funding
- A cash flow analysis which integrates the revenue and capital budgets showing key cash flow movements by financial year

Since the acquisition of the site in late 2013 the financial year to 30 November 2014 was a relatively quiet year of consolidation given the limited funds and supporting resources available for development and revenue activities. In 2015 SMGWA received LIBOR funding of £1.5m which will allow a greater level of activity and development to take place going forward. The plan for the rest of 2015 and 2016 shows a significant increase over the 2014 numbers. The main changes can be summarised as follows;

- Introduction of regular group tours to the site significantly increasing visitor numbers
- The retail activity, previously operated by the Friends of Stow Maries Aerodrome (FoSMA), is now run by SMGWA, significantly increasing income
- An increase in the number of planned events
- Launch of new income initiatives including a lottery scheme, a memorial trees project and a new membership scheme
- Significant increase in staff costs to support the expansion of operations in terms of operational management of the site; financial management; and support activities in education, catering, curatorial and retail
- Significant increase in infrastructure costs including communications, security, utility provision and depreciation as capital projects begin
- Additional spend on marketing activity to market the site digitally and locally now that funding and resources are available to support the expansion of the site

Given the small operating deficit expected in 2015 and 2016, the decision has been made to allocate £100,000 for both 2015 and 2016 from the LIBOR monies received towards revenue expenses to support this transition period.

In the longer term the most significant income streams will be an expansion of tour group visits and the related increase in retail and catering activity. Significant improvements are taking place in the retail shop to improve the range of stock available and increase spend per head going forward. From 2017 additional income streams are projected in terms of educational provision and development of the wildlife aspects of the site.

Significant capital projects are planned commencing in 2015. The committed LIBOR and WREN funding will allow significant development in the next 2-3 years. The main priority is the construction of a permanent hangar to support the range of exhibits on display at the site. Other significant developments relate to construction work on specific buildings. The capital project plan includes all projects SMGWA would like to carry out over the five year period but this is dependent on the funding from all sources being available beyond 2017. Where necessary, projects will be deferred depending on the funding position at the time.

8.3 Summary Statement of Financial Activity

Activity	2014	2015	2016	2017	2018	2019
Revenue Income	64,321	165,782	300,144	439,330	550,240	690,820
Revenue Expenditure	-53,040	-202,282	- 298,340	-416,503	-535,886	-600,269
Net Surplus/Deficit before LIBOR allocation	11,281	-36,500	1,804	22,827	14,354	90,551
LIBOR Revenue Expenses Allocation	0	100,000	100,000	0	0	0
Net Operating Surplus	11,281	63,500	101,804	22,827	14,354	90,551

Note: 2015 and 2016 includes £100k allocation each year for revenue expenditure from LIBOR grant. Revenue expenditure includes estimated depreciation from increasing capital spend 2015 to 2016.

8.4 Revenue and Expenditure Projections 2014 – 2019

8.4.1 Income

Key items with notes are supported with calculations in 8.3.3

Budget	Actual	Actual/Forecast	Estimate	Forecast	Projection	
Heading	2014	2015	2016	2017	2018	2019
Admissions (Note 1)	14,490	16,627	27,600	39,500	53,400	79,200
Gift Aid (Admissions)	0	0	2,760	3,900	5,340	7,920
Airfield Fees	3,000	3,700	4,900	5,500	5,500	5,500
Tour Groups: Lunch (Note 2)	4,000	13,314	39,000	66,000	94,640	126,700
Tour Groups: Teas (Note 3)	1,000	4,800	19,680	31,980	49,360	70,000
Catering (Note 4)	9,000	10,000	20,000	25,000	30,000	40,000
Retail (Note 5)	0	9,000	60,000	85,000	110,000	140,000
Fly In Events	8,000	10,500	9,000	15,000	15,000	15,000
Fundraising Events	5,537	24,893	25,615	18,300	18,300	18,300
Rental Income	11,546	17,252	23,564	27,700	29,750	31,750
Fuel	902	504	1,000	1,200	1,200	1,200
Biodiversity	4,000	17,250	19,250	21,250	22,250	23,250
Memorial Trees	0	8,000	8,000	10,000	12,000	14,000
Subscriptions	0	5,815	17,175	25,000	29,500	34,000
Educational Visits	0	0	0	10,000	10,000	10,000
Overnight Accommodation	0	0	0	5,000	10,000	15,000
Sundry	1,750	9,125	7,600	9,000	9,000	9,000
Grant/Donation/Sponsorship	0	115,000	100,000	30,000	40,000	50,000
Bank Interest	1,096	2	15,000	10,000	5,000	0
Total	64,321	265,782	400,144	439,330	550,240	690,820

8.4.2 Expenditure

Budget	Actual	Actual/Forecast	Estimate	Forecast	Projection	
Heading	2014	2015	2016	2017	2018	2019
Audit/Accounting	2,500	3,500	5,420	6,000	6,500	7,000
Wages	8,078	35,301	74,400	133,000	166,000	179,000
Professional Fees	11,758	16,580	13,000	31,000	31,000	31,000
Training	90	630	1,200	1,500	1,750	2,000
Administration	990	2,394	2,320	2,500	2,500	2,500
Marketing	500	6,944	11,080	11,400	14,400	17,400
Water & Sewerage	618	1,677	2,640	2,800	3,000	3,200
Electricity	5,605	12,359	12,000	15,000	17,000	19,000

Telephone	651	2,823	4,800	4,800	5,100	5,400
Fuel	2,244	420	480	1,000	1,000	1,000
Insurance	4,246	9,631	12,000	15,000	16,000	17,000
Catering Costs (Note 4)	0	3,000	7,500	8,333	10,000	13,333
Staff Costs Catering (Note 4)	0	5,000	10,000	15,000	15,000	20,000
Retail Purchases (Note 5)	0	6,517	30,000	42,500	55,000	70,000
Staff Costs Retail (Note 5)	0	2,200	5,000	7,500	10,000	15,000
Maintenance	2,715	8,815	13,200	20,000	26,000	32,000
Temporary Hangar	0	14,168	0	0	0	0
Stewardship Obligations	0	1,500	3,000	3,000	3,000	3,000
Depreciation	7,781	4,203	35,836	61,970	118,636	128,636
Museum Loan/Main. Costs	0	20,000	10,000	15,000	15,000	15,000
Heritage Acquisitions (Mus.)	0	3,000	6,000	6,000	7,000	8,000
Masterplan	0	25,000	25,000	0	0	0
Other	0	8,221	5,064	6,000	6,000	6,000
Interest payable	5,264	8,400	8,400	7,200	6,000	4,800
Total	53,040	202,282	298,340	416,503	535,886	600,269
Net Surplus	11,281	63,500	101,804	22,827	14,354	90,551

8.4.3 Key Supporting Calculations

This covers the key income streams. Catering is included in the coach trips. Figures are net of VAT. Catering figures below relate to general admissions as catering charges are generally included in tour groups and special events and, therefore, are adding margin within these group ticket prices. Retail figures apply to both general admissions and tour groups.

Note 1

Admission Fees	2016	2017	2018	2019
Visitor Numbers	4000	5000	6000	8000
Prices	£8/£6/£4	£9/£7/£5	£10/£8/£6	£11/£9/£7
50% Adult	£16,000	£22,500	£30,000	£44,000
45% Concessions	£10,800	£15,750	£21,600	£32,400
5% Child	£ 800	£ 1,250	£ 1,800	£ 2,800
Income	£27,600	£39,500	£53,400	£79,200

Note 2

Coach Trips (Lunches)	2016	2017	2018	2019
Prices per head (net of VAT)	£13.75	£15	£15.83	£16.67
No. of visitors	4000	6000	8000	10000
Gross less VAT	£55,000	£90,000	£126,640	£166,700
Less: Costs	(£16,000)	(£24,000)	(£32,000)	(£40,000)
Net Income	£39,000	£66,000	£94,640	£126,700

Note 3

	2016	2017	2018	2019
Coach Trips (Teas)				
Prices per head (net of VAT)	£5.42	£5.83	£6.67	£7.50
No. of visitors	4000	6000	8000	10000
Gross less Vat	£21,680	£34,980	£53,360	£75,000
Costs	(£2,000)	(£ 3,000)	(£4,000)	(£5,000)
Net Income	£19,680	£31,980	£49,360	£70,000

Note 4

	2016	2017	2018	2019
Catering				
No. of visitors	4000	5000	6000	8000
Gross Income (less VAT)	£20,000	£25,000	£30,000	£40,000
Cost of Sales	(£7,500)	(£8,333)	(£10,000)	(£13,333)
Gross Margin	£12,500	£16,667	£20,000	£26,667
Labour Costs	(£5,000)	(£7,500)	(£7,500)	(£10,000)
Net Margin	£7,500	£9,167	£12,500	£16,667
Note: Catering labour costs above allocated 50% as also deployed on tour groups and events				

Note 5

	2016	2017	2018	2019
Retail				
No. of visitors	12000	17000	22000	28000
Gross Income (less VAT)	£60,000	£85,000	£110,000	£140,000
Cost of Sales	(£30,000)	(£42,500)	(£55,000)	(£70,000)
Gross Margin	£30,000	£42,500	£55,000	£70,000
Labour Costs	(£5,000)	(£7,500)	(£10,000)	(£15,000)
Net Margin	£25,000	£35,000	£45,000	£55,000
Note: Continuous retail stock level of £5k assumed				

8.5 High Level Cash Flow Analysis – June 2015 to November 2019

Bank at 2/6/15			£1,539,066	Notes
Movements				Includes receipt of LIBOR grant
Add	Income	Rest 2015	108,799	Less £100K LIBOR revex allocation
Less	Costs	Rest 2015	-149,722	Less depreciation
Less	Capital Spend	Rest 2015	-914,500	
Add	Grants/Donations	Rest 2015	65,000	Private Donations/WREN

Estimated Bank at 30/11/15			£648,643	
Movements				Notes
Add	Income	2016	300,144	Less £100K LIBOR revex allocation
Less	Costs	2016	• - 262,504	Less depreciation
Less	Capital Spend	2016	-758,000	
Less	Loan Repayment	2016	-37,500	ECC/MDC Loans
Add	Grants/Donations	2016	263,000	Private Donations/WREN

Estimated Bank at 30/11/16			£153,783	
Movements				Notes
Add	Income	2017	439,330	Less £100K LIBOR revex allocation
Less	Costs	2017	• - 354,533	Less depreciation
Less	Capital Spend	2017	-2,225,000	
Less	Loan Repayment	2017	-37,500	ECC/MDC Loans

Estimated Bank at 30/11/17			-£1,973,920	
Movements				Notes
Add	Income	2018	550,240	
Less	Costs	2018	-417,250	Less depreciation
Less	Capital Spend	2018	-575,000	
Less	Loan Repayment	2018	-37,500	ECC/MDC Loans
Add	Grants/Donations	2018	50,000	

Estimated Bank at 30/11/18			-£2,403,430	
Movements				Notes
Add	Income	2019	690,820	
Less	Costs	2019	-417,633	Less depreciation
Less	Capital Spend	2019	-2,050,000	
Less	Loan Repayment	2019	-37,500	ECC/MDC Loans
Add	Grants/Donations	2019	50,000	
Estimated Bank at 30/11/19			-4,221,743	

8.6 Summary Balance Sheet 2013/4 (at 30/11/2014)

Fixed assets	£1,827,406
Net current assets	£ 27,502
Total Assets	£1,854,908
Less: Creditors (> 1 Year)	(£ 300,000)
Net Assets	<u>£1,554,908</u>

Unrestricted Funds **£1,554,908**

8.7 Key Assumptions to Financial Projections

The following headings outline the key calculations underlying the material budget figures and key assumptions underlying the financial projections. To date SMGWA has limited communication and information systems to support detailed financial analysis and management information. By the end of 2015 investment is being undertaken to improve the communications at the site. This will in turn allow implementation of an Electronic Point of Sale system (EPOS) and a dedicated accounting system to improve financial analysis and management information.

8.7.1 Number of visits by category

For general admissions the expected allocation of visitors between adults, concessions and children is estimated to be 50%, 45% and 5%. Group visits vary throughout the year and are promoted to all categories of visitors. The ratio above will probably be reflected though there are key events focused on activities for children including a rocket testing event, educational visits and other training activities.

8.7.2 Income Per Head

The estimated gross income per head for the following key income streams is included in the table below;

	2015	2016	2017	2018	2019
Admissions	£7	£7	£8	£9	£10
Coaches: Lunch	£14	£14	£15	£16	£17
Coaches: Tea	£5	£5	£6	£7	£8
Fly In (single event)	£7	£7	£7	£7	£7

These estimates are based on price increases going forward related to the improving facilities available at the site over time. Currently two fly in events are held each year with the aim being to increase the frequency to four events. Income from these events is highly dependent on the weather.

8.7.3 Spend per head catering and retail

The estimated spend per head in catering is £4 per head increasing to £5 per head from 2016. For retail the estimated spend per head is £4 per head increasing to £5 per head from 2016. Margins for the retail activity are estimated to be 100% on cost. Margins for the catering activity are estimated to be 200% on cost.

8.7.4 Gift Aid

Due to the current issues with management information SMGWA does not currently claim Gift Aid. Going forward from 2016 the company will seek to claim Gift Aid. An approximate estimate is that 40% of admissions can be raised by Gift Aid.

8.7.5 Credit Card Charges

SMGWA does not currently have the facilities for credit cards or other card payments. Going forward the Electronic Point of Sale system being implemented will support this facility. It is expected that increased sales arising from this facility will cover the charges associated, estimated at 2% of credit card usage which may represent around 30% of sales.

Given positive cash flow through to the end of November 2016 and expected success in funding applications no costs are included for overdraft or other loans.

8.7.6 Outstanding Loans

SMGWA currently has an outstanding loan balance of £300k (£200k to Essex County Council and £100k to Maldon District Council). The capital on both these loans is currently due to be repaid in seven equal instalments starting in September 2016. The interest on these loans is calculated as 1.5% above the LIBOR rate and estimated interest figures are included in the budget schedules.

8.7.7 NDR Status

SMGWA currently receives 100% NDR relief from Maldon District Council. This is expected to continue for at least 2 more years. Any unlikely loss of NDR relief to SMGWA would be estimated at a cost of less than £1,000.

8.7.8 VAT Position

SMGWA is a registered company for VAT (VAT registration number 174067601). Currently SGWMA accounts for VAT as any registered business and there are no specific agreed arrangements with HMRC. SMGWA currently recovers all relevant input VAT; Trustees will be seeking further tax advice going forward on the specific VAT implications of museum status and cultural exemption. Further to advice received from our accountants and auditors, SMGWA is also planning to establish separate companies to split trading activity from development activity.

There is a possible issue related to the exemption of VAT from admissions income and, in turn, a risk of irrecoverable VAT on development projects. It is very difficult to estimate the impact of this risk so these figures are not currently included in the budget schedules. However, based on the assumptions included in the business plan for admissions, potential VAT payable on admissions for the whole period 2016-2019 would be approximately £35k so does not represent a material number. Potential VAT on development projects would be a much more significant figure than the VAT payable on admissions. SMGWA will be seeking grants, donations and sponsorship to cover any potential VAT liability on development projects.

8.7.9 Education Sessions

Schools will be expected to pay an admission charge to enable the sustainability of the service. This has been set in consultation with educational specialists at Essex County Council and local schools at £2.50 per student with the first three adults free (based on a class of 30) and subsequent adults paying full admission price. This is comparable with other regional visitor attractions (at 2013 rates) e.g. Museum of Power in Maldon £2.00 per child and the Imperial War Museum at Duxford which charges £1.80 per child for a 60 minute session and £2.60 for a 90 minute session.

The following chart derives from Essex School Yearbook the number of schools within the immediate catchment of the site i.e. 1 hour's drive-time, and the estimated number of children at each school based on the assumption that each Primary school will have one class of 30 pupils and Secondary schools might have about 60 pupils studying World War 1; some schools will have more than one class for each year group and some will have split classes.

Educational Audience	2015	2016	2017	2018	2019	Estimated Cost to School
Estimated number of children (KS 1 – 3) visits. with a 25% variant	0	500	550	600	650	Assuming Key Stage 1 – 2 target the schools in a 1 hours travel time area. Assuming Key stage 3 target schools in areas above as well as those 1.5 hours travel time. With around a 10% annual increase
Estimated annual net income	0	£1,250	£1,375	£1,500	£1,625	30 children class max @ £2.50 per child (Teachers and up to 3 adults would go free) = c £70 per class per 90 minute session.

Note: It is common for schools to bring two classes to make it economically viable for the school. Therefore each 90 minute session would bring in an income of £140 per school visit. Growth estimated at 10% growth pa.

The curatorial volunteers and FoSMA give regular informal educational talks to local history groups, Rotary, Probus, aviation societies, etc. Throughout the year these average (from 2014 estimates) two per month and a fee of £50.00 is charged, regardless of the type of group, therefore the annual income will be in the region of £1,200 pa.

8.8 Other Income and Expenditure

8.8.1 Visitor Number Projections

Estimated visitor numbers are as follows;

	2015	2016	2017	2018	2019
General Admissions					
Adult	2,000	2,000	2,500	3,000	4,000
Concessions	1,800	1,800	2,250	2,700	3,600
Children	200	200	250	300	400
Total	4,000	4,000	5,000	6,000	8,000
Coach Tours					
Adults	2,000	4,000	6,000	8,000	10,000
Concessions	1,800	3,600	5,400	7,200	9,000
Children	200	400	600	800	1,000
Total	4,000	8,000	12,000	16,000	20,000
Fly In Events	2 per year	2 per year	4 per year	4 per year	4 per year
Adults	350	350	700	700	700
Concessions	350	350	700	700	700
Children	100	100	200	200	200
Total	800	800	1,600	1,600	1,600
Educational Events					
Adults	260	260	1500	1500	1500
Children	260	260	2600	2600	2600
Total	520	520	4,100	4,100	4,100
Music Events	3 per year	3 per year	3 per year	3 per year	3 per year
Adults	125	125	125	125	125
Concessions	100	100	100	100	100
Total	225	225	225	225	225
Car Events					
Adults	100	100	100	100	100
Concessions	100	100	100	100	100
Total	200	200	200	200	200
Military Event					
Adults	200	200	200	200	200
Concessions	200	200	200	200	200
Children	50	50	50	50	50
Total	450	450	450	450	450

These estimates are very approximate and many events are weather dependent.

8.8.2 Sensitivity Analysis

The table below assesses the impact of key factors on the main income streams to gross income. Expenditure is largely a fixed cost and any increase or decreases are likely to be immaterial.

Admissions are sensitive to visitor numbers. The expected sensitivity for each year is included in the table below;

Visitor Numbers Change	2016 £	2017 £	2018 £	2019 £
+2000	50%	40%	34%	25%
+1000	25%	20%	17%	13%
-1000	(50%)	(40%)	(34%)	(25%)
-2000	(25%)	(20%)	(17%)	(13%)

Coach tours for lunches will be an increasingly significant income source going forward. The planned number of coach trips per week and the sensitivity to a larger or smaller number of coach trips is included in the table below. An assumed number of persons per coach trip is 40 (flat rate price).

	2016	2017	2018	2019
Number of coach trips per week assumed	4	6	8	10
Sensitivity:-				
+2 per week	50%	34%	25%	20%
+1 per week	25%	17%	13%	10%
-1 per week	(25%)	(17%)	(13%)	(10%)
-2 per week	(50%)	(34%)	(25%)	(20%)

A range of other income streams are currently completed or planned in the next 5 years. The table below contains the main income streams plus a risk rating (1-5 with 5 being high) for sensitivity.

Income Stream	Sensitivity Risk Rating	Comments
Fly Ins	5	Weather dependent. Planning to move from 2 fly ins per year to 4 fly ins per year by 2019
Catering	3	
Retail	3	
Music Events	3	3-4 per year
Private Parties	2	
Business Lunches	2	
Stewardship of the Environment	1	
Education Visits	2	Commencing 2017
Wildlife Tours	2	Commencing 2016
Overnight Accommodation	3	Commencing 2017
Hangarage Rental	1	
Other Rental	1	
Aircraft Landing Fees	1	

9. Development – Capital Funded One-off Projects

Like any project of this scale it is dependent on external funding to develop one-off projects to realise the Trusts aims and objectives. Over the next 10-years it is estimated that the total one-off development budget will be in the region of £8 - £10 million.

SMGWA has been successful in acquiring capital grants for purchase and first phase development (2013/15), which to date total £3,815,500.

Leading into the second phase development (2016/19) applications will be developed for the major grants bodies e.g. the Heritage Lottery Fund. These grants, if successful, will drive the second phase five year site development programme for both capital and revenue expenditure.

9.1 Five-Year Capital Project Plan

Expenditure	Project	2015	2016	2017	2018	2019
Land	Potential Land Purchase	0	0	260,000	0	0
Sub Total		0	0	260,000	0	0
Grounds	Car Park Crows Lane	10,000	90,000	0	0	0
	Access paths	25,000	0	0	0	0
	Electrical work	50,000	0	0	0	0
	On site drainage (2016 car park)	25,000	25,000	0	0	0
	Communications	30,000	0	0	0	0
	Toilet upgrade	10,000	0	0	0	0
	Water supply upgrade	25,000	0	0	0	0
	Security system	3,500	0	0	0	0
	Parameter fence	5,000	0	0	0	0
	Wildlife towers	7,500	0	0	0	0
	Wildlife education	3,000	0	0	0	0
	Wildlife webcam	500	0	0	0	0
	Hackman's lane access upgrade	0	10,000	0	0	0
	Increased car parking	0	0	100,000	0	0
	Electrical service upgrade	0	0	50,000	25,000	0
	Klargesters/officer mess sewerage	0	0	65,000	0	0
	Road improvements	0	0	0	100,000	0
Sub Total		194,500	125,000	215,000	125,000	0
Plant & Machinery	Lawn Mower	8,000	0	0	0	0
	Vehicles	20,000	0	0	0	0
	Fire Tender	2,500	0	0	0	0
	Site vehicle	2,500	0	0	0	0
Sub Total		33,000	0	0	0	0
Buildings	Heating Airmen's Mess (Bldg. 16)	10,000	0	0	0	0
	Replica Hangar (Bldg. 2)	250,000	250,000	0	0	0
	Replica hangar (Bldg. 1)	0	0	650,000	0	0
	RE workshop (Bldg. 6)	100,000	100,000	0	0	0
	Buildings 27 - 33	0	0	200,000	0	0
	Rebuild Building 21 (wooden)	25,000	25,000	0	0	0
	Men's Accommodation (Bldg. 35)	0	45,000	0	0	0
	Squadron Admin (Bldg. 45)	0	0	250,000	0	0
	Officers Mess (Bldg. 34)	0	0	100,000	100,000	0
	MT Shed (Bldg. 9)	0	50,000	0	0	0
	Pilot Ready Room (Bldg. 17)	0	50,000	0	0	0
	All buildings at risk	0	0	200,000	200,000	0
	Site office refit	5,000	0	0	0	0
	Educational Training Equipment	150,000	100,000	50,000	0	0
	Engineering Equipment	0	0	250,000	0	0
	Visitor centre	0	0	0	0	1,500,000
	Adaptive reuse of buildings	0	0	0	0	500,000
Sub Total		540,000	620,000	1,700,000	300,000	2,000,000
IT	Laptops x 2	1,600	0	0	0	0

	website	5,000	0	0	0	0
	Publishing software	500	0	0	0	0
	Laminator	100	0	0	0	0
	A3 Printer	300	0	0	0	0
	File Server	1,000	0	0	0	0
	Site App/Guides	5,000	0	0	0	0
	Sub Total	13,500	0	0	0	0
Museum	Museum upgrade Workshop Gallery	75,000	0	0	0	0
	Interactive displays	20,000	0	0	0	0
	Museum Replica Hangar display	0	0	0	100,000	0
	Sub Total	95,000	0	0	100,000	0
Furniture & Fixtures						
	Catering Upgrade	25,000	0	0	0	0
	Office Furniture	1,000	0	0	0	0
	Display Furniture shop	5,000	3,000	0	0	0
	Office security/Fire Alarms	1,500	0	0	0	0
	Talks – projector/microphone	1,000	0	0	0	0
	Brown Tourist Signs	0	5,000	0	0	0
	Exhibition Equipment	5,000	5,000	0	0	0
	Sub Total	38,500	13,000	0	0	0
Miscellaneous	All Categories	0	0	50,000	50,000	50,000
	Sub Total	0	0	50,000	50,000	50,000
	GRAND TOTAL	914,500	758,000	2,225,000	575,000	2,050,000
LIBOR	No time commitment	750,000	250,000	300,000	0	0
WREN	Deadline May 2016	15,000	213,000	0	0	0
Private Donation	No time commitment	50,000	50,000	50,000	50,000	50,000
	Confirmed Grants and Donations	815,000	513,000	350,000	50,000	50,000
	Funding Balance	-99,500	-245,000	-1,875,000	-525,000	-2,000,000
Potential Grant Funding						
	MAGNOX/Colchester Institute	150,000	200,000			
	National Heritage Lottery Fund	0	50,000	1,450,000	500,000	0
Total		150,000	250,000	1,450,000	500,000	0

Note: Depreciation is calculated on a straight line basis over the estimated useful lives of asset categories. Estimated depreciation has been included on a conservative assumption for all capital spend including projects where currently a funding gap arises. Capital expenditure will be deferred as necessary should funding not be obtained.

Other grant funding, sponsorships and donations are being sought to meet the funding gaps identified from 2018 onwards. Capex spend will be adjusted as necessary depending on the success of the funding.

Note: Wren Conservation Allocation	Amount	Building No.
Royal Engineers Workshop	£65,000	6
Motor Transit Shed	£50,000	9
Pilot Ready Room	£40,000	17
Men's Accommodation	£45,000	35
Additional net £28k received from English Heritage.	Total £200,000	

Depreciation Calculation

30 Years	buildings
10 Years	Fixtures and fittings
10 Years	Plant and Machinery
0 Years	Curatorial
0 Years	Land

Note: Land and Curatorial assets are not depreciated.

9.2 Grant and Project Development 2015 – 2016

The Trustees will investigate all types of fundraising potential e.g. Nuclear Decommissioning Authority, SMGWA Lottery, funds for provision of educational and curatorial delivery; endowments, individual and corporate sponsorship; crowd funding; membership schemes, etc. A priority during the grants development will be to investigate an online fundraising strategy.

As outlined above, a number of significant grants have been awarded in the last two years to assist with the development and realisation of the SMGWA business plan. The two major grants have been:

- WREN/Historic England £228,000 capital grant for the conservation of four key buildings and for providing remedial conservation to other buildings to make them wind and watertight. Deadline for this spend is May 2016.
-
- LIBOR £1,500,000 grants for capital and revenue expenditure. This grant can be used towards any aspect of the business plan and is not time-specific. The money will be used for essential development work in line with the business plan objectives e.g. site services, Replica hangar, exhibitions, etc. and for pump-priming other large scale grant applications e.g. HLF Heritage Grant.

9.3 Grant and Project Development 2017 – 2020

During 2015 an application for a HLF 'Heritage' grant of £2,000,000 will be developed and the LIBOR fund will provide match funding in addition to contributions in kind (e.g. input by Volunteers). The HLF grant application will be for the continuation, and hopeful completion, of the conservation/renovation of the remaining buildings at risk. The bid will be submitted as a two stage application: Round One submission in November 2015 and Round Two in 2016. Even assuming a successful bid, work would not therefore begin until 2017 with completion likely in 2019.

9.4 Procurement

For appointments of consultants as well as contractors Trustees are following a strict procurement policy of inviting no less than 3 suitably experienced and qualified persons or companies to submit tenders on a competitive basis. SMGWA will have a full procurement policy approved by the Trustees but will not use open tender procedures or advertise contracts as the unique heritage nature of the site and the type of works justifies using only specialist consultants and contractors who have been specially selected for their experience, qualifications and knowledge. A carefully managed competitive tender process will ensure good value for money at all times.

10 Conclusion

Stow Maries Great War Aerodrome is part of our nation's heritage. The role it played during the First World War, where it helped protect London during the first London blitz, was vital.

The Trust's intention is to tell the story of the aerodrome through the site and the people who served there and in so doing ensure that SMGWA is protected, conserved and placed centre stage in the nation's military heritage.

To reach this goal will not be easy. In the last eighteen months much has been achieved and this document sets out a plan of activity in the medium term. To deliver this vision fully it will be essential both to achieve sustainability and to raise significant additional funds.

Projected surpluses over this five year period are relatively small but the budgets have been prepared so that they can be amended to take account of changes in income or expenditure, or the level of success in fund-raising.

Stow Maries is the last remaining aerodrome of its type anywhere in the world. Trustees are determined to ensure that a window to the past is re-created and that in so doing beneficial educational outputs and community engagement occur through the enduring atmosphere of its life and purpose a hundred years ago. It is not only unique; it is a truly remarkable place.