



♥ LAMBETH LOVES: THE CINEMA MUSEUM BID

Dear Bid Assessors,

6th December 2017

Thank you for the opportunity to bid for the purchase/development of Woodlands, The Masters House & Male Receiving Wards. We write in 100% support of the Family Mosaic bid.

We have put in a commercial and competitive financial bid for the site, based on an independent Red Book Valuation – but our bid delivers significant additional benefits to the NHS, to SLaM, to the taxpayer and to the people of Lambeth and Southwark. We know that you appreciate that The Cinema Museum is a globally unique Museum collection and that it is well loved and well visited by cinema and film buffs from LA to London, but this bid is not about our museum and our collection – it is about how we have chosen to use those assets – entirely for the wellbeing and benefit of people. The wellbeing and social care work of the Museum has always been at the heart of what we do – and was formalised in 2008 as the framework for our business plan. Our wellbeing business plan challenges the experience of being old, the fear of being alone and the isolation of mental illness. The Museum uses its collections and the joy of cinema to connect people and normalise differences. Our work helps people stay out of hospital, supports those in recovery and reduces the burden on our health and social services. Our pioneering work with University of Westminster and DeMontfort University on memory, recollection and reminiscence is helping shape the future of social prescribing. And we self fund our work – we operate at no cost to the taxpayer. By recognising and valuing our work and that of local charities and third sector organisations, SLaM can help local councils build resilient, supportive and sustainable communities. This bid will secure significant social benefit for the people of Lambeth and Southwark, not just now, but for generations to come.

THE VALUE BID

SLaM has been our landlord for 19 years+ and the Museum was convinced that SLaM had agreed to sell the site to us off market. So we are surprised that the matter has gone out to competitive tender and we are very worried about our future. However, we are encouraged that SLaM has been clear that they are not obliged to take the highest financial offer for site – which means there is still the opportunity to work together to maximize social benefit and affordable housing on the site. The notion of a 'value bid' is also supported by the Department of Health (DoH) who have even advised that SLaM do not need to take the site onto the open market (see letter attached DoH letter dated the 27th Oct 2017) which states "in this case, a sale could possibly be undertaken as a 'solus' transaction under clause 4.126 to 4.131". The DoH then explains how the process would work saying "two valuers need to be appointed to confirm the market value and, under Charity Commission rules, the charity should also undertake a valuation and confirm it is purchasing at the correct value. As the value will not be tested in the market, all valuers have to agree." So it seems that with the right 'total value bid' there is a positive option available for SLaM and the Museum that will also meet with the NHS and DoH approval. In the spirit of a 'total value bid' we have produced an outline case for the sale of the site to the Museum and our chosen partners, Family Mosaic (part of the Peabody family).

WHY WE ARE BIDDING

- ♥ We want to secure and continue our wellbeing work
- ♥ When we own our home the charity will be gifted large collections of national importance
- ♥ If we can secure a permanent home our funders will then be able to invest in our future
- ♥ We want to ensure that the Old Lambeth Workhouse – home to Charlie Chaplin and his brother and mother will remain publically accessible – not turned into flats or similar
- ♥ We want to support the work of our partners Family Mosaic in their ambitions to build affordable homes for Londoners
- ♥ We want to support Lambeth Council in making Lambeth a great place to live and work
- ♥ We want to support Southwark Council in making The Elephant regeneration project a place people want to visit and where residents love living
- ♥ We want to support local developers by helping them create the types of places where people will want to buy homes and put down roots

WHY WE ARE BIDDING IN PARTNERSHIP WITH FAMILY MOSAIC

We started working with Family Mosaic in late 2014/2015 in response to a SLAM request in September 2014 that we substitute our 'commercial' development partner with a housing association partner for the off market sale under discussion. We have worked with Family Mosaic consistently since then; despite delays and SLAM's change in their disposal plans, Family Mosaic remained loyal partners for nearly four years. We have a strong partnership and we trust them. We share their firmly held values of **sustainability, equality, diversity, inclusion**. When Family Mosaic joined forces with Peabody a year or so ago, we were delighted. Peabody has a great track record of caring for the elderly – this is very important to us and to our delivery partners Age UK – Lambeth. Peabody say:

- ♥ We put the **most vulnerable first**
- ♥ We build **resilience in people and communities**

Family Mosaic/Peabody/Cinema Museum share the same values; we reflect the aims of our two councils (Lambeth/Southwark) and our work supports people's wellbeing and the work of SLAM and the NHS. This bid will allow us both to scale up our delivery on issues such as: wellbeing; social care; care of the elderly; transitioning from hospital back into society; housing; education, training and employment – plugging many of the (growing) gaps in existing funding. Once the Museum secures its own home it can cease living hand-to-mouth and 'planning on the hop'. We can harvest the range of potential capital/core/project funding that funders have encouraged us to consider and we can put in place a long-term business and growth plan. We will treble current activities and that development will create new, permanent and good quality jobs for local people. Family Mosaic share that vision of affordable housing, increased wellbeing and decent jobs and they are committed to working with us to achieve that long-term plan.

WHY WE THINK THE FAMILY MOSAIC BID WILL BE GOOD FOR SLAM

The NHS knows the importance of good, affordable housing for the wellbeing of individuals and communities. Family Mosaic/Peabody are respected social housing associations that put people before financial profit. They can be trusted to build the affordable housing the council need – they will not agree one deal then try and squirm out of those agreements later on. Family Mosaic have roots in Lambeth and Southwark and they invest in local people.

THE VALUE CASE FOR THE CINEMA MUSEUM IN THIS BID

- ♥ The driving principle of TCM is that it uses its assets and collections entirely for the benefit and **wellbeing** of people – the trustees are fully committed to this aim. TCM has a **5 ways to Wellbeing Business plan (since 2008)**. If an activity does not significantly deliver on three or more of the 5 ways to wellbeing we do not engage in it – with the exception of high value, short-term space hires that allow us to cross subsidise our public benefit work.
- ♥ We offer up our museum and its spaces at cost (and if there is no budget, then at no cost at all) to the following groups: Lambeth & Southwark Council; **SLaM; the wider NHS; T&RAs; charities of Lambeth & Southwark**; our local universities and any local group that is working on the **wellbeing agenda** and/or with **the elderly**. We gift circa **100 days free space hire a year** to these groups and **150 days of space hire are delivered at cost**.
- ♥ We **train and support some 70 volunteers each year** – many at risk of **social isolation**, many seeking a route into, or **back into work**. In 2012 TCM won an Arts Council England funded Award for 'Outstanding Achievement' from the Mayor's Office.
- ♥ Since 2008 we have had **a permanent, free wellbeing offer for both Lambeth & Southwark** (see attached)
- ♥ We were **pioneers of the museum wellbeing movement** 'Happy Museums Project'
- ♥ TCM is lead Museum in our partnership project 'Cinema Memories' with DeMontfort University, where we examine the role of **memory** and how cinema and film relates to memory, sense of self and social connectedness.
- ♥ Our **Dementia Friendly** Memory Road Project seeks to **'change the experience of growing old'** and has delivered a range of projects to **support the aged** and those with dementia – e.g our award winning project with Liverpool Museums where we helped create a memory app and **delivered dementia-awareness training sessions for SLaM** and other healthcare providers.
- ♥ We were founder members of Diversity in Heritage; we run a range of LGBT+ projects/programmes in partnership with specialist charities and we were the first London Museum to run open house and projects for the Trans community. We focus on those in the **LGBT+ community who are vulnerable or at risk**.
- ♥ **We run (and fully fund) SLaM projects/programmes** – e.g. the award-winning JOAP project – a second is a permanent on-going referral programme for discharged elderly male patients recovering from and/or living with, complex physical and **mental health issues** (and thus at risk of social isolation/in need of social support).
- ♥ We use our award winning status and experience in **volunteering** to support other museums in setting up their volunteering schemes – for example, we spent two months **working with SLaM to help them plan their volunteer support for their new Museum of the Mind** at Bethlam.
- ♥ We use our space/volunteers time to support local charities in crisis – e.g. we hosted events for the Cuming Museum after their fire; we helped Battersea Arts Centre fundraise after their fire, **we hosted numerous events for SLaM when their museum was closed (e.g. World Mental Health Day 2014)** and we currently host Grow Elephant (our local community growing charity) whilst they find themselves a new home.

- ♥ We are pioneers of the MUPI movement – Museums and Universities partnerships – working together to maximise productivity over the two sectors and **reduce the cost to the public purse.**
- ♥ We deliver educational programmes/projects 'at cost' to some 500 students each year.
- ♥ All the above is delivered by our volunteers and is funded from donations and our ticket and space hire sales – **all our wellbeing work and our work that benefits people is done at NO cost to the taxpayer – we generate all our own income.**
- ♥ The above has been delivered by a workforce that is made up entirely by volunteers:
 - ♥ with a business plan that never has the ability to cover more than 10 months ahead – at the maximum
 - ♥ with no ability to programme more than 10 months head – at the maximum
 - ♥ with no ability to lever in any capital funding
 - ♥ with no ability to lever in any core/revenue funding
 - ♥ with no ability to lever in significant project funding
 - ♥ whilst also having to manage on-going discussions and negotiations over its future

With that track record think of what we can achieve with long-term security and the funding that comes with that.

THE NEGATIVE THREAT

Whilst we want to be as positive as possible it would be negligent not to mention the possible losses to the Nation and to the people of Lambeth and Southwark if The Cinema Museum and Family Mosaic bid is rejected in favour of a 'for financial profit only' decision.

- ↓ Less likelihood of affordable housing
- ↓ Potential for new landlords to 'rentalise us out' (rent-hike in order to 'manage out' tenants)
- ↓ Lambeth, Southwark and The Elephant loose their Museum
- ↓ Potential breaking up and sale of the collections
- ↓ Loss of free use of the Museum as a community space
- ↓ Closure of our long-term project supporting SLaM's patients back into society
- ↓ Termination of wellbeing work
- ↓ Termination of our LGBT+ work
- ↓ Termination of educational projects
- ↓ Termination of our research and our projects on memory and reminiscence
- ↓ Termination of our work supporting the elderly
- ↓ Termination of our Volunteering and Training Programme
- ↓ No new 'quality' museum jobs for local people
- ↓ Diminution of the cultural offering for Lambeth, Southwark and The Elephant
- ↓ Closure of the Museum's programme of supporting developing artists through free space hire and marketing
- ↓ Overall reduction in the access to art and culture across London but particularly for the people of Lambeth and Southwark
- ↓ Reduction of tourist/economic footfall (Museum's circa 350 annual events attract some 30,000+ people at year)
- ↓ Overall damage to the local economy

WHO RECOGNISED OUR WORK, SUPPORTED OUR PETITION, BACKED OUR BID TO BUY AND OUR 'REMAIN (IN THE WELLBEING GAME) CAMPAIGN':

The Cinema Museum has a strong London following – evidenced by the circa 18,000 people that have signed our 'Save The Cinema Museum' petition in just a couple of months. However, we also have a long history of wellbeing delivery in the boroughs of Lambeth and Southwark, dating back decades. Over that time we have done a lot of important work and used our assets to help a lot of people. Just a few of the people who are supporting our aim to secure our long-term future at The Masters House & Male Receiving Wards are: the leaders of Lambeth Council and Southwark Council, the MPs of Lambeth and Southwark Council, The Mayors Office, the majority of local Councillors in Lambeth, Age UK Lambeth, The Small Charities Coalition, The Happy Museum Project, The Museum of London, Arts Council England, London College of Communications, DeMontfort University, The Elephant & Castle Partnership, The Chaplin Museum, The Chaplin Family, The Chaplin Association – that is just a sample!

WHY THE CINEMA MUSEUM SUPPORTS THIS BID OVER OTHER BIDS

This is a long-term and very well developed partnership that has grown over the years. Family Mosaic are our chosen partners on this bid and we are confident that the partnership with them will deliver the maximum social benefit. We have spoken to some potential bidders, but none have come back with a worked through plan, as Family Mosaic did. However, The Cinema Museum has always said that although it wants to win the bid, it will work positively with whoever does win the bid to achieve a similar set of positive outcomes for everyone.

OUR VALUE STATEMENT AND OUR MESSAGE TO OTHER BIDDERS

Please don't come to Lambeth and Southwark just to make money from selling expensive apartments to people who won't live in them; won't meet us; won't become part of our community. Lambeth and Southwark needs homes, quality jobs, access to art and culture and good volunteering and wellbeing opportunities - and a strong community with a support structure that allows people and small businesses to flourish. If you are committed to all that then you will be right at home here and we will be happy to work with you.

That is The Cinema Museum and our bid:

- ♥ Love cinema
- ♥ Love looking after Chaplin's old home
- ♥ Love our wellbeing work
- ♥ Love the people of Lambeth and Southwark
- ♥ Love Family Mosaic and Peabody
- ♥ Love to carry on...and love to stand alongside SLAM as part of a sustainable plan for it all



LAMBETH LOVES: THE CINEMA MUSEUM BID – and Southwark quite loves it too !

Martin Humphries

Ronald Grant

Martin Humphries (Museum Director, co-founder, Chair of the board of trustees) Ronald Grant, co-founder and trustee and all the trustees and volunteers at The Cinema Museum

WHAT JUST A FEW OF OUR PARTNERS/SUPPORTERS SAY ABOUT THE CINEMA MUSEUM

The Cinema Museum focuses on community wellbeing; it does so genuinely, effectively, and impressively. Our partnership project with the Museum exposes LCC students to a unique approach to the arts; the Museum's emphasis on 'art for wellbeing's sake' is shaping the thinking of our future arts professionals and entrepreneurs. And all for the good of people!

Jo Hodges Creative Practice Director, Communications Programme, London College of Communication

The Museum's work, particularly, with older residents and other vulnerable groups has sought to improve wellbeing and social relationships, which has in turn delivered wider health benefits. I have been impressed by The Cinema Museum's creative use of the new economics foundation's 'five ways to wellbeing' as a framework for their business plan. This clearly demonstrates a commitment to thinking about how museums can help people flourish. The Cinema Museum is a fantastic community asset for both boroughs (Lambeth and Southwark).

Dr. Ruth Wallis, Director of Public Health, Lambeth and Southwark Public Health

Public health looks at the big picture of what makes a difference to health, then takes action to promote healthy lifestyles, prevent disease, protect and improve general health, and improve healthcare services. We encourage organisations to consider how they might positively contribute towards wellbeing. The Cinema Museum is an exemplar of an arts organisation that both understands the concept of wellbeing, and delivers it in practice. Our relationship has helped them understand more about public health and it has helped us understand more about the potential of Happy Museums and the significant impact museums can have on wellbeing.

Lucy Smith, Public Health Manager, Lambeth and Southwark Public Health

We work in strategic and delivery partnership with The Cinema Museum because they understand and share our values. The Cinema Museum's focus on mental health and wellbeing and the practical help they have given us has created a mutually supportive partnership. The Museum of the Mind aims to make a significant contribution to the experience and the perceptions of mental health; the work of The Cinema Museum in their 'Happy Museum' and 'five ways to wellbeing' business model has been an inspiration to us as we plan the work of our new Museum.

Victoria Northwood, Head of Archives and Museum, Museum of the Mind: Bethlem

Strong partnerships between healthcare providers and arts organisations are vital in increasing wellbeing and improving the quality of social care. The long-term relationship between South London and Maudsley's Hospital Trust (SLaM) and The Cinema Museum illustrates what can be achieved if organisations work together strategically, practically and consistently. The Happy Museum project emboldened the Museum to reach out to SLaM and in doing so they triggered a series of co-produced projects with us (Journey of Appreciation, Power of Story, Carers Social Events, and 'Prescriptions'). The projects were a great success and made a significant contribution to SLaM's Arts Strategy (2013-2018). Society faces considerable wellbeing challenges; we have shown that healthcare providers and Museums can develop flexible, trusting partnerships to help deal with those challenges.

Helen Shearn, Head of SLaM Arts Strategy, South London and Maudsley Hospital Trust (SLaM)



KEEN TO WORK WITH PARTNERS IN LAMBETH & SOUTHWARK

Check out our wide-ranging support package to help local wellbeing initiatives

THE WELLBEING CONNECTION

The Cinema Museum is a Happy Museum with a wellbeing business plan – we follow the New Economics (NEF) '5 ways to wellbeing' - everything we do is about people and how we can help people Connect, Be Active, Take Notice, Keep Learning, and Give. Our aim extends to helping and supporting friends and partners who also aim to support the concept of wellbeing for everyone – there are various ways we can help you:

1. **Wellbeing Marketing:** helping you get your wellbeing events and ideas 'out there'
2. **Wellbeing Trailers:** the chance to showcase your wellbeing events at our events and turn our audiences into your audience
3. **Relaxed Screenings:** for children; families; those who need special support and those with audience-challenging behaviour
4. **Event and Screening Sponsorship:** fully funded and staffed screenings to help you raise awareness/money for your charity/cause
5. **Subsidised use of The Cinema Museum:** for local organisations that plan meetings, consultation and conferences around wellbeing
6. **Free Tickets for Local People:** our own 'last minute local' free ticket offer to encourage our neighbours to connect and be active
7. **Volunteering Opportunities:** standard volunteering, volunteering to get into work and volunteering for those with support needs
8. **Memory Road Project:** for our elder citizens, where we aim to work with local partners to help change the experience of ageing
9. **Education Partnerships:** long term strategic and delivery partnerships to help our local learning institutions
10. **Partnership Working:** long term strategic partnerships with those who want our support with their wellbeing work
11. **Co-Produced Project:** discrete projects where we work to raise funds and deliver joint projects with likeminded partners
12. **Wellbeing Business Planning Talks:** sharing how we created our wellbeing business plan and turned it into an action plan

THE BIG IDEA - HOW IT WORKS

We are a charity with limited resources, run and enabled by local volunteers. We have been working to improve life for local people for many years. There is less and less funding around for local projects but we want to do more and more – and that presents challenges. In order to meet those challenges we have a plan that will help us be more efficient and effective – and that involves dividing our wellbeing work into 12 separate offers. We are run entirely by volunteers and receive no core funding – we occasionally win bids to deliver wellbeing events – and when there is no funding we cover the costs from our own resources. As such there are limits to the amount that we can do – but we always do our best.

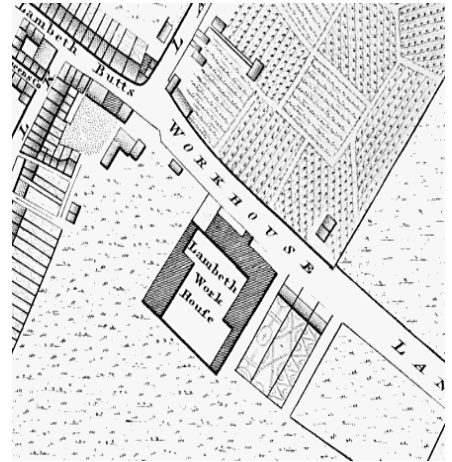
WHAT TO DO IF YOU ARE INTERESTED

If you are interested in any of our wellbeing offerings please contact martin@cinemamuseum.org.uk – please have the below information ready. If we think we can help we will send you a project briefing pack so that you know how the particular project that you are interested in works.

- Confirmation you qualify (live locally or are a charity/organisation working on the wellbeing agenda in Lambeth/ Southwark)
- Identification of which of the above projects you are interested in
- Details of any timelines, specific dates or deadlines

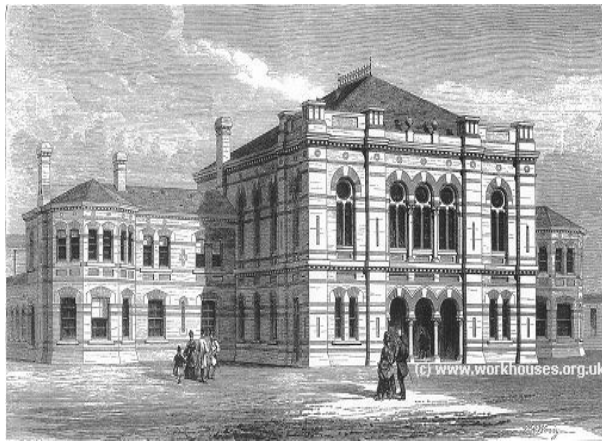
THE LAMBETH WORKHOUSE: A BRIEF HISTORY OF OUR CURRENT HOME

Lambeth Parish first opened a workhouse in 1726 on what is now Black Prince Road, to look after the parish's poor and destitute. Men, women and children were housed in different areas, splitting up families and causing great distress to many. Life was designed to be harder inside the workhouse than outside as a deterrent, but many were so poor they had no choice but to stay. In 1865 medical journal *The Lancet* was commissioned to investigate the state of infirmaries in London workhouses, including the Lambeth workhouse; their report noted that the workhouse's official capacity of 1,100 was regularly reached or even exceeded in winter. In 1866, a report on the Lambeth Workhouse recommended that 'a new infirmary ought to be built on modern principles'.



1. *Lambeth Workhouse site on Workhouse Lane (now Black Prince Road), 1790s*

The new workhouse, on Renfrew Road, opened in 1874, housing some 820 inmates. It was one of the earliest pavilion-block style workhouses built in England. In 1876 the



2. *Lambeth Workhouse administrative block and Master's offices, Renfrew Road, 1874. © Peter Higginbotham*

Lambeth Infirmary was built next to it on an adjoining site, with its entrance on Brook Drive. In 1896 the young Charlie Chaplin, then aged seven, along with his brother Sydney and mother Hannah, was admitted to the Renfrew Road workhouse. They went through the usual admittance procedure; after three weeks the two boys were sent off to The Central London District School for Orphans and Destitute Children which was in Hanwell, Middlesex.

Chaplin wrote in his memoirs how he remembered spending a wonderful day with his mother and brother in Kennington Park before returning to the workhouse in the evening and going through the whole shameful admission process again. In 1922 the workhouse and the Infirmary were amalgamated as Lambeth Hospital. The hospital came under the control of the London County Council in 1930, and by 1939 it was one of the three largest municipal hospitals in London, accommodating 1,250 patients. During WW2 the hospital treated many air-raid casualties, and itself suffered bomb damage, with ten members of staff killed. Two ward blocks were destroyed, as were the kitchen, dining room and laundry, and three other ward blocks were severely damaged. In 1948 the hospital joined the newly formed NHS. By 1970 Lambeth Hospital was an acute general hospital with 468 beds. The hospital closed in 1976, when the new North Wing of St Thomas' Hospital opened, and services moved there. Today, many of the original buildings have been demolished. The infirmary's original water tower (built in 1877) still exists and has been converted for residential use. Since 1998 the Cinema Museum has occupied the former Master's House, originally the central building of the old Workhouse complex.



Our Belief: We believe the benefits of cinema should be available to all

Our Vision (*what our perfect world looks like*): One where museums use collections and assets to improve people's lives

Our Mission (*the contribution we make to our perfect-world vision*):

- Collect, preserve, display and share the history of cinema
- Educate, engage and delight
- Use our museum and collection creatively and for the benefit of people

Our Aims (*our charity's on-going purposes*):

- Provide a secure future for the collection
- Ensure access to cinema history is accessible and affordable to all
- Make the collection accessible in all media
- Continue collecting cinema artefacts and memories
- Encourage newcomers into sector-based paid work and volunteering
- Develop and deliver a range of museum and cinema-related wellbeing programmes and support offerings



The Concept: (*the type of museum we run, the things we get involved in and the people we try to help*)

- An internationally unique collection of cinema: picture and literature archives; artefacts; architectural objects; and memories
- An education and entertainment venue where stories are told and issues examined via the media of film and cinema
- A place where film, media and cinema professionals can research, work, teach, network, screen and exhibit
- A facility for the community that exposes people to the moving image as creators, participants, and audiences
- An encouragement to youngsters - alerting them to the career opportunities of film and cinema and the pathways into work
- A place where the heritage, the artefacts and the collective memories of cinema are treasured and shared
- A space where people can relax, celebrate, and reminisce; a dementia-friendly space that cherishes and uplifts the elderly

The Facilities:

- Cinema and film library, archive and permanent exhibition
- Event and exhibition space
- Large cinema (seating to 120) and mini-cinema (seating to 36)
- Work-learning spaces
- Shop, Café and Bar
- WWF Wildlife garden

Products and services:

- Cinematic archive research and image provision
- Material, memorabilia and artefacts rental agency
- Schools and university learning programmes and placements
- Film lectures, film clubs and private screenings
- Support packages for artists of all art forms; supporting new work and new independent production companies
- Wellbeing offer for the boroughs of both Lambeth and Southwark and for our local healthcare partners
- Cinema-related community engagement and wellbeing events and workshops
- Specified exhibitions to compliment and interrogate local, regional, national and global occurrences
- Catered and themed launches, awards, parties, exhibitions and events



Business model, legal structure, and charitable status:

- Financially self-sustaining social enterprise with a socially and environmentally sustainable business plan
- A company limited by guarantee and a registered charity

Objectives 2016 -18:

- Increase our volunteer pool by 35%
- Formalise 'Friends of The Cinema Museum' UK and Los Angeles
- Conclude our property development plan and raise implementation funding
- End our 30 year permanent-home search and conclude the 10 years of purchase negotiations for our current home with South London & Maudsley NHS Hospital Trust (SLaM) – and launch our capital fundraising initiative
- Review our business plan and wellbeing delivery plan – in partnership with Lambeth and Southwark Council and SLaM

As an organisation we are: Knowledgeable, Committed and Enthusiastic

As people we are: Resourceful, Flexible and Co-operative



THE CINEMA MUSEUM

OUR ASPIRATIONS FOR THE CINEMA MUSEUM IN 5 YEARS TIME

- Extended the Masters House and refurbish the outbuildings
- Be financially, socially and environmentally sustainable
- Employ a paid staff team to implement our business plan policies, aims, systems and processes
- Retain and develop our existing volunteer programme
- Host similar events to those hosted in the past
- Increase our international reach
- Host more community events
- Increase the level of project work that we do around wellbeing and community

WE WILL BE VIEWED AS

- An 'exciting museum' rather than just a 'tourist attraction'
- An exciting and respectful community space for the people of Lambeth and Southwark
- Specialists in the history of 'cinema and going to the cinema'
- One of Chaplin's spiritual homes – where his work and the spirit of his work is kept alive
- A haven where people experience happiness and feel better after visiting
- An organisation that is changing the experience of growing old
- Somewhere that is financially sustainable but does not feel commercial
- A catalyst for the successful development of The Elephant and its surrounds
- A place where people's memories and works are cherished and passed on
- A centre of opportunity for a dementia friendly society
- An international museum; a national and regional place for learning, and a local resource for the benefit of the local community