



RIVER TWEED SALMON FISHING MUSEUM

The Town House, The Square, Kelso.

TD5 7HF

Scottish Charitable Incorporated Organisation

SC047856

BUSINESS PLAN

January 2020

Background and vision

River Tweed and Kelso: the birthplace over 250 years ago of the sport of angling for salmon with the fly, which subsequently spread to other UK and Irish rivers and then to Norway, USA and Canada by the 1840s, and now worldwide, wherever this magnificent fish is to be found.

It is against this background that a group of local anglers explored the possibility of establishing a permanent exhibition of salmon and the sport of angling in the centre of its birthplace, in Kelso, with displays of the history, heritage and its influence in the social and economic development of the towns of the Scottish Borders and Scotland.

The organisation was registered as a Scottish Charitable Incorporated Organisation, with an open membership, on 25 October 2017.

Displays will be of local, national and international interest, and will include educational material of the natural history of the Tweed, the life cycle of the salmon and its path towards the status as an endangered species.

The museum displays will be sourced from existing private collections; other material, maps, diagrams, models, audio visuals, art and interactive displays will be commissioned. Support and participation is anticipated to come from the local population and is also expected to have national and international appeal.

We already have offers of support in respect of displays on loan from private collectors; we also have pledges of financial support from private donations, and will be aiming to create an Endowment Fund for the long-term support and sustainability of the Museum. We will be making applications for funding from public/charitable sources as appropriate.

The Museum

We have now concluded discussions with the local authority to rent ideal permanent premises at the Town House in the very centre of Kelso for use as our Museum. We have a 25 year lease and the necessary planning consents for the alteration and use of the premises as a museum. It is here that we wish to display a record of the 5,000 years Salmon Fishing history on our River.

As always these ambitious proposals require funding, along with donation or long-term loan of relevant artefacts for display. It is estimated that to fund this Museum in the long term will require some £275,000 to guarantee both quality and permanence through endowment, and we are contacting supporters both locally and worldwide. We have registered for Gift Aid to maximise the benefit of personal donations.

We have been fortunate to have received from Alistair Brooks his large collection of Tweed-related angling items including rods, reels, flies, art and photographs.

The Museum will be open to the public free of charge for 7 days a week, from February to November and it is anticipated that it will attract 10,000 to 15,000 visitors annually. Its attraction will be to local, national and international visitors: it will be the only museum of its kind worldwide.

Over the past 10 months, the Trustees have appointed professional assistance from chartered accountants, architects, bankers and designers, to assist with the aim of opening the museum in May 2020. Funding applications have been made for the necessary costs of adapting the interior of the premises and building the displays; see Appendix B.

Patrons and Board of Trustees

We are supported by our Patrons, His Grace the Duke of Roxburghe, Andrew Douglas Home OBE, and Lord Sanderson of Bowden.

The Trustees are all experienced in the arts of angling and knowledgeable of the history of the Tweed, including its natural history. They are:

WW Quarry	Chairman
R A Brooks	Secretary
N Kerr	Treasurer
E J Fairgrieve	
M J Hume	
S J Cotton	

All bring considerable skills and experience from their working lives, see Appendix C.

Staffing and Volunteers

We may recruit a Curator in due course, but plan to operate with a team of volunteers. It should be noted that the Board of Trustees collectively have enormous experience of salmon fishing, local heritage and the environment; they have put together the initial exhibition as volunteer Curators and will continue to fulfil this role until such time as funds allow for a paid post (if it becomes necessary).

We have expressions of support from retired anglers resident in Kelso and from the Kelso Angling Club, who are keen to provide volunteer support into the foreseeable future for day to day staffing, fundraising etc.

We plan to be open 7 days a week with volunteers on 3 hour shifts, morning and afternoon. This would require a minimum of 14 volunteers with additional cover provided (if required) by Trustees and their families. The support shown by the local angling fraternity confirms that we will have no difficulty in attracting volunteers, who love nothing better than talking about their passion.

Community Support

The proposal for the River Tweed Salmon Fishing Museum has wide support in the community of Kelso and surrounding area, including from Kelso Community Council, Visit Kelso and Kelso Angling Club. The local elected members for the Kelso area are also aware of our plans and have given their full support, as have the local businesses, who see the enormous economic impact that will arise from the Museum itself as a visitor attraction, and the media attention that will bring even more people to Kelso.

The Trustees have responded to requests from Kelso High School for information and guidance on art projects relating to the Tweed. Chairman Bill Quarry met with teachers in charge of a project around fly-tying, and attended the resulting exhibition, where his expertise was very much appreciated. These links will continue to be developed, with proposals for a schools learning pack that covers heritage, environmental awareness, life cycle of salmon and other flora and fauna of the Tweed.

Marketing and Publicity

It is crucial that our Museum provides a high quality visitor experience. It is anticipated that it will attract coverage by local and national press and media, national and international sporting magazines, all free of charge. We will develop our own website to provide further information and attract visitors, we also expect that those visitors will help us to spread the word through social media, with a multiplier effect that is invaluable in raising awareness.

Finance and fundraising

The fundraising efforts of the Trustees commenced in September 2019 when approaches for support from private donors (individual and corporate) started in earnest.

As at January 2020, £33,000 has already been pledged and some of this is being used as match funding for grant applications re the initial capital costs of fitting out of the museum, and production of displays etc. The aim is to develop a substantial Endowment Fund over the first ten years, which will secure the long term future of the Museum.

Applications for grant funding from local Government and national museums will be made to further develop the learning elements, including schools packs. Visitor donations and sales of maps and replica exhibits will also feature in the on-going fund-raising effort to cover our operational costs.

We have attached at Appendix A a projected cash flow budget for years one to three, to show how we anticipate our running costs will be met. This has been calculated on a very conservative basis, include potential sales income from sales of maps and replica exhibits, which will be organised before the main visitor season starts.

Appendix A

Projected 3 year Cash Flow 2020-2023

RIVER TWEED SALMON FISHING MUSEUM													
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
Cash Flow 2020-21													
INCOME													
Sales	350	350	350	350	350	350	350	350	350	350	150	150	3600
Sponsorship Gift Aid			7500										7500
Grants													0
Donations	1,000	1000	1000	1000	1000	1000	1000	1000	750	750	750	750	11000
Fundraising				500					500				1000
TOTAL	1,350	1,350	8,850	1,850	1,350	1,350	1,350	1,350	1,600	900	900	900	23100
EXPENDITURE													
Rent		400	400	400	400	400	400	400	400	400	400	400	4400
Heat, light, power, buildings insurance													
EPL/contents insurance	750	241	241	241	241	241	241	241	241	241	241	241	2651
website update									500				750
Merchandise production	1500												500
Cleaning		83	83	83	83	83	83	83	83	83	83	83	1500
general maintenance		83	83	83	83	83	83	83	83	83	83	83	913
volunteer expenses		50	50	50	50	50	50	50	50	50	50	50	913
Accountancy									1000				550
Contingency	585	585	585	585	585	585	585	585	585	585	585	585	1000
Total	2835	1442	1442	1442	1442	1442	1442	1442	2942	1442	1442	1442	7020
													20197
Opening Bank	24,000	22515	22423	29831	30239	30147	30055	29963	29871	28529	27987	27445	
Surplus/Deficit	-1,485	-92	7,408	408	-92	-92	-92	-92	-1,342	-542	-542	-542	
Closing Bank	22515	22423	29831	30239	30147	30055	29963	29871	28529	27987	27445	26903	

RIVER TWEED SALMON FISHING MUSEUM													
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
Cash Flow 2021-22													
INCOME													
Sales	350	350	350	350	350	350	350	350	350	350	150	150	3600
Sponsorship Gift Aid													0
Grants						1200						1200	2400
Endowment Fund	800	800	800	800	800	800	800	800	800	800	800	800	9600
Donations	1,000	1000	1000	1000	1000	1000	1000	1000	1000	750	750	750	11000
Fundraising				500					500				1000
TOTAL	2,150	2,150	2,150	2,650	2,150	3,350	2,150	2,150	2,400	1,700	1,700	2,900	27600
EXPENDITURE													
Rent		400	400	400	400	400	400	400	400	400	400	400	4400
Heat, light, power, buildings insurance		241	241	241	241	241	241	241	241	241	241	241	2651
EPL/contents insurance	750												750
Merchandise production	1500												1500
website update									500				500
Cleaning		83	83	83	83	83	83	83	83	83	83	83	913
general maintenance		83	83	83	83	83	83	83	83	83	83	83	913
volunteer expenses		50	50	50	50	50	50	50	50	50	50	50	550
Accountancy									1000				1000
Contingency	585	585	585	585	585	585	585	585	585	585	585	585	7020
Total	2835	1442	1442	1442	1442	1442	1442	1442	2942	1442	1442	1442	20197
Opening Bank	26,903	26218	26926	27634	28842	29550	31458	32166	32874	32332	32590	32848	
Surplus/Deficit	-685	708	708	1,208	708	1,908	708	708	-542	258	258	1,458	
Closing Bank	26218	26926	27634	28842	29550	31458	32166	32874	32332	32590	32848	34306	

RIVER TWEED SALMON FISHING MUSEUM													
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
Cash Flow 2022-23													
INCOME													
Sales	350	350	350	350	350	350	350	350	350	350	150	150	3600
Sponsorship Gift Aid													0
Grants						1200							1200
Endowment Fund	800	800	800	800	800	800	800	800	800	800	800	800	2400
Donations	1,000	1000	1000	1000	1000	1000	1000	1000	1000	750	750	750	9600
Fundraising				500					500				11000
TOTAL	2,150	2,150	2,150	2,650	2,150	3,350	2,150	2,150	2,400	1,700	1,700	2,900	27600
EXPENDITURE													
Rent		400	400	400	400	400	400	400	400	400	400	400	4400
Heat, light, power, buildings insurance		241	241	241	241	241	241	241	241	241	241	241	2651
EPL/contents insurance	750												750
Merchandise production	1500												1500
website update									500				500
Cleaning		83	83	83	83	83	83	83	83	83	83	83	913
general maintenance		83	83	83	83	83	83	83	83	83	83	83	913
volunteer expenses		50	50	50	50	50	50	50	50	50	50	50	550
Accountancy									1000				1000
Contingency	585	585	585	585	585	585	585	585	585	585	585	585	7020
Total	2835	1442	1442	1442	1442	1442	1442	1442	2942	1442	1442	1442	20197
Opening Bank	34,306	33621	34329	35037	36245	36953	38861	39569	40277	39735	39993	40251	
Surplus/Deficit	-685	708	708	1,208	708	1,908	708	708	-542	258	258	1,458	
Closing Bank	33621	34329	35037	36245	36953	38861	39569	40277	39735	39993	40251	41709	

Appendix B**Capital Costs – setting up the Museum**

In addition to the cash contribution being made by the organisation, Trustees have used their personal skills, expertise and experience to plan the displays. Planning permission has been approved for the changes to the premises.

Item of Expenditure	Total Cost
Per estimate LCS Joinery fitting out works	£26,760
Pitman Computing est. Monitor and display screens and set up	£3,057
Filming per Eoin Fairgrieve	£1,500
Mannequins and tailoring. Ron Overson	£4,500
Architect stages 6 to 9 Keith Renton	£6,882
Photography Hector Innes	£5,060
Modelling and sculpture. R GLASS	£2,420
Display Production DH PRINT and Word 4 Word	£4,770
TOTAL EXPENDITURE	£ 54,949
FUNDING APPLICATIONS	
Fallago Environment Fund - approved Nov 19	£ 35,700
Scottish Borders Council - Community Fund application in progress	£ 10,000
Own fundraising - in place	£ 9,249
TOTAL INCOME	£ 54,949

Bill Quarry (Chairman)

Bill is a retired Fellow of the Royal Institution of Chartered Surveyors and has a BSc in Estate Management. He is also a Fellow of the Royal Geographical Society. Before he retired, he was a partner in the national firm, Strutt & Parker, in charge of the retail investment department. He is a lifelong fisher of the Tweed and author of a best-selling book about salmon fishing on the River Tweed.

Alistair Brooks (Secretary)

Alistair is the retired proprietor of the famed fishing hotel, Ednam House, Kelso. Prior to that, he was a Major in the King's Own Scottish Borderers, holder of the Military Cross. A lifelong fisher of the Tweed, he is a well-known collector of fishing memorabilia, much of which he is loaning to the Museum for display.

Norman Kerr (Treasurer)

Norrie retired from the long-term position of Marketing Manager at British Petroleum. A keen fisherman, he has lived in Kelso since his retirement.

Eoin J Fairgrieve

Eoin is a fishing consultant, teaching private anglers and working with organisations such as Tweed Forum. He delivers angling tuition to local school groups.

Morag Hume

Morag has lived all her life in the Scottish Borders; her marketing skills have been utilised in the family business and she brings this expertise to the Museum along with her connections to the wider local community in Kelso.

Simon Cotton

Simon is a long-term angler of the Tweed, spending as much time as possible at his residence in Kelso. He runs a substantial building company in Sheffield and has extensive marketing skills.