



# Strategic Plan Overview 2021 – 2026



## Executive Summary

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The Richard Ormonde Shuttleworth Remembrance Trust remembers the last heir of the industrial Shuttleworth fortune, his passion for racing cars and aeroplanes; his love of his Old Warden home, and the agricultural genesis of his wealth.

The Shuttleworth Trust exists to promote training and discovery in the knowledge and skills of agriculture and of aviation and automotive technology.

The ambition of the Trust is to be recognised as a world-class centre for skills and experiences.

The Trust has world class heritage; a secure rural estate; a strong College partner; an unbroken century of preserving unique heritage aviation skills; a loyal supporter base; and passionate staff and volunteers. The recent aggregation of its core assets - House, Parkland, Airfield, Collection under single management and with a new site access - presents a pivotal moment to grasp the opportunities of our regional environment and meet our ambition.

The strategic priorities that will shape our activities and ambitions over the next six years are:

- Invest in modern and heritage skills, training, education and discovery offering opportunities and experiences
- Build and implement an ambitious environmental strategy and a clear plan for our estate
- Tell the Shuttleworth story and use its characters and heritage to make sense of the site.
- Position the Trust as a valued local partner, a salient regional player, and a recognised national brand
- Grow and diversify our audience to at least match the growth and diversity of our region
- Build financial sustainability with a compelling visitor experience and sensitive commercial activity

The Shuttleworth Trust's strategic review was facilitated by a grant from the National Lottery Heritage Fund for which thanks are gratefully given.

## Stakeholders

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| The Bedford College Group                                | Royal Horticultural Society                           |
| University of Bedfordshire                               | Bedfordshire Gardens Trust                            |
| Biggleswade Town Council                                 | Soil Association                                      |
| Greensand Country Landscape Partnership                  | National Farmers Union                                |
| Central Bedfordshire Council                             | East of England Agricultural Society                  |
| Bedford Borough Council                                  | Forestry Commission                                   |
| Luton Borough Council                                    | Forest of Marston Vale                                |
| Old Warden Residents Association                         | Woodland Trust  |
| Old Warden Parish Council                                | Country Land and Business Association                 |
| Southill Parish Council                                  | Tarmac  |
| Northill Parish Council                                  |   |
| Old Warden Village Hall Committee                        | National Lottery Heritage Fund                        |
| Old Warden Cricket Club                                  | Department of Digital, Culture, Media & Sport         |
| Southill Estates   | Department for Transport                              |
| Shuttleworth Veteran Aeroplane Society                   | Ministry of Housing, Communities and Local Government |
| Friends of the Swiss Garden                              |   |
| Old Warden Model Aircraft Club                           | South East Midlands Local Enterprise Partnership      |
| Airfield Volunteer Fire Service                          | Bedfordshire Chamber of Commerce                      |
| Heritage England   |   |
| Arts Council England                                     | Civil Aviation Authority                              |
| Historic Houses Association                              | Light Aircraft Association                            |
| The Heritage Alliance                                    | Cranfield University                                  |
| Museums Association                                      | Loughborough University                               |
| National Transport Trust                                 | BAE Systems   |
| Association of British Transport and Engineering Museums | Oxford Cambridge Arc                                  |
|  | England's Economic Heartland                          |
|  | Highways Agency                                       |

## Achievements 2015 - 2020

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### **Site integration and development**

Improvement in the site visitor infrastructure – identity, signage, access routes, welcome facilities

Incorporation of Shuttleworth House, restoration of rooms and access

Consolidation of the post-investment benefits to the Swiss Garden

Conservation Management Plan leading to road planning permission and construction

Shuttleworth integrated identity

### **Education and objectives**

Change of leadership at the Trust and the College

Creation of a Trustees' Education Committee

Apprenticeship programme – 3 completed engineering apprenticeships since 2015; 2 under training

Learning programme and creation of the Discovery Workshop

Partnerships with the University of Bedfordshire in a research project, and the Soil Association for Creation of the Centre of Excellence for Sustainable Forest Management

Creation of the Trust's Woodland Management Plan

Sustained number of visitors to events and visitor attraction

### **Investment and business**

Creation of Home Farm Business Hub, including Hangars 9 & 10

Improvement in the House business to turnover £1m

Installation of improved aviation facilities including lengthened and drained runways and self-service fuel provision

Pioneered new ways of working throughout the covid pandemic, including the world's first Drive-In Air Display

## Assets of the Shuttleworth Trust

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### **Estate**

The Trust maintains the Old Warden Estate of 4500 acres. It includes Regency-era 'model village' tenanted properties, parkland and gardens; the Victorian steel-framed Shuttleworth House; and significant farming and woodland estate in the local area. The age and composition of this estate with over 80 listed buildings and structures, many approaching 200 years old, presents an enduring maintenance and financial challenge to the Trust.

At the heart of the estate lies Shuttleworth College, a further education college devoted to land- and animal-based training and a specific objective of the Trust. Shuttleworth College is leased and managed by The Bedford College Group. The success of the College is critically important to the delivery of the Trust's objectives and reputation of Shuttleworth.

### **People**

The staff and volunteers of the Shuttleworth Trust harbour an unbroken tradition in the management and maintenance of heritage skills and experience. Unique in the UK are those relating to the world's only flying collection of Edwardian aircraft. The Trust is also reliant on volunteers for the specialist management of its air shows, airfield, and flying training and supervision. Volunteers contribute tens of thousands of hours in the maintenance and operation of the air and land vehicle collections, as well as facilitating house opening; collections and archive management; and site and garden maintenance. Fundraising for the Collection and the Garden is promoted by their respective supporter groups. There are more than 300 active volunteers at Shuttleworth.

### **Heritage and Collections**

The heritage at the Shuttleworth Collection comprises collections of aircraft, land transport, agricultural vehicles, an archive and library, as well as clothing and the contents of the House, including a further archive. The working collections are a unique resource to the Trust, including the oldest flying aircraft in the world and the largest collection of working pre-1905 cars in the country as well as numerous unique types. These remarkable collections need to be housed, secured and recorded in a way appropriate to their national and international importance.

## Strategic Landscape

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### Change

Coronavirus has changed the world in the short term and its effects will last a generation. Uncertainty in the short term and economic and social impact in the long term defines the covid-19 effect.

The Shuttleworth Trust has concluded a Strategic Review research process funded by the National Lottery Heritage Fund. This research has provided the evidence base for this Strategic Plan.

### Opportunities

**The Oxford-Cambridge Arc** is a network of places that has been identified and recognised for intensification and growth. Its vision is that, by 2050, the Arc will be the world leading place for high-value growth, innovation and productivity.

**The Central Bedfordshire Council Vision 2050** is to be the best place to live and work. It will be a place to prosper: connected, innovative and industrious. It will be a place to be proud of: sustainable, inclusive and safe. It will be a place to call home: housing, services and environment.

**The Centenary of the 1920s and 1930s** is the active portion of Richard Shuttleworth's life. The centenaries of any decade bring cultural and historic reflections, as well as the opportunity to celebrate anniversaries.

### Challenges

**Climate change** is bringing more extremes of weather. Wetter and more concentrated water events challenge our outdoor venue and highlight the poor water management of our buildings. More frequent high winds close our venues and events.

**Energy efficiency** and the route to net zero will bring new best practices to our residential and agricultural estate and will challenge our organisation to be more transparent about its energy and fossil fuel use.

**The knowledge and profile of our users** has changed in their cultural reference points, demographic backgrounds, digital engagement and quality expectations. We must meet this new generation head on.

**The skills and appetite of our staff and volunteers**, particularly in risk management, are key to the success of the Shuttleworth USPs. Our volunteer pilots and airfield managers present themselves from a dwindling potential pool and our Trustees underpin the process with their faith. We must grasp new ways to manage and maintain our exemplary record and elite standards.

Strategic Objectives

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Education and Skills

**Invest in modern and heritage skills, training, education and discovery**

Environment and Sustainability

**Build and implement an ambitious environmental strategy and a clear plan for our estate**

Heritage and Story

**Tell the Shuttleworth story and use its characters and heritage to make sense of the site.**

People and Society

**Position the Trust as a valued local partner, a salient regional player, and a recognised national brand**  
**Grow and diversify our audience to at least match the growth and diversity of our region**

Business and Financial

**Build financial sustainability with a compelling visitor experience and sensitive commercial activity**

## Education and Skills

### **To invest in modern and heritage skills, training, education and discovery.**

We will:

#### **Heritage skills**

Revitalise the Collection and Engineering facilities to protect them from increasing weather events

Bring the automotive restoration facility into the public eye with an associated children's hands-on activity.

Develop relationships and partnerships to consult upon future expansion of training in the education and husbandry of aviation engineering skills

Promote engagement and discovery with the increased working of the Collection using defined exhibits and enthusiastic volunteers

Create a flying membership organisation to train the next generation of vintage aircraft pilots and owners

Initiate a digital skills transfer partnership to translate unique heritage flying skills into usable digital training aids

#### **College**

Develop relationships and partnerships with the College for the future development of a Centre for Sustainable Farming at Kingshill

Support the Bedford College Group in their continued pursuit of excellence at Shuttleworth College.

#### **Formal learning**

Develop a regionally significant and competitive schools learning programme focusing on STEAM

Recruit at least one engineering apprentice every year on a four year training apprenticeship



**Informal learning**

Create public activities that promote the discovery and interest in skills, particularly in the motor skills required for many STEM careers.

Maintain the tradition of Shuttleworth air displays and increase the number of visitors to a target of 50,000 per year while preserving their unique atmosphere and improving their educational accessibility.

Revitalise the interpretation in the Collection hangars in improve accessibility and promote key learning outcomes

Develop relationships and partnerships to consult upon the restoration and use of the Walled Garden for education and husbandry of horticultural skills

## Environment and Sustainability

**To build and implement an ambitious environmental strategy and a clear plan for our estate**

We will:

Review, quantify and minimise our impact on the environment

Benchmark and minimise our energy consumption

Create a pathway to Net Zero CO<sub>2</sub> emissions in the facilities and operations under our direct control

Minimise our use of consumables

Provide clarity clear on our use of fossil fuels and our offsetting strategies using our natural capital

Define and publish the environmental quality metrics for the leasing of our estate land.

Review opportunities for energy microgeneration and storage

Articulate our Estate ambitions in clear policies and plan for funding their implementation

## Heritage and Story

### **To tell the Shuttleworth story and use its characters and heritage to make sense of the site.**

We will:

#### **Interpretation**

Create an interpretive framework that puts the story of Dorothy and Richard Shuttleworth at the heart of the visitor experience and makes sense of the varied experiences of the College, Grounds and Airfield.

Use the stories of Dorothy and Richard Shuttleworth as the interlocutors of social and technical stories and explanations throughout the Collection.

#### **Facilities**

Create the facilities for scene-setting interpretation to the heritage site and Collection at the heart of the site where the heritage College, Gardens, Parkland and Airfield meet

Celebrate Richard Shuttleworth's passion for vehicle engineering by bringing this function to the public side of the site as part of the introductory visitor facilities.

Convert areas of the existing visitor centre to education purposes including archive management, pilot training, engineering inspiration, historical lectures, and schools learning space.

Ringfence key holidays to use the House for visitor access outside the wedding season as part of the Shuttleworth story.

#### **Heritage**

Work to manage our heritage in line with recognised standards.

Define the heritage that we are managing to recognised standards and the parts of our heritage and collections that will be managed as part of the Trust's asset base.

Secure the heritage assets in appropriate recognised standards, meeting, where possible and appropriate, standards set by Arts Council England accreditation

Repair the stonework on Shuttleworth House

#### **Collection**

Improve conditions for our engineering works and our collection to protect them from increasing weather events

Improve security for our collection commensurate with our higher footfall

Improve definition and recording of the Collection

## People and Society

**To grow and diversify our audience to at least match the growth and diversity of our region and**

**To position the Trust as a valued local partner, a salient regional player, and a recognised national brand**

We will:

### **Audiences**

Increase our daily and air show visitor numbers by 50%

Target specific markets to diversify our visitors

To increase our BAME visitors to 20% of our audience.

Use our size and influence in the local area to promote our value to the community

### **Community**

Improve the transparency of our activities with Shuttleworth tenants and support them and their ambitions

Seek opportunities to improve the permeability of the site for pedestrian and cyclist visitors

Develop our local relationships in Biggleswade, Sandy, Bedford and Luton and seek opportunities to become a valued local partner

Improve the visibility and permeability of our relationship with Shuttleworth College and its students.

Align our development plans with the Central Bedfordshire Council Vision 2050

### **Engagement**

Develop our supporter base and visibility to heritage funders.

Create a network of ambassadors and supporters to support the development plans

Celebrate the 75<sup>th</sup> anniversary of the foundation of Shuttleworth College in 2021

### **Profile**

Become a recognised and valued part of the Oxford Cambridge Arc

Engage with local and sector organisations to promote innovations and cultural contributions

Find opportunities to promote the estate's natural capital as part of the backdrop to Bedfordshire life.

## Business and Financial

### **To build financial sustainability with a compelling visitor experience and sensitive commercial activity**

We will:

#### **Visitor Attraction**

Take advantage of the new centre of gravity for the site to develop a new visitor attraction, interpretation and engineering hub to deliver a 33% increase in visitor footfall that will deliver:

- A sense of place for the estate as a whole
- A hub and spoke orientation
- Education facilities suitable to the ambition of the education plan
- All weather, year round parking for 300 cars
- A car-free centre of the site for Trust collection activities to flourish
- Clear and welcoming visitor facilities suitable for 200,000 visitors a year
- Enough indoor space and site transport for a viable year-round all weather attraction
- Integration of the Shuttleworth story with the whole-site experience
- Accessible office space

#### **Digital**

Envelop our analogue offer in a highly efficient digital layer to leverage value for the user and to enhance the business for the Trust

#### **Estate management**

Consult on and create an estate strategy that

- balances preservation and development;
- recognises a clear role for education
- supports our responsibilities to the environment
- promotes the financial health of the Trust

Develop the micro-business hub at Home Farm and secure new high tech, high value commercial tenants;

#### **Business**

Reinstate Shuttleworth House and South Park as a commercial, corporate, public and wedding venue as well as a part of the Shuttleworth visitor offer to cover all its regular heritage costs and make a net contribution to the Trust.

Sustainability

Skills

Story

Society

Richard Ormonde Shuttleworth Remembrance Trust

Charity number 307534

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