

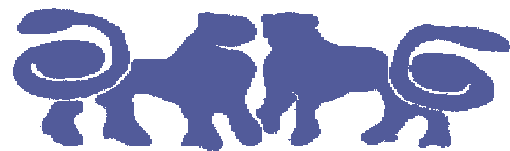


Business Plan
Friends of Dundonald Castle
2018-2022

As of 18/9/18



www.dundonaldcastle.org.uk



Contents

Page 3	Contact details; Executive Summary
Page 4	Background to the Castle and FODC
Page 5	Analysis of Visitor Patterns
Page 6	Financial Analysis 2017 and 2016
Page 8	Outcomes of Business Plan 2017
Page 9	SWOT Analysis 2018
Page 10	Goals for 2018, 2019, 2020, 2021
Page 11	Action Points and Targets
Page 12	Monitoring Progress
Page 13	Sub Committees

Contact

Winehouse Yett, Dundonald, Ayrshire. KA2 9HD

01563 851489

Info@dundonaldcastle.org.uk

Scottish Charity Number SC031541

Chair: - [REDACTED]; Vice Chair:- [REDACTED]; Secretary:- [REDACTED]; Treasurer: - [REDACTED];

Manager: - [REDACTED].

1.Executive summary

In summary the objectives of the Friends of Dundonald Castle (FODC) are to raise the profile and increase understanding of the history of the castle in conjunction with Historic Environment Scotland (HES). FODC have set up a Heritage Programme for the 5 year period 2017 to 2022 which includes archaeological digs, presentations and exhibitions, all open to participation by the general public. In addition FODC hope to provide a community hub for the village at the Visitors Centre. Since 2001 FODC has overseen steady growth in visitor numbers, in community use of the site, and in financial turnover. Further growth is necessary to achieve financial viability without Grants, but to achieve this and to provide a 21st Century Visitor Experience, additional space is required. In order to do so by means of an extension FODC have to take ownership of the Visitors Centre from South Ayrshire Council by Asset Transfer. This Business Plan is part of the Transfer process.

Analysis of Visitor Numbers, of Visiting Patterns, of Visitor Satisfaction Levels is very positive, although performance is relatively poor during the months from October to March. The calendar year of 2017 saw an improvement in the financial performance compared with 2016. Analysis of the Trustee Accounts for 2017 shows a substantial increase in income due to the growth in Visitor Centre turnover as well as increased key-holder and education payments by HES. However outgoings in 2017 also increased substantially compared with 2016 so that at the end of 2017 the Accounts showed a small operating loss of £15.00. The reserves held by FODC at this point were £27,056. A number of areas where performance can be improved include the use of the venue for weddings, and increased financial support from HES for winter openings. Analysis of the Business Plan for 2017 confirmed the progress and issues identified above and also revealed that too many goals were of a subjective nature which made their outcomes difficult to evaluate.

Nevertheless the analysis was useful when generating a new Business Plan 2018 to 2021. In addition valuable insights were gained from one to one conversations with members of the Executive, and from reports made to the A.G.M. of April 2018. Further information was generated by an in-depth SWOT Analysis, and from the Cash Flow Spreadsheet generated for 2017.

As a result 5 Goals were established for the years 2018 to 2021:-

1. To Increase Income in order to attain financial viability without grants
2. To Further Develop the Core Team (Executive, committee, specific volunteers)
3. To complete the Visitor Centre Extension which will provide a better visitor experience

4. To further Raise the Profile of the castle and Visitors Centre
5. To ensure the continuation of the Heritage Programme

Each goal has been broken into action points (34 in total) along with annual target outcomes for the four year period. Action points, or on occasion a whole Goal, have been allocated to a number of action groups which comprise a member of the core team, their deputy, and at least one other person. In order to monitor progress the committee will continue to meet on a monthly basis to review reports from Executive members and from the core staff who lead action groups.

2. About Dundonald Castle

Dundonald Castle is situated on a hill overlooking the village of Dundonald, between Kilmarnock and Troon in South Ayrshire. It was built by King Robert II on his accession to the throne of Scotland in 1371 and it was used as a royal residence by Robert II and his son Robert III at the beginning of the Stewart Dynasty. It is Scotland's third royal castle, and is a scheduled "A" listed monument of international importance. The hill area is the location of a number of other archaeological finds dating from Neolithic times onwards.

3. Friends of Dundonald Castle

Originally set up in 2001, FODC has since become a Scottish Charitable Incorporated Organisation (SCIO) and is now the castle keyholder on behalf of HES. In addition FODC manages the Visitors Centre with a café, gift shop, and educational facilities. The Trust Committee comprises four executive and eleven ordinary committee members: FODC membership in April 2018 totalled 157.

The organisation's purposes are

1. To promote the advancement of education and in furtherance thereof by (among others) the promotion of public awareness of the Castle in all media, and the education of the public as to its historical significance which shall include but not be limited to the education of school children and students.
2. To promote the advancement of heritage and in furtherance thereof by (among others) the promotion and organisation of the use of The Castle for the benefit and enjoyment of the public, the education of the public as to the historical significance of The Castle, the provision of guided tours of The Castle and in liaison with HES to promote and undertake such other ventures as shall be approved by HES to further the public interest in The Castle
3. The advancement of citizenship and community development.

Please refer to the FODC Constitution for further details.

HES is responsible for the upkeep of the castle as part of its Guardianship responsibilities, while South Ayrshire (SAC) owns the land in the immediate area as well as the Visitor Centre building. FODC pay an annual rent of £1.00 and undertake to maintain the building interiors and equipment. Discussions have taken place about the possible transfer of the ownership of the building to FODC. FODC will qualify for the national grants (e.g. Big Lottery Fund) needed to pay for a much needed extension, but only if FODC owns the building.

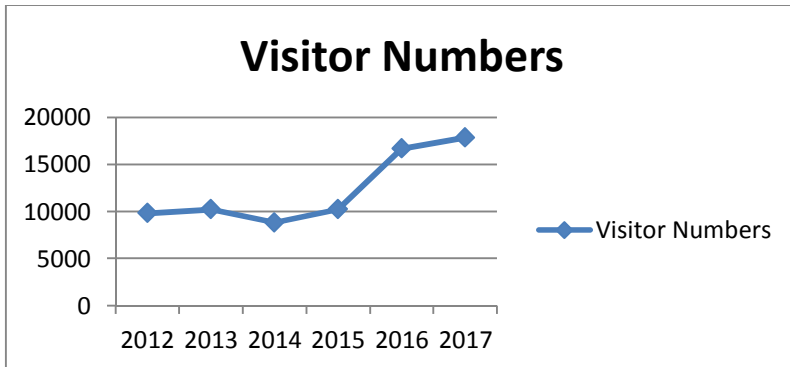
Services at the Castle and Visitors Centre

The Castle and its adjoining facilities perform an important role both within the local community and within the historic landscape of the country. FODC helps support the local economy as a provider of employment. An experienced manager leads a team made up of three further posts and an additional 3 seasonal positions, and which is supported by 18 volunteers. There is a cafe, a shop selling souvenirs, and an education/ exhibition room, while two groundhogs provide more facilities outside. The meeting space provided allows groups the opportunity to meet regularly in a friendly, welcoming environment encouraging community engagement and participation. Tours both for visitors and for school parties are led by knowledgeable volunteer guides.

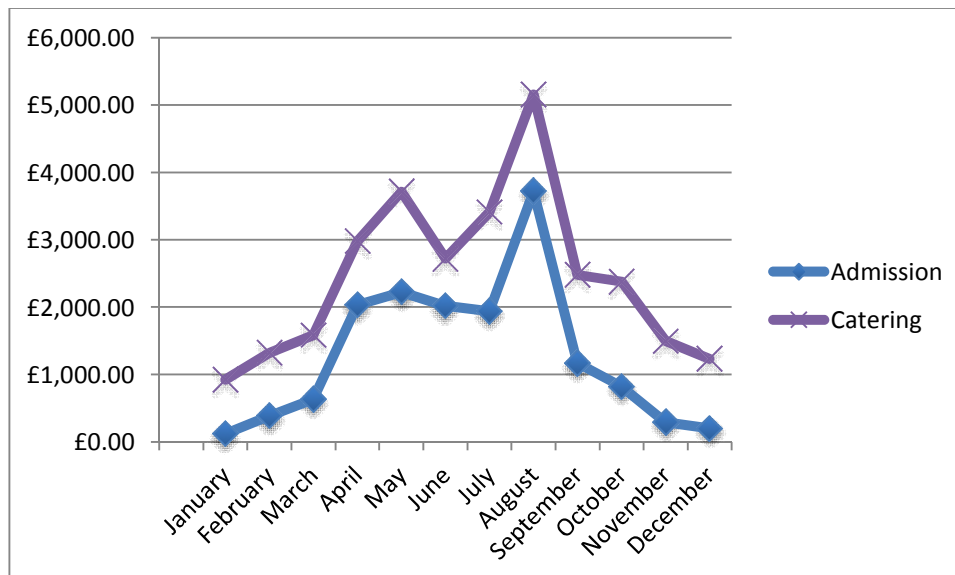
4 Visitors, Financial Analysis, and Outcomes of Previous Plan

4a Visitors

FODC has overseen a steady growth in the number of visitors. The growth has not always been accompanied by an increase in admission revenue for reasons discussed below.



The current patterns of income follow a strong seasonal pattern as shown in 2017.



A survey of visitors in 2017 showed a high level of satisfaction with the visit experience.

Customer Satisfaction Survey 2017



4b Financial Analysis

Receipts and Payments as at 31 December 2017

	For the year to 31 December 2017	For the year to 31 December 2016
Receipts	102,028	70,430
Payments	102,043	92,661
Surplus/Deficit	(15)	(22,231)

The Deficit shown for 2016 of £22,231 was greater than planned for because the HES Keyholder Payment of £10,552 was not received until financial year 2017. There were also planned spends upon equipment which added to the deficit. In order to meet the deficit £22,231 was transferred from the Reserve after which the Reserve stood at £27,056 on 31st December 2017.

The increase in visitors was not matched by an increase in admission receipts because of the greater use of HES Explorer Passes, and Membership Cards to gain entry. FODC receives no financial return from these admissions. The Winter Period is also a source of concern. It runs for 5 calendar months from 1st November to 31st March. During these months HES winter Keyholder payments are funded for only one hour each day, at the rate of £7.83. As a result winter openings are run at a loss which has to be funded from any surplus in the summer. A more realistic payment would be based upon a 7 hour day during the winter, for those days when the castle and Centre are open. Discussions have taken place with HES.

A Breakdown of the Accounts is provided below.

	For the year to 31 December 2017	For the year to 31 December 2016
Receipts		
Sales, Admissions, Catering & Events	70,648	59,988
Grants	6,000 (SAC)	6,052
Key Keeping & Stewarding	23,971	971
Donations & Subscriptions	2,360	3,370
Gift Aid	318	49
Total Receipts	102,028	70,430
Outgoings		
Goods for resale	8,725	6,049
Food and drinks	15,019	11,684
Advertising, postage and telephone	2,042	4,120
Printing and stationery	1,036	530
Wages and PAYE	53,299	50,848
Utilities	5,405	5,126
Security & Storage	1,415	1,585
Repairs and renewals	310	307
Computer expenses	728	546
Subscriptions and Licences	580	371
Bank Charges	706	700
General	2,016	843
Events	2,088	2,464
Equipment	830	5,095
Education	906	1,298
Fees	5,875	1,095
Transfer to Restricted Acc	1,061	Nil
Total Outgoings	102,043	92,661

A Restricted Account was opened in 2017 for the receipt of grant income and the relevant expenditure to which the grant pertains. Two grants, each of £3,000, were received from "Troon Decides" to support the launch of FODC concerts and plays in 2017: at the end of 2017 £1,061 was carried forward in the Restricted Account to support further similar Events. Please refer to the "Accounts and Trustees Report 2017" for further details.

A Cashflow Table for the General Account 2017 only appears below. Please note that individual entries have been rounded up or down to the nearest pound so totals will not match exactly. The patterns show the impact of the timing of HES Payments, and the impact of the seasonality of visitor traffic upon revenue, and upon costs (e.g. increased staff costs during the summer)

Cashflow 2017

Year 2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Cash In													
Sales	1,217	2,096	2,870	6,318	7,384	5,960	6,321	11,410	5,491	5,060	2,628	1,954	
HES	10,553	0	0	1,745	0	0	0	0	0	0	11,204	0	
Events	50	0	420	420	421	28	1,545	3,625	264	987	439	459	
Other	163	241	2,056	2,256	96	154	1,436	1,056	115	2,573	610	401	
Total In	11,983	2,338	5,346	10,739	7,901	6,142	9,302	16,091	5,870	8,619	14,881	2,815	102,028
Cash Out													
Wages	2,061	2,277	2,913	5,051	4,600	6,151	6,806	4,692	6,836	3,698	5,636	2,578	
Purchases	347	996	877	2,076	1,514	3,077	2,477	6,134	1,195	621	1,869	445	
Fees	612	815	1,378	2,400	590	461	853	801	315	370	402	1,155	
Events	0	460	345	810	165	333	2,882	818	210	581	41	99	
Maintenance	679	0	60	28	125	342	950	850	780	2,500	0	0	
Petty Cash	300	200	450	300	350	400	150	500	550	300	300	100	
Total Out	4,005	4,750	6,024	10,664	7,345	10,765	14,118	13,796	9,884	8,068	8,248	4,376	102,043
Balance	7,979	-2,411	-679	74	557	-4,623	-4,815	2,296	-4,015	551	6,633	-1,561	-15

4c The Business Plan for 2017

This Plan identified a number of goals for the organisation. In retrospect too many goals were of a subjective nature which made their outcomes difficult to evaluate. Valuable insights to progress made were gained from one to one conversations with members of the Executive, and from reports made to the A.G.M. of April 2018. The Goals along with the Outcomes are summarised in the table below. It can be seen that significant progress was made in many areas, and less success was achieved in generating more Wedding business. The Business Plan for 2018-21 will include Goals to build upon many of these successful areas, and also a target to address weaknesses in the generation of Wedding business.

2017 Business Plan Goals

Goal	Target	Outcome
Increased Visits		
School groups	more than 2/week	Increased to 68/annum from 43
Child minding groups	increase	yes
Community groups	increase	yes
Other visitors	Increase	19,464 of which 10,841 visited the castle
Events		
Weddings	17/year	6
Other events	7/year	Target met
A&A TB Staff training	increased	Target met
Sales& Income		
Admissions	increase	£16,554 up by £3,635
Café	increase	Increased to £29,381.90
Sales Shop	Increase	Increased to £12,374.30
Grants	maintain	yes – 6,000 from S.A.C.
HES	increase	Increased to £14,177.50
Other		
Community Heritage	launched	yes
Volunteers	12/14+/week	12 regular + 10/15 for events
Endorsement by Tourism Bodies	C. of Ex; 4 stars	yes
Extension	increase space	2 ground hogs in place

5 SWOT Analysis

- Following one to one discussions with members of the Executive; a review of the SWOT analysis of 2017; and consideration of the outcomes of that year's Business Plan, the following SWOT analysis was prepared. The Strengths and Opportunities are listed in order of importance to the respondents, from top to bottom. The order of the Weaknesses and Threats has been modified to match them with apposite Strengths/Opportunities which are in order of priority from top to bottom.

Strengths 2018	Weaknesses 2018
Committed, knowledgeable, and supportive team	Ability to keep things manageable
Education Programme	Not enough volunteers, including for the Education Programme
Increased footfall	Drop in income from castle visits
Growth of Membership	Winter openings at financial loss
Crazy Kastle Kids	Strategy to engage new and retain current members of C.K.Kids
Strong relationship with HES, SAC, DSRA	Lack of support from HES/SAC re management issues
Profile improved online; in local papers	Lack of space: limits on numbers
Increased number of Events	Keeping books balanced without grants
Links to local community groups	Lack of clarity about operational year
Unique location for weddings	
Local provider of jobs, training, volunteering opportunities	
Use of products from local artisans	

Opportunities	Threats
The proposed Extension would provide much needed space	Complications of Asset Transfer
Increase links to, and involvement with local community groups	Affordability of FODC after Asset Transfer
Increased footfall – especially out of season	Complications and funding of Extension
More use of Crazy Kastle Kids as volunteers	Costs of VAT registration
Increase number of Events	Drop in value of grants
Increase visits linked with historical/genealogical research	Overdependence on relatively small team
Cooperation with larger, more visited historic sites	Underfunding of winter visits by HES
Cooperation with local cafe and restaurant	

6 Goals for 2018, 2019, 2020, 2021, 2022

The intention common to the following Goals is to ensure that FODC can better implement its constitutional objectives of promoting public awareness of 'The Castle' especially among school children and students; organising the use of The Castle for the benefit and enjoyment of the public; and contributing to the advancement of citizenship and community development.

1. To Increase Income in order to attain financial viability without grants
2. To Further Develop the Core Team (Executive, committee, specific volunteers)
3. To complete the Visitor Centre Extension which will provide a better visitor experience
4. To further Raise the Profile of the castle and Visitors Centre
5. To ensure the continuation of the Heritage Programme

A set of Action Points and associated Targets has been developed for each Goal. A number of small action groups have been set up to develop strategies which will deliver specific Action Points, or on occasion an entire Goal. Year 2022 has been identified as a year for consolidation and review of progress which will lead to another 5 year Plan.

Action Points and Targets

Goals and Action Points	Result 2017	2018	2019	2020	2021	2022
To Increase Visitor Numbers						
Increase membership	157	170	185	200	220	220
More castle visitors	10,841	11,000	11,200	11,500	12,000	12,000
More education visits	68	70	72	75	80	80
More weddings	6	8	10	12	12	12
More Events	7	8	9	10	12	12
More VC visitors	19,464	20,000	20,500	21,000	22,000	22,000
Increase Income						
Increased membership	£161.00	£300	£400	£ 500	£600	£600
Increased ticket sales	£15,550.50	£ 17,000	£18,000	£20,000	£22,000	£22,000
Increased shop sales	£14,587.10	£15,000	£15,500	£16,000	£17,000	£17,000
Increased café sales	£29,381.90	£31,000	£31,250	£32,500	£35,000	£35,000
Increased education use	£1,104.35	£1,200	£1,400	£1,700	£2,100	£2,100
Increased wedding income	£2,920.00	£3,500	£4,000	£4,500	£5,000	£5,000

Increased events income	£4,444.28	£5,500	£5,500	£6,000	£7,000	£7,000
Larger HES payments for Winter	£1713.00	£3,000	£3,500	£4,500	£5,000	£5,000
Key holder/stewarding	£23,971.00	£25,000	£26,000	£27,000	£28,000	£28,000
Donations/Gift Aid etc	£2,678.00	£3,000	£3,000	£3,500	£3,500	£3,500
Total increase		c.£9,700	c.£14,000	c.£22,000	c.£31,000	c.£31,000
Further Develop Team						
Identify a deputy for each core team member	6 people	9	11	15	15	15
Increase vol. numbers including C.C.K.						
Widen vol. age range	xxxx					
Extra management appt	xxxx	Finance	Catering			
Training opportunities		Quals.	Tourism	Hygiene	People Skills	
Complete Extension						
Establish Solvency & Bus. Plan		By Dec	xxxxxxx	xxxxxxx	xxxxxxx	xxxxxxx
Complete Asset Transfer		Work @ SAC/HES	Sign off	xxxxxxx	xxxxxxx	xxxxxxx
Confirm Plans		Identify finance for fees	Drawings for fixed quotes	Identify builder Phase 1	Complete Phase 2?	xxxxxxx
Establish funding for construction			Seek Lottery & other grant	Seek Lottery & other grant	Seek Lottery & other grant	
Identify funds for maintenance		SAC to overhaul bdg	Set aside from surplus	Set aside from surplus	Set aside from surplus	Set aside from surplus
Identify funds for furniture			From income	From Grants	From Grants and income	From income
Raise Profile/Marketing						
Stronger links with local groups, artisans, food outlets		Briefings,	Joint promotions	Special events	Continue development	
Stronger links with similar Centres & Regional Tourism		Briefings	Joint promotions	Tourist gateways	Continue development	

More features in Media & online		Local/national outlets	Broadcast media	Print media	Online media	Review and consolidate
Community Heritage Project						
Foster archaeological research in partnership with HES		Support excavations	Develop genealogy provision	Provide access to archives	Provide access to archives	Review and consolidate
Encourage appreciation of the Castle and its environs (a SSI)		Further develop the school programme	Enable the community to learn more	Increase winter school visits	Foster awareness of local natural environment	Review and consolidate
Act as a Community Hub		Broaden range of activities	Make provision for minorities	Improve Special Needs facilities	Increase facilities available	Have more links with Community Groups

Monitoring Progress

The committee will continue to meet on a monthly basis to review progress reports from Executive members and core staff leading action groups. Where appropriate statistical analysis will be utilised to compare outcomes with patterns over previous years, and with targets set in this plan. Financial outcomes will be given especial attention with the use of monthly Cash Flows. When necessary the Executive will meet as necessary in order to review any problematic areas and put solutions in place.

Statistical analyses will include monitoring of the weekly records of expenditure and income, and a monthly comparison with a target Cashflow spreadsheet (see below). Please note that while there is projected increase in revenue shown in the Targets and in the Cashflow below, an increase in costs for 2018 of 2.5% has also been included. Similar analyses will be carried out for Visitor Footfall and other quantitative information.

Year 2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Cash In													
Target In	11,000	3,000	4,500	11,500	9,000	11,000	15,500	17,000	6,000	9,000	13,000	4,400	114,900
Cash Out													
Target Out	4,000	5,000	6,000	12,000	7,500	11,000	15,500	14,000	10,000	9,000	8,500	4,500	107,000
Tgt Balance	7,000	-2,000	-1,500	-500	1,500	0	0	3,000	-4,000	0	4,500	-100	7,900

More subjective evidence regarding progress towards the other Targets will be collected on an equally regular monthly basis.

A number of sub committees will be established in accordance with the FODC Constitution clauses 100, 102, 103, and 104, and if appropriate 105 to 107. These will be charged with taking forward the above Action Points. As part of their early work they will be required to further refine their targets, and means to monitor these. They will identify ways of working with local community groups and the wider community of interest as appropriate. Further details are provided below.

1. Petty Cash Sub Committee.

Membership: - [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED].

Function: - To ensure that the Petty Cash is managed efficiently and with probity. The Petty cash is utilised for the purchase of items for sale in the Visitor Centre on a day to day basis by members of the subcommittee or specified employees and volunteers.

Operational Parameters:-

- a. The purchase of day to day items for the Visitor Centre up to a value of £50.00 shall be approved by at least one subcommittee member in advance. Receipts shall be obtained, presented to that member for initialling, and where necessary a cash refund provided to the purchaser. The transaction shall be logged on a monthly spreadsheet. Where possible the cost of items bought for future use in the shop or cafe will be transferred to the appropriate spending line in the FODC accounts in a monthly reconciliation.
- b. Purchase of items of a value of between £50.00 and £100.00 shall be approved in advance by at least 2 members of the subcommittee. Receipts shall be obtained, presented to those members for initialling, and a BACS/ cheque refund provided to the purchaser. The transaction shall be logged on a monthly spreadsheet. Where possible the cost of items bought for future use in the shop or cafe will be transferred to the appropriate spending line in the FODC accounts in a monthly reconciliation.
- c. Wherever possible purchases of items of a value of over £50.00 will be supplied in bulk on a regular basis from an accredited supplier with whom FODC has an account having been approved by at least 2 subcommittee members in advance.
- d. It is not anticipated that a Petty Cash transaction will total more than £100.00. If it is anticipated that such a transaction is likely the matter should be approved by the full subcommittee in advance of it taking place.

2. Expenditure Sub Committee

Membership: - [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED].

Function: - To ensure that the FODC expenditure is managed efficiently and with probity. It is anticipated that most transactions will be made by members of the subcommittee.

Operational Parameters:-

- a. n.b. clauses 105, 106, 107.
- b. The purchase of day to day items for the Visitor Centre up to a value of £100.00 shall be approved by at least one subcommittee member in advance. Receipts shall be obtained, presented to that member for initialling, and where necessary a cash refund provided to the purchaser. The transaction shall be logged on a monthly spreadsheet.
- c. Payments of a value between £100.00 and £200.00 shall be approved by at least 2 subcommittee members in advance. Receipts shall be obtained, presented to those members for initialling. Payment should be made by a FODC cheque, or by BACS.
- d. Payments of a value in excess of £200.00 shall only be approved by the full subcommittee in advance. Receipts shall be obtained, presented to those members for initialling. Payment should be made by a FODC cheque, or BACS transaction.

3. Fund Raising Sub Committee

Membership: - [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED].

Operational Parameters:-

- a. Members will report back to the Executive Committee at each regular committee meeting. Decisions about ways forward will be made by the full Executive Committee.
- b. The subcommittee will follow the schedule laid out in the Business Plan.

4. Business Plan Goal 4 “Complete Extension” Sub Committee

Membership: - [REDACTED]; [REDACTED] (Project Manager); [REDACTED]; [REDACTED]

Operational Parameters:-

- a. Members will report back to the Executive Committee at each regular committee meeting. Decisions about ways forward will be made by the full Executive Committee.
- b. The subcommittee will follow the schedule laid out in the Business Plan.
- c. The subcommittee will work in conjunction with the Fund Raising Subcommittee when applying for Grants.

5. Raising Profile/Marketing

Membership :- [REDACTED], [REDACTED], [REDACTED]

Operational Parameters: - Members will endeavour to raise the profile of the Castle and Visitor Centre locally, regionally, nationally, and internationally through print and digital media in cooperation with relevant agencies and organisations. They will seek professional advice as necessary. The subcommittee will work to support the work of colleagues especially regarding tourists, schools, archivists/genealogists, events, weddings, and groups in the local community. A record of activities, surveys, and statistical measures will be maintained.

6. Dundonald Community Heritage Sub Committee

Membership: - [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED]

Operational Parameters:- Members will develop programmes to fulfil the Project’s rationale by focussing upon Schools, Minority and Special Needs Groups, and The Local Community and the Wider Community of Interest. In doing so they will coordinate with the Education Sub Committee

7. Education Sub Committee

Membership: - [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED]

Operational Parameters:- Members will develop and refresh programmes for pre, primary, and special needs schools in conjunction with the Dundonald Community Heritage Sub Committee.

8. Crazy Castle Kids

9. Dundonald Castle Authors Group

Memberships and Operational Parameters to be established.

The liaison charity trustee on each of 8 and 9 will report back to the Executive Committee on a monthly basis.

