

# Financing and funding of Fort Amherst

Kent and Medway

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Kent County Council



Dockyard vulnerable from land and sea

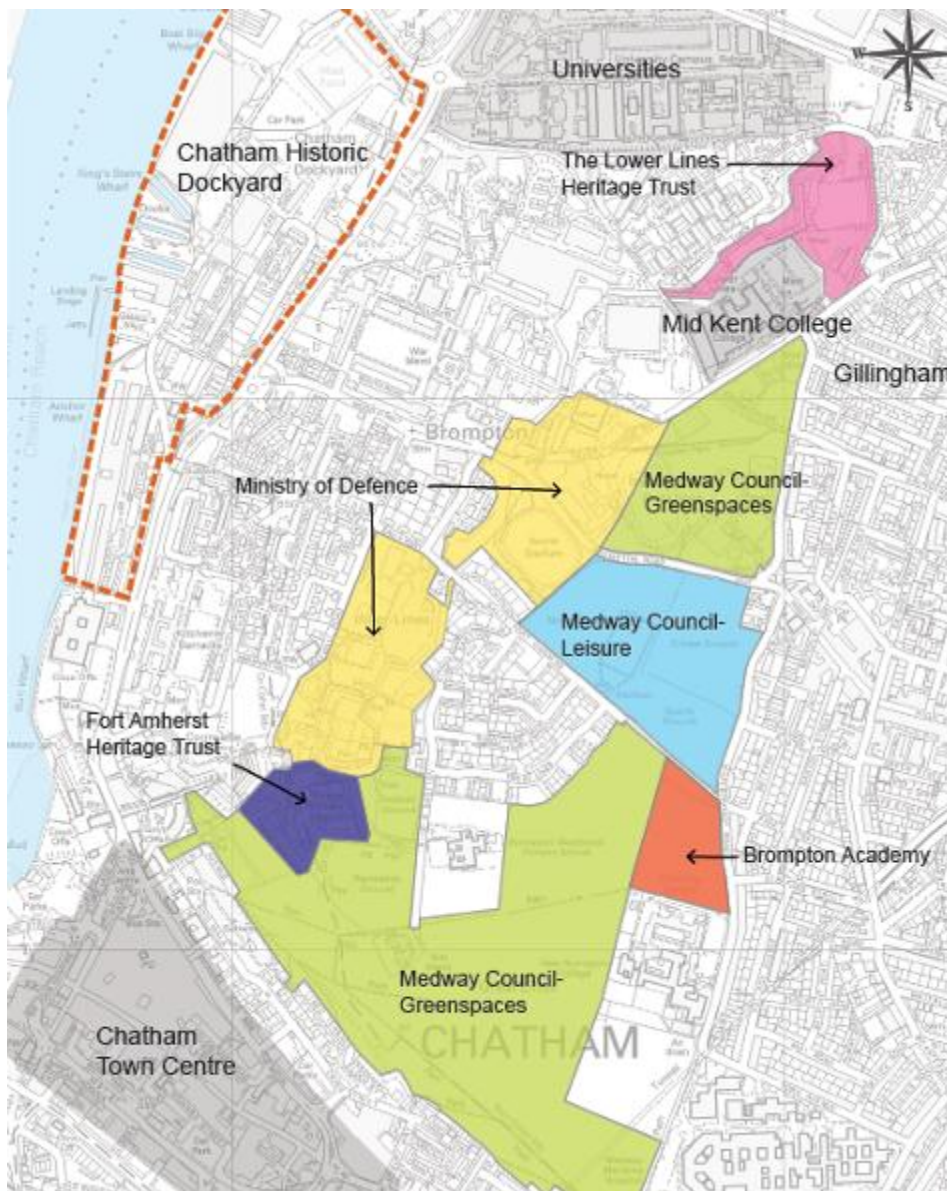
Dutch raid (1667) highlighted need for defence

Dockyard enclosed by complex of forts and defences





Fort Amherst (from c. 1770)



Land owned and maintained by a number of organisations

Medway Council – maintenance from World Heritage Site project (developer money and core funding, c. 60k euros per yr)

Ministry of Defence care for their land from MOD budgets



Visitors – entrance is free – c. 20,000 visitors per year. Voluntary donations c. 85,000 euros per year



Café – c. £15,000 euros per year







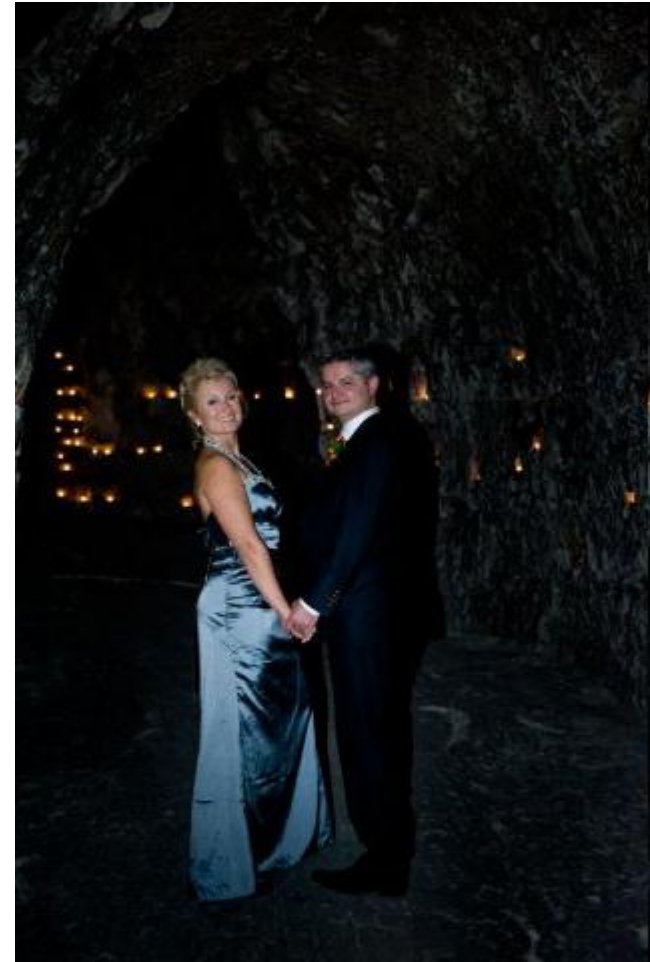
- *Seances.*
- *Spirit Board.*
- *Private Vigils: Our guests are split into small groups and are able to investigate areas of the Fort by themselves. Our hosts are always nearby in case they are needed.*

c. 8,000 euros per year

- *Paranormal Walks.*
- *Pendulum and Dowsing*
- *Table Tipping: Our purpose built lightweight table gives good results in all areas of the Fort.*
- *Glass and Candle Work.*
- *Planchette: This is new activity for the Fort which has shown good results so far.*



Weddings c. 7,000 euros per year





**Detailed Statement of Financial Activities**  
**for the Year Ended 31 March 2012**



	2012 £	2011 £
<b>INCOMING RESOURCES</b>		
<b>Voluntary income</b>		
Donations	1,094	9,866
Gift aid	75,733	19,941
Grants	-	25,041
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	76,827	54,848
<b>Activities for generating funds</b>		
Shop sales	-	175
Cafe sales	944	13,916
Events with elegance	-	10,900
Ghost tours	-	1,524
Hiring	9,365	58,287
MHO	3,597	-
ARP/LARP	170	-
Paranormal	7,200	7,411
Easter	1,753	3,006
Muskets	-	386
Weddings	5,939	-
Halloween	8,500	-
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	37,468	95,605
<b>Investment income</b>		
Deposit account interest	3	-
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<b>Total incoming resources</b>	114,298	150,453

## RESOURCES EXPENDED

### Charitable activities

Rates and water	2,571	3,389
Licences & insurances	5,670	6,667
Light and heat	11,838	9,622
Advertising	15,081	2,297
Sundries	179	75
Repairs & maintenance	14,795	33,831
Office	6,003	3,373
Cafe expenses	490	1,432
Irrecoverable VAT	-	12,425
Volunteer expenses	6,811	3,570
Training	432	157
Travel	246	100
Opening stock	-	200
Consultancy fees	-	17,225
Cleaning & waste	-	5,800
Tunnel project	16,418	23,675
Storage costs	309	1,085
Cannon project	693	6,197
Wedding costs	3,150	-
Plant and machinery	3,879	6,582
	<u>88,565</u>	<u>137,702</u>

### Governance costs

Support costs	15,480	13,440
Accountancy	2,400	1,475
Telephone	1,197	1,428
Legal fees	60	2,151
Volunteer co-ordinator	6,440	10,010
	<u>25,577</u>	<u>28,504</u>

### Support costs

#### Finance

Bank charges	12	161
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### Total resources expended

<u>114,154</u>	<u>166,367</u>
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### Net Income/(expenditure)

<u>144</u>	<u>(15,914)</u>
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# Other sources of income

Tunnels Project – 60,000 euro grant from English Heritage. This allowed greater public access to Second World War, Civil Defence tunnels

Guardhouse Project – grant from English Heritage and BIFFA to restore part of the guardhouse for visitors and events

Car-park – agreement with Medway Council to use the car-park for staff and public

Gurkha Bridge / Bi-centenary bridge – working with the Royal Engineers to install new access bridges (funded by EU Walls and Gardens project)

Main magazine / Spur Battery – Heritage Lottery Fund grants applied for to reinstate and conserve the remains

# Weaknesses of the position

Considerable variability in the revenue from donations and activities (2011 = £150,453, 2012 = £114,298). Makes it difficult to predict.

Currently living 'hand to mouth' – meaning that all income is immediately spent. No real reserves

Depend on external funding from English Heritage and Heritage Lottery Fund for major projects and conservation works

Lack an overall strategy for the long-term



# Steps to improve the position

Appointed a General Manager to continue to develop the financial position and make sure the activities are joined up properly

Marketing Consultant appointed to help generate more income. Using the media to raise the profile of the Fort, improving the website, more targeted marketing. Marketing budget established for the first time

Wedding co-ordinator appointed to increase income from weddings

Increased opening hours – seven days per week. Now open in winter too.