

PROJECT CLOSING REPORT – *Buxton Illustrated Map*

1. OVERVIEW

Design and production of a beautiful commemorative style map, depicting Buxton architectural and cultural history, pre-Roman to date, was one of the four projects included in the original Town Team partnership bid.

2. DETAIL OF WHAT TOOK PLACE

A project manager, Joe Dugdale, was appointed. A group of seven artists who were at the time associated with the Green Man Gallery produced the artwork for the illustrated map. Early designs of the map were presented at the Ideas & Vision group and were displayed at the Green Man Gallery for comment by BTT members and the public. Taking account of the feedback received the map was revised and finalised.

An initial quantity of 200 A1 copies of the map was produced in April 2014 and sold via a variety of outlets including: TIC, Poole's Cavern, BTT Artisan Market stall, a handful of other retail outlets in Buxton, and sales to BTT members. A small number of the maps were framed and sold at a premium price.

Number of maps sold to date is 112 (in 2014) and 9 (in 2015); this included 107 sold unframed and 14 sold framed. In addition, 3 were presented as gifts from BTT.

The artists were paid £750.00 for their work in designing the map in three instalments: May 2013, December 2013 and March 2014.

In the original discussions with the artists it was agreed that the copyright of the Illustrated Map would be assigned by them to BTT. It was understood therefore that BTT could exploit the design and image of the map freely. However, BTT agreed that if it ever used a section of the map independently of the whole map it would pay 10% of any profit from using the parts of the design to be shared between the artists who had produced those individual parts. The artists included text in the map which acknowledged them as the creators of the map and stated that it is copyright BTT.

It had been intended to draw up an agreement which would confirm the assignment of the copyright but the initial version took longer than expected to produce and was a rather long legal document. In 2014 a simpler version was produced and it was agreed with a representative of the artists. However by this time the artists had moved from the Green Man Gallery and attempts to contact them all and to obtain their signatures came to nothing.

It has been decided that in the absence of a written agreement:

- The inclusion by the artists of the copyright statement in the map and their acceptance of the payment from BTT are sufficient acknowledgement that the copyright was assigned by them to BTT;
- In the extremely unlikely event that BTT uses individual section(s) of the map, we will make reasonable attempts to contact the relevant artist(s) in order to pay them any profit share.

3. ASSESSMENT AGAINST AIMS AND SUCCESS CRITERIA

The aims of the project were to:

Aim	Assessment
The map will illustrate the many strands of history, culture and activity that together make up the present day town.	Achieved.
It will help to 'brand' Buxton as both a destination and a vibrant and invigorating place to live and work.	Some impact, particularly where framed versions are on display in cafes, hotels and B&Bs.
The map will demonstrate the need and market for Buxton branded merchandise for visitors and residents.	The map demonstrated that there is value in having Buxton merchandise for sale.

The measurable success criteria of the project were as follows:

Success Criteria	Assessment
Map produced on time and within budget	Produced within budget, but in a lower quantity, and later than originally envisaged.
Map is available for sale in at least 12 outlets in the town	Five retail outlets stocked the map initially; only two (TIC and Poole's Cavern) are still actively selling it.
Sales of at least 200 maps achieved before the end of 2013	None had been sold by the end of 2013. A total of 121 had been sold by the end of 2015.

4. ANY FURTHER BENEFITS

The map design was used on a 1000-piece jigsaw which, to date, has sold 144 copies and generated a profit of £591; this activity will be reviewed formally as part of closing report for the merchandise project.

In addition Friends of Buxton Station are producing a large version of the map in ceramic tiles, to be installed in a prominent position at Buxton Station.

The value of the stock of maps at 31 December 2015 has been written-off, but the maps still exist, and future sales will contribute 100% profit. This income will be included as part of the ongoing Buxton merchandise project.

5. COSTS

Project expenditure against budget (and after the directors' decision to write-off slow moving stock costing £261.34 at end of 2015) was as follows:

EXPENDITURE			INCOME		
	Budget	Actual		Budget	Actual
Thematic exhibition, room hire, display material	£30.00	£0.00	2013 (200 copies @ £6.00)	£1,200.00	£0.00
Draft versions exhibition	£100.00	£0.00	Later years (1800 copies @ £6.00)	£10,800.00	
Artists' time	£750.00	£750.00	2014 (112 copies @ £7.20 - £12.00)		£1,454.80
Printing 2000 copies	£555.00		2015 (9 copies @ £9.00 - £12.00)		£87.00
Printing 200 copies		£435.53			
Packaging material	£50.00	£35.75			
Leaflets and inserts	£0.00	£81.58			
Framing	£0.00	£400.00			
Sub totals	£1,485.00	£1,702.86	Sub totals	£12,000.00	£1,541.80
	SURPLUS	£10,515.00		DEFICIT	£161.06
Totals	£12,000.00	£1,702.86	Totals	£12,000.00	£1,702.86

6. LEARNING POINTS FOR THE FUTURE

There is a market for Buxton branded merchandise, supported by the subsequent successful sale of tea towels and jigsaws as well as the maps.

The sum paid to the artists (originally set as a % maximum+) appears in retrospect to have been over-generous; in addition the original quote for printing 2,000 maps (against which the budget was based) turned out to be 'too good to be true'. As a consequence of both these factors, the price of the map had to be set much higher than originally planned.

Even allowing for the higher selling price, sales budgets were unrealistic and should have been based on more conservative assumptions of the likely demand.

It was never the intention that Buxton Town Team should operate as a retail outlet for merchandise but it should continue to supply maps, jigsaws, tea towels etc. on a limited basis in order to stimulate the market and to raise some modest funds.

Future projects which need a legal agreement with third parties should recognise this at an early stage. We should try to find as simple a form as possible and aim to have it signed before any payments are made.

Reviewers: John Estruch & Philip Barton

Date: 24 January 2016