

THE MAKING OF MASHAMSHIRE

A community heritage organisation



BUSINESS PLAN 2016 - 2019

**Protecting, exploring and celebrating the unique history
of Mashamshire in the Yorkshire Dales**

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PURPOSE

OUR MISSION STATEMENT:

The core object of The Making of Mashamshire (MOM) is;

- to catalogue and protect historical records and studies of the area for the benefit of the public,
- and to promote heritage for the benefit of the public by presenting the oral, image and written histories of Mashamshire residents through engaging exhibits and learning activities.

OUR GOALS:

MOM consistently works towards protecting, exploring and celebrating the unique heritage of our area.

We will do this through:

- Our volunteer programmes, walks and talks, workshops, exhibitions, school and community programmes and our online community.
- Partnering with other local groups, societies and agencies and seeking local and regional expertise where needed.
- Promoting Masham – its unique history, heritage businesses, landscape and stories.
- Maintaining a secure, well-managed and sustainable organisation with a stable financial position.

Our Philosophy:

Our goals and objectives can only be fully achieved within an organisation where Trustees, Staff and Volunteers are proud of Mashamshire's unique heritage and our work is firmly rooted in the community. These values are vitally important to us:

- | | |
|----------------|--------------------------------------|
| • Educational | • Secure and reliable |
| • Inclusive | • Supportive of staff and volunteers |
| • Engaging | • Value for money |
| • Accessible | • Eager to improve |
| • Approachable | • Open to new ideas |

BACKGROUND

The Making of Mashamshire (MOM) was established as a local heritage organisation in 2013, following on from the success of an HLF-funded heritage project based at Masham Community Office in 2012. The “Family Business” project had worked with all ages across the district to collect and share information about Masham at the turn of the 20th century. It led to a strong community desire to find a permanent way to protect and share our history, and so to the launch of MOM as an independent organisation. We are now a community organisation with a board of trustees.

Since 2013 MOM has been able to develop a strong base of work with pupils from local schools and older people from sheltered housing, church groups, and across the community. Different groups of participants have worked on projects funded by HLF, Nidderdale AONB, Heritage Schools, and Harrogate Borough Council. We have set up a website and social media presence, which are developing a large online audience with conversations involving people with Mashamshire links from all over the world. Our volunteers have produced and delivered talks and displays on a range of topics and produced a number of booklets. We are working with the County Records Office, local history groups, schools, businesses and individuals to protect and catalogue local sources.

MOM has two significant archival collections: one of 25,000+ Masham legal documents from 1770 to 1950; and the other of over 2,000 photographs by George Hare, a local farmer, preacher and newspaper correspondent active from the 1950s-1990s. We also hold a small collection of objects of interest, oral interviews, photographs and maps.

ORGANISATIONAL STRUCTURE

MOM is a community organisation and is currently transferring to a registered charity. It has recently become a company limited by guarantee (10383771). It is governed by Articles and Memorandum of Association. It has no share capital.

Membership

MOM is an inclusive organisation and as such free membership is open to all residents over the age of 18 in Mashamshire and those who are interested in the heritage of our area. Membership conveys voting rights at the Annual General Meeting.

Trustees

The Making of Mashamshire board of Trustees is made up of local residents and heritage experts. They are unpaid and provide general governance, strategic direction and financial management to The Making of Mashamshire. Our Trustees bring a depth of skill and experience that contributes to a well-rounded board, ensuring we meet our goals whilst maintaining a secure footing and good practice at all times. The Trustees oversee all aspects of the organisations work, and drive organisational development.

Our current board includes two company directors with strong organisational management skills, an education specialist and an expert on academic historic research, a Treasurer with a background in senior financial management and the statutory sector plus a Building Surveyor with a lifelong background in building conservation and community use of heritage properties. All our Trustees also have a personal interest and expertise in different aspects of Mashamshire’s local history from our brewing history to our peculiar court. Trustees meet regularly. Nominations for the chair can be made at the AGM each year.

Staff

A Project Manager and additional sessional staff are commissioned as specific funded projects require. Our Project Manager has an extensive background in delivering school heritage programmes and community health and social inclusion activities. She is a qualified Prince2 Project Manager and has led a number of voluntary organisations and charities as well as being a Senior Education Authority Adviser. The responsibility for the day to day running of the organisation activities and working with partners is with the Project Manager in close liaison with the Trustees. The Trustees and staff are supported by a team of well-supported volunteers.

Volunteers

Inclusive and engaging volunteering is important to us. Volunteering is open to all who express an interest and considerable time is spent working with a new volunteer to establish their interests, skills and motivations. Volunteers are then able to select what type of volunteering opportunity they want to follow for example, working at the North Yorkshire Records Office on a fortnightly basis to catalogue Masham papers, taking oral interviews from local residents or helping out our Memory Tea sessions at the local sheltered housing.

We have a number of core Heritage Volunteers who work with us frequently on specific tasks as well as a broad team of volunteers who help at events, exhibitions and projects. All volunteers receive training in heritage skills specific to the task they are working on. We are also keen to learn from the expertise, skills and prior learning our volunteers bring with them, for example we have a number of volunteers who have strong teaching backgrounds as well as those with high-level research and archiving skills.

Volunteers are encouraged to work in teams and to build on their own areas of interest and knowledge. They receive ongoing supervision and training from the Project Manager. More details can be found in our Community Learning Profile.

CURRENT MOM ACTIVITIES

- Cataloguing and archiving important collections, such as the Edmundson & Gowland solicitor papers from 1770 to 1950, and bringing together all Mashamshire collection catalogues into a central access point
- Supporting and advising those researching local families and local places
- Providing themed exhibitions, trails and events like the George Hare Photographic Evening and the "Milling in Masham" display
- Delivering school curriculum projects such as Masham in 1910, with Masham Primary School and with Bedale High School students researching the impact of WW1 on local health services
- Organising intergenerational and community projects using art, food, sound and images to unlock and record memories, for example the Maple Creek Afternoon Teas using ceramic painting, the M&S archive and foods from across the decades to aid discussion
- Undertaking oral Interviewing with older residents and building an online photographic and map archive

STRATEGIC DIRECTION: Delivering on our aims and objectives

In the past three years The Making of Mashamshire has achieved a great deal and developed a well-respected standard of educational and engaging activities but we have also struggled without having a permanent venue to operate from. Over the 18 months we have spent a considerable amount of time looking back to our core objects and values. How can these be met in the most effective way possible?

OUR JOURNEY SO FAR...

MOM operating as a heritage project within Masham Community Office but restricted by MCO capacity



MOM established as **INDEPENDENT ORGANISATION** with own Trustees.



TEMPORARY MOM VENUE which significantly increases impact



LOSS OF VENUE causes considerable drop in volunteering and community engagement
Education and Memory Projects Develop



MOM TRUSTEES INITIAL SELF REVIEW - [Feb 2015]



INFORMAL CONSULTATION WITH VOLUNTEERS AND COMMUNITY



Drafting of 5 YEAR ORGANISATIONAL COMMITMENTS and DEVELOPMENT PLANS



TESTING OUR ASSUMPTIONS
Review of actual & potential market for community heritage venue
with **CONSULTATION & OPTIONS ANALYSIS.**



Formulate our **IDEA & PROJECT PLANS**



FEASIBILITY STUDY in conjunction with Regional and Strategic Partners
Is a permanent Mashamshire Heritage Learning Centre - sustainable, necessary, achievable?



FINAL MOM BUSINESS PLAN & BAKEHOUSE PROJECT PROPOSAL

Beginning with the Trustees having a Review and Planning session in February 2015, a broad consultation, an options appraisal and a feasibility study has been undertaken. More details of these can be found in the Bakehouse Heritage Learning Centre - Business Proposal

This consultation helped us to consider not only how well or not we were meeting our core aims and objectives but also balancing our aspirations with the pressures and considerations we needed to consider in planning the next five years. As a result, we were able to draft our organisation commitments for the next five years and the development plans needed to achieve them.

THE MAKING OF MASHAMSHIRE 5-YEAR ORGANISATIONAL COMMITMENTS are to:

1. Maintain our high standard of inter-generational learning and sharing projects within schools, care homes and the wider community.
2. Increase the numbers of community heritage volunteers working to protect, explore and celebrate our heritage collections
3. Increase community and visitor engagement with our local heritage stories, collections and resources.
4. Promote a greater understanding of our landscape and how this forms and shapes our past, present and future industries, transport and economy
5. Develop our community growth programme reducing social isolation and disaffection through heritage crafts and skills
6. Help and encourage local property owners and building firms to understand and protect our built heritage
7. Most importantly, develop the heritage knowledge and skills of all and to increase awareness and appreciation of our local heritage

5-YEAR DEVELOPMENT PLANS

We intend to deliver on our organisational commitments by:

- 1) Establishing a multi-use Heritage Learning Centre to provide;
 - a) a range of **events, workshops and activities** to involve locals and visitors in the story of our area
 - b) a base for our **education and intergenerational programme** – providing a venue for school excursions, targeted provision plus after school and holiday clubs
 - c) a secure, centrally-based and accessible space for **heritage research** by our volunteers and those with a family history in the area
 - d) a safe and comfortable **space for locals** to meet and talk, look through old photographs and record their oral memories
 - e) a **permanent display** of the Mashamshire timeline with a series of **varied exhibitions**

- f) a venue for our partners to run **heritage craft and skills workshops** for the public as well as trainees and apprentices

All activities will include an element of encouraging people to explore Masham and the wider area through **walks, building trails and talks**.

2) In addition, we will:

- a) **build our online community**, developing conversations with people interested in Masham from across the globe, encouraging the sharing of memories, knowledge and images
- b) Use local media to **share our findings** further across the region

What we **ARE NOT** looking to provide:

- Duplication of existing community or heritage provision
- Large scale museum of objects
- An underused heritage building
- Heritage items with no interpretation or application
- Expensive storage of MOMs larger collections of original documents

We were very aware that these inspirational commitments and plans were based on a set of assumptions about what Mashamshire “needed” and “could deliver” and also what we felt locals and visitors would “be interested in”. We, as individuals, may see the huge benefits of having a local heritage centre but, before any further advancement or financial commitment could be made these, assumptions needed to be tested fully and so we commissioned a piece of work to consider the actual and potential market for a local heritage venue with a wider consultation and options analysis.

From the support and information, we received back we have been able to work closely with our local partners and strategic partners as well as regional funding and heritage experts to help illuminate a realistic and sustainable path for The Making of Mashamshire. The Feasibility Study and resulting plans form part of the **Bakehouse Heritage Learning Centre Business Proposal**.

FUNDING

Funding profile to date.

The original project, as part of Masham Community Office, was funded by the Heritage Lottery Fund – All Our Stories; “Family Business”. This provided Project Management, resources and funds for running events and recording oral interviews. This project identified the need and community desire for an independent community heritage project. Although still our core partner the Mashamshire Community Office did not have the resources or capacity to meet this need internally.

The Making of Mashamshire was established in 2013 and immediately sought to clarify its role and to establish a sustainable funding profile. Since 2013 funding has principally been based around projects that engage and educate the community through local schools, care organisations and community events. Funders have included:

Harrogate Borough Council – Arts and Heritage Grant, Heritage Lottery Fund, Two Ridings Community Foundation, Nidderdale AONB First World War Project, Heritage Schools and Jopling’s (a local firm researching its history in the area). See appendices for a breakdown of funding between 2013 and 2016

In addition, small amounts of revenue have been generated from MOM publications and through public donations.

Resources in Kind – we are fortunate to have close working relationships with the major businesses of the area, the majority of which are family businesses with histories tightly woven with the history and development of our town. These businesses have been able to provide us with an invaluable range of resources in kind for example, safe storage of archives, volunteers, the use of vehicles for transport, reprographics and materials.

MOM Current Funding Profile

Our current programme includes a mix of funded education and community projects that are enhanced by the findings of our heritage volunteer’s research work.

We currently have four funded projects:

Two Ridings / George Hare Photographic Collection	Digitising, cataloguing and presenting the photographic collection of a local farmer, preacher and newspaper correspondent (1960 – 90’s)
Nidderdale AONB / First World War Project “Our Place”	Delivering an activity day and online resources to support schools exploring the story of their area during World War One whilst building heritage research skills
Heritage Schools / “Mapping our place”	Developing an intergenerational workshop for primary pupils to teach older residents how to store their memories digitally and for older residents to share their memories with the pupils.
HLF / Health and the impact of World War One	Working with Bedale High School students to research the local, regional and national impact of World War One on community health provision and building our findings into the curriculum for future year groups

FINANCE

The following finance documents are included in the appendices

- **THE MAKING OF MASHAMSHIRE – ACCOUNTS 2013/14, 2014/15 AND 2015/16**
- **2016/17 OPERATIONAL BUDGET**
- **3 YEAR PROJECTION**

OUR PARTNERS

See Bakehouse Heritage Learning Centre – Business Proposal for more details of our relationships with partners.

Tourism businesses	Local schools	Local history groups	Sheltered housing and care facilities	Community care providers
Masham Town Hall	Churches & Community groups	Masham & villages Parish councils	Lower Wensleydale Youth Project	Micro & small businesses
Swinton Estate	LOCAL PARTNERS			Large family businesses

<h2>The Bakehouse - Heritage Learning Centre</h2> <p>The Making of Mashamshire</p>		
CORE PARTNERS		
Artison	Mashamshire Community Office & Community Library	Heritage Craft Alliance

NIDDERDALE AONB	REGIONAL & STRATEGIC PARTNERS			NYCC STRONGER COMMUNITIES
HARROGATE BOROUGH COUNCIL	HERITAGE SCHOOLS (HISTORIC ENGLAND)	FUNDERS	VISIT HARROGATE & WELCOME TO YORKSHIRE	NORTH YORKSHIRE COUNTY RECORDS OFFICE