



Saffron Walden Museum



Museum Service Forward Plan 2013 - 2018

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Executive Summary

1. Saffron Walden Museum is the accredited public museum service for Uttlesford District, north-west Essex. It is operated by Uttlesford District Council under the terms of a lease and a management agreement with Saffron Walden Museum Society Ltd (charity 1123209) which owns the buildings on the Museum Street site and the collections.
2. The current buildings need improving for the efficient operation of the service, especially in terms of storage, management and display of collections. This affects the use of collections in exhibition and other services which could attract more visitors.
3. Income could be improved by a better shop and hiring out the new learning & activity room. Commercial letting of other Museum buildings could provide new income streams if they could be released from Museum use.
4. The need to replace the current off-site store with a better building of greater capacity is paramount. Other priorities are improving the use of computers, updating the collections database and re-displaying core local collections of human history.
5. The Council budget and staffing of the Museum are decreasing, which presents a challenge if a basic service is to be maintained while undertaking improvements. The Museum Society already contributes towards costs, principally those relating to collections, and as a charity provides a means of fund-raising. It is reviewing how it can best support improvements to and the operation of the Museum.
6. The Museum can enhance people's 'sense of place' and community identity in Uttlesford. It can both contribute to and benefit from the Council's plans to improve the neighbouring castle ruins as a heritage attraction.
7. The Forward Plan addresses this through six key aims within a two-Stage framework
Stage I 2013-2014 New store, relieving pressure on the Museum for improvement
Stage II 2014-2018 Extension of the Museum including new displays
8. The Key Aims are:
 1. Improve and rationalise the storage of collections in off-site storage and in the Museum, through the construction of a new off-site store and a revised collections policy [Stage I]
 2. Improve management, accessibility and display of collections by developing the collections database [Stage I and Stage II]
 3. Extend and reorganise the Museum building to improve its displays and facilities for visitors, staff and volunteers, researchers and visiting groups (school and other) [Stage II]
 4. Improve interpretation and use of the Museum and castle site [Stage II]
 5. Maximise community involvement through appropriate opportunities to contribute to the Museum Service [Stage II]
 6. Develop a marketing policy for the Museum and site as a local amenity and heritage destination to local and wider audiences, to increase use, income and community well-being [Stage II]

8. The principal resources required will be:

Stage I Existing Council and Museum Society funds for new store (balance retained from the former Heritage Quest Centre project)

Stage II Application to the Heritage Lottery Fund and other grant-aiding bodies

1 Statement of Purpose

The Museum Service's aim as the public museum service for Uttlesford district is

To give people inspiration and a sense of place in Uttlesford district / north-west Essex, through exploration of our wide-ranging collections and the histories they represent

The key purpose of the 2013 – 2018 Forward Plan is

To improve public use of and benefit from all the Museum's collections, whether on display, in store or on-line,

in order to contribute to the Museum's long-term sustainability and development through increased use, income and public support.

2 A Brief History of the Museum and a Review of the Previous Forward Plan (2006 – 2011)

2.1 Brief History of the Museum

a) Origins

The Museum was founded by Saffron Walden Natural History Society and opened in 1835 in the Museum building, which is among the earliest purpose-built local museums and is a grade II listed building. It belongs to the earliest generation of local museums and from the beginning its collections reflected the wide-ranging ambitions of its original trustees and benefactors to 'bring the world to Walden' and showcase the diversity of the natural and human world, as well as collections of local origin from north-west Essex and the surrounding region. The collections were curated by Society members until the appointment of the first salaried curator in 1880.

b) Collections

Today, the Museum has a dual focus in its collections: to present the human history and natural environment of north-west Essex (Uttlesford district) and to present important specific non-local collections which are a legacy of its founders' vision – principally world cultures, ceramics & glass and Egyptology, and some significant non-local and non-British specimens in the natural science collections.

c) Site and Buildings

The site on which the Museum is located is the inner bailey area of Walden castle, of which the ruined Norman keep survives nearby; it is not part of the Museum Service, being owned and managed by Uttlesford District Council directly. The whole inner bailey site, including Museum and Council land and the Castle Hill Tennis Club, is a Scheduled Ancient Monument, and the site sits within the conservation area of Saffron Walden's historic town centre.

Other buildings on site which belong to the Museum are the single-storey Museum Street School building, which houses a small schoolroom, conservation laboratory and a storeroom, and a Workshop (prefabricated garage) in which are kept tools, paints and materials such as MDF; showcases for temporary exhibitions and two chest freezers for conservation and natural history deadstock. For many years the Museum used the Town Hall attics and the stable block at Audley End House for storage of collections, including horse-drawn vehicles. In the early 1990s these premises had to be vacated, so a small unit at the Council's Newport Depot was fitted out as an interim storage facility. It was unable to take all the larger objects, so four horse-drawn vehicles have since been stored at Hempstead by a member of the Museum Society who now wants them to be removed.

d) Governance

Saffron Walden Museum Society Ltd is the direct successor of Saffron Walden Natural History Society and is a registered charity. It owns the Museum buildings (except the off-site store at Newport) and the collections, and ran the Museum Service with the aid of various grants until the 1970s when the newly-formed Uttlesford District Council took over responsibility for running the Museum Service, with the buildings and collections on lease to the Council. Under the current management agreement for the Service, the Council is responsible for providing staff and revenue budgets, while the Society uses its charitable status to help raise funds for capital projects, and applies interest from invested funds to purchases and other special projects for the collections.

In recent years, with public service budgets under pressure, funding from the Council has declined and the Society is now being asked to supplement its support. Other ways of increasing income are under constant scrutiny, however within the restrictions imposed by the current buildings and reduced staffing, little can be achieved in this direction without some fundamental investment and changes.

For the governance structure of the Museum Service today, see

Appendix 1 Organisational Chart, Uttlesford District Council Corporate Services / Museum Service

Appendix 2 Governance Structure for the Museum Service: Uttlesford District Council and Saffron Walden Museum Society Ltd

2.2 Review of Previous Forward Plan 2006 - 2011

The Museum Service Forward Plan 2006 – 2011 sought to address issues restricting service capacity and use in 2 stages:

Stage 1: the Heritage Quest Centre project 2007 – 2010 to build a new resource centre (off-site storage facility with activity room and public access on some days) on a Council-owned site on the Thaxted Road, Saffron Walden. There would have been two additional collections / documentation staff and one outreach officer for three years, funded by the project. The purpose was to address lack of storage for collections and improve documentation on computer so that more use could be made of the collections to attract interest and through provision of outreach services across the district. An extensive Audience Development study (by consultants ABL, 2005) formed part of the successful HLF application. This project would pave the way for:

Stage 2: Improvement of the Museum site (including the castle ruins), with the extension of the building and displays. This stage would seek to improve the Museum's performance as a local cultural amenity and visitor attraction, providing more opportunities to increase income and support.

The application to the HLF was submitted in 2007 and the Heritage Quest Centre (HQC) project began in 2008 but a number of issues, especially the nature of the land and increasing budgetary pressures over time, contributed to the withdrawal of the project late in 2011. However the Heritage Lottery Fund indicated that it would be willing to consider future proposals for improvements to the Museum (Stage 2) at a later date. Meanwhile, although HLF and other major grants for the HQC were lost, the Museum Society was able to retain money from fund-raising events and local donors to put towards a more basic store, together with some project funding retained by the Council.

In 2012, all other options to build a storage facility on an alternative site on the Thaxted Road were ruled out and a search commenced for an alternative storage solution, either the conversion of an existing building or the acquisition of a site for a new-build store. Despite extensive efforts by Council officers and the Society, it proved difficult to find a suitable and affordable site, but by early 2013 a new proposal for a site in Saffron Walden was under consideration and with the previous Forward Plan already out-of-date, it was necessary to re-focus and look to the future.

3 Analysis of the Environment

This section summarises the main challenges and opportunities facing the Museum Service from a more extensive analysis in **Appendix 3**, which comprises:

1. A 'snapshot' of the Museum Service – its collections, buildings, human resources and current budget
2. A brief appraisal of the Museum Service (SWOT)
3. A broader consideration of the environment in which the Museum Service now operates (PESTEL)

The principal points are:

The museum sector

- The Museum sector and related organisations, regionally and nationally, are undergoing changes resulting from re-structuring and budget reductions. The nature of the local and regional framework in which museums like Saffron Walden will be operating over the next five years is still not entirely clear. The challenge for local museum services is to find the resources to realise the potential of their collections and services in tangible public benefits.

Improving Buildings, Efficient Working and Income Generation

- The off-site (Newport Depot) is overcrowded, lacks computers and other facilities and needs replacing with a larger facility better-suited for museum purposes if the collections are to be managed and used effectively. In particular, more storage space is

needed to update the archaeology collections with the results of recent excavations and to provide space for the research and rationalisation of existing collections.

- The Museum building (opened 1835) is in need of extension and improvements to meet twenty-first century needs. Store and workspace behind the scenes is cramped, visitor facilities and galleries need improving.
- Improvements to the Museum could increase income, especially from a better shop, and from hiring out the new learning & activity room for meetings and private functions.
- Facilities and the work of staff are currently spread between three buildings on site (Museum, Schoolroom, Workshop) but with reduced staff levels, efficient and safe operation of the service requires these functions to be condensed into one building.
- The difficulties of attracting casual visitors to the site, which is uphill from the town centre, would be assisted by developing its potential as a historical attraction, through the Council's plans for the castle ruins.

Collections and displays

- The potential of the Museum's extensive collections could be realised to better effect through extended and re-displayed gallery space, the priority being the local history and archaeology of the district (galleries dating from 1980s-90s).
- The phased withdrawal 2013-15 from the world cultures (ethnography) gallery of a number of exhibits on loan from the Cuming Museum will also create an opportunity for re-display of this collection, focusing on the stories of local collectors and their links with other parts of the world.

IT and information on the collections

- A review of the Museum's IT system is needed, to make it 'fit for purpose' for the Forward Plan, especially regarding the management and use of the collections database and public access to information in the galleries

Activities and Learning opportunities

- There is potential to increase and extend learning services, both formal sessions for schools and informal learning opportunities for adults and families, with the Museum's unique selling-point: access to collections. This would increase visitors and income, but requires a bigger learning & activity room and more staff-time.

Resources (human resources and budgets)

- The reduction in the Museum Service budget to £160,000 by 2015/16 and correspondingly smaller core team of staff will significantly affect the Museum's capacity to embark on large-scale improvement plans or run more than a minimal service. Funding applications will need to cover costs of project-funded curatorial and outreach staff especially if progress is to be made with addressing collections management and display backlogs.
- Retention of Accredited status (government standard for public museums) is necessary or desirable to attract grant-aid and public confidence. Addressing collections storage and documentation backlogs forms part of the Accreditation standard.

- The Museum benefits from the support of Saffron Walden Museum Society Ltd, which uses its charitable status for fund-raising and income from investments to support the Museum, principally in relation to the collections (which the Society owns). The Society may be able to increase financial support by encouraging private philanthropy and possibly some business sponsorship, although analysis and experience suggest that there is relatively little scope for significant business sponsorship in the area.
- Volunteers are already a great resource, assisting with many aspects of the Museum's work, but scope for making more use of volunteers behind-the-scenes is hampered by lack of space and lack of curatorial staff to run and supervise suitable projects without being distracted from other essential work.

Energy Efficiency

- The provision of a new store and the extension and refurbishment of the Museum would both provide the opportunity to improve energy efficiency, in support of the Council's environmental policy, and minimise energy costs.

Supporting Localism and a 'sense of place'

- As a Community Asset and the Council's only heritage and cultural amenity, the Museum can provide a 'sense of place' to residents and visitors in Uttlesford and a focus for community identity. Public consultation and the need to prioritise re-display of the local history and archaeology galleries links with this, as do opportunities to involve the community for example through volunteering and involvement in specific projects. The Museum's name could be reconsidered to better reflect its district-wide role.

4 Consultation and Analysis

This section synthesises the main points arising from visitor surveys, an audience development study and public consultations undertaken over the last ten years, focusing on the 2011 consultation carried out for present plans. **Appendix 4** presents a summary of these surveys with an analysis and discussion of visitor and user figures since 2005.

The principal points are:

- Total service user figures fluctuate around 23,000 – 26,000 per year; these figures combine on-site visits with off-site and on-line users (website viewers; enquiries and research by email, letter and phone; visitors at off-site Museum activities such as talks).
- Total visitor figures (on-site visits only) have shown an overall decline since 2006 from around 20,000-21,000 to 15,000-16,000 per year. The most obvious cause is the decrease in school visits from around 5,000-6,000 to around 2,000-2,500 per year. This is linked to the reduction in the Learning Officer post from 5 to 2 days per week; smaller class sizes and rising costs of coach travel have also contributed.
- Considering other (non-school) visits, and discounting the effect of 'special events', there has been a slow underlying decline in general public visits by roughly 1,000 since 2005. No particular cause is discernible from the consultations carried out, but see the comments below on re-displaying the local history and archaeology galleries (which date from the 1980s-90s) and extending marketing. These could have some impact on increasing visits.

- Visitor satisfaction levels with exhibitions, activities and learning services are consistently high, which is borne out by visitors' reactions and comments in the Museum. The extent and quality of the collections surprises first-time visitors. 'Things to do and handle' around the galleries are popular, especially with families.
- The Museum attracts a significant core of regular visitors from the immediate area, but attracting visitors from remoter and more rural parts of the district is more difficult. It is also relatively hard to attract young adult audiences (as most museums find).
- Local history and archaeology collections were ranked top of the list of subjects for which visitors would like to see more exhibits and information. These are also the galleries most in need of re-display and updating.
- A larger special exhibitions gallery, more space and opportunities to study collections and a new activity & learning room were ranked top of the list to improve facilities in the 2011 consultation.
- Some feeling that Museum should promote itself more; this is partly a question of the Museum's limited marketing resources (budget and staff time), and partly the challenges of marketing to a large rural area and the site location uphill from the town centre, which makes it more difficult to pick up casual footfall.
- There is support for improvements to the historic site within which the Museum stands; making more of the castle and grounds, including interpretation of the site's history, would be popular and help to increase footfall.

5 Key Aims

The plan to improve the Museum will fall into two stages:

Stage 1 New Off-site Store to be built in Saffron Walden

The Council and Museum Society will provide a new purpose-built store at Shire Hill, Saffron Walden, to replace the current off-site store at the Council's Newport depot

This will free up the Museum buildings sufficiently and prepare collections for:

Stage 2 Museum to be extended (at east end) to improve facilities and displays

The Heritage Lottery Fund have indicated that they are willing to discuss an application for Stage 2 and preliminary discussions have already taken place with English Heritage whose consent will be required for building work and groundworks.

2013 – 2018 Key Aims

This two-stage plan will be the framework for realising six key aims:

1. Improve and rationalise the storage of collections in off-site storage and in the Museum, through the construction of a new off-site store and a revised collections policy [Stage I]
2. Improve management, accessibility and display of collections by developing the collections database [Stage II]

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3. Extend and reorganise the Museum building to improve its displays and facilities for visitors, staff and volunteers, researchers and visiting groups (school and other) [Stage II]
4. Improve interpretation and use of the Museum and castle site [Stage II]
5. Maximise community involvement through appropriate opportunities to contribute to the Museum Service [Stage II]
6. Develop a marketing policy for the Museum and site as a local amenity and heritage destination to local and wider audiences, to increase use, income and community well-being [Stage II]

6 Specific Objectives for each Key Aim

Key Aim 1 Improve and rationalise the storage of collections in off-site storage and in the Museum, through the construction of a new off-site store and a revised collections policy

- a. Acquire / build and fit out new store of sufficient capacity to appropriate standards
- b. Move collections from off-site store at Newport Depot into new store
- c. Remove the horse-drawn vehicles from Hempstead to new store or display on-site
- d. Large intake of archaeological project archives (Stansted Airport, A120 and others)
- e. Specific collections from the Museum site to be re-housed in off-site store
- f. Audit and re-edit of location records for collections which have been moved
- g. Identify and research potential items for transfer or disposal or deaccessioning for handling use

Key Aim 2 Improve management, accessibility and display of collections by developing the collections database

- a. Agree an integrated IT Plan for the Museum Service to improve speed and efficiency of access to programmes and data, especially the Modes collections database, throughout all Museum buildings including the new store
- b. Digitisation of collections not yet on computer, focusing on archaeology and local history and geology (display and documentation priorities)
- c. Editing and enhancing content (including images) of records already on computer, see Objective 1f
- d. Provide an appropriate level of public access to the collections database in the Museum for specific collections where there will be a high public demand, starting with local history photographs

Key Aim 3 Extend and reorganise the Museum building to improve its displays and facilities for visitors, staff and volunteers, researchers and visiting groups (school and other)

- a. Provide new and larger special exhibitions gallery
- b. Increase gallery space for local history exhibits, with a focus on recent (20th century) history of the district
- c. Update displays of local archaeology to reflect recent fieldwork and link with recent geology and natural history (Ice Ages) and with local history (medieval – Tudor)

- d. Re-display world cultures (ethnography) gallery following return of loaned exhibits to the Cuming Museum, focusing on local collectors and their worldwide links
- e. Improve facilities for schools and other groups, by creating a new learning and activity room
- f. Re-assess accessibility, both physical and intellectual, for all who visit, work in and use the Museum buildings
- g. Improve facilities for visitors, researchers and volunteers (workroom space) and staff and Museum Society officers (offices) and for display and educational equipment

Key Aim 4 Improve interpretation and use of the Museum and castle site (the former inner bailey of Walden Castle, scheduled ancient monument)

- a. Geophysical survey and report with interpretation and recommendations
- b. Historical research on documentary sources (principally manorial rolls at the Essex Record Office) to compare with the geophysical survey and elucidate the later medieval history of the site (this requires an experienced volunteer local historian)
- c. In the expectation of archaeological planning conditions as determined by English Heritage, make use of any opportunities offered by the Stage II Museum improvements to investigate the archaeology of site, with community involvement where appropriate
- d. Work with the Council (Planning & Development), English Heritage and other archaeological colleagues to improve on-site interpretation, and to encourage use and appreciation of the museum and castle site as a local heritage and leisure amenity

Key Aim 5 Maximise community involvement through appropriate opportunities to contribute to the Museum Service

- a. Determine specific volunteer and work experience roles and become pro-active in seeking volunteers for these, rather than responding to requests. These roles may be long-term such as desk volunteers, or short-term for specific projects in collections management, educational or events
- b. Work with the Museum Society to enlist a volunteer co-ordinator role, releasing staff-time for professional work priorities
- c. Use website, Museum Society and other local media to advertise volunteering opportunities
- d. Explore ways of adding a recent acquisitions case and opportunities for community displays to galleries in an extended museum

Key Aim 6 Develop a marketing policy for the Museum and site as a local amenity and heritage destination to local and wider audiences, to increase use, income and community well-being

- a. Identify new marketing opportunities in terms of collections, facilities, merchandise and site as a community and heritage destination, and identify the target audiences for these
- b. Encourage use of the Museum and site by local community and groups, including new and non-traditional museum visitors
- c. Work with the Tourist Information Centre (TIC) and tourism authorities to promote Uttlesford and Saffron Walden as tourist destinations
- d. Target specific regional and wider audiences e.g. subject specialist societies, with 'packages' designed around key collections and subjects.

7 Phased Plan for Achieving Objectives (with resources required to meet them)

STAGE I

Key Aim 1 Improve and rationalise the storage of collections in off-site storage and in the Museum, through the construction of a new off-site store and a revised collections policy

Objective	Phased Actions	Lead Person	Resources needed	Est Cost	End Date	Performance Measurement
a) Acquire / build and fit out new store of sufficient capacity to appropriate standards	Acquire site, relevant agreements and planning permission	A Webb	Council Planners, Surveyor and Curator's time	£ 1,000?	March 2013	Site acquired and planning permission granted
	Design brief developed	Surveyor	Curator and staff		April 2013	Brief ready to go out to tender
	Tender process and appointment of contractor	A Webb	Council		June 2013	Contractor appointed
	Build store and fit-out	A Webb	Contractor Council staff to monitor	£ 500,000? (to tender)	October 2013	Store built and fitted out
	Commission and hand-over	Curator	Contractor, Council staff Museum staff time to monitor environment and check fit-out, label racking		December 2013	Store ready for collections to move in
b) Move collections from off-site store at Newport Depot into new store	Assess removal methods for each collection, research removers and cost	Curator	Conservation Officer and other Museum staff		Summer 2013	Removal plan agreed
	Pack and prepare for removal	Curator	Museum staff, volunteers	£ 1,000 ?	From summer 2013, by store Ready by end January 2014	Collections ready to move
	Set timetable for moving in stages	Curator	Museum staff		Autumn 2013	Timetable agreed
	Appoint removers	Curator	Museum staff R Auty	£ ?	January 2014	Removers appointed
	Moving collections and re-locating in new store	Curator	Museum staff, volunteers A Webb, R Auty		Complete by end March 2014	Collections moved into store

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c)	Remove horse-drawn vehicles from Hempstead	Agree temporary rent of large barn	Curator	Museum Society Board to agree as lessor	£1,200	April 2013 – March 2014	New storage venue ready
		Identify haulage assistance	Curator	Volunteer offer, Museum society Board agree fuel costs	Nil	April 2013	Haulage contractor appointed
		Arrange for access to current storage location and plan move	Curator	Conservation Officer, farmer, haulage	Nil	March 2013	Access arranged; move planned
		Removal to off-site store	Haulage contractor	Curator, Conservation Officer	£100?	April 2013	Horse drawn vehicles removed to new offsite store
		Clean, conserve and assess for display	Lynn Morrison	Museum staff and voluntary help	£100	April 2014	Items cleaned , conserved and on display
d)	Large intake of archaeological project archives (Stansted Airport, A120 and others)	Co-ordinate deposition of archives from various contractors	Curator	Museum staff, volunteers	Time	Summer 2014	Co-ordination achieved
		Check boxes and records, accession and add basic catalogue record on sites database	Curator	Museum staff, volunteers	Time	Summer 2014	Boxes and records checked; database updated
		Identify key artefacts and themes for display	Curator	Museum staff	Time	Autumn 2014	Themes and artefacts identified
e)	Specific collections from Museum site to be re-housed in off-site store	Plan timetable and resources needed, book any specialist removal help needed and arrange manual handling training for staff and volunteers	Curator	Museum staff, volunteers Van hire Removal company to take large, heavy or special items	£1000	Autumn 2014	Timetable planned; resources identified and arranged; training identified and carried out for staff and volunteers
		Move to store, re-locate	Curator	As above	£100	September 2014	Move to store completed
f)	Audit and re-edit of location records for collections which have been moved	Thousands of items – needs additional staff funded by Stage II HLF project, add photos of significant items	David Whorlow	Museum staff initially, but may need to be completed with Project staff and volunteers	£?	December 2016	Audit completed; records updated
g)	Identify and research potential items for transfer or disposal or deaccessioning for handling use	Needs to be done in tandem with work on database records, in line with Collections policy	Curator	Museum and Project staff Museum Society Board to approve, MMWG to ratify	Time	December 2016	Items identified and researched

STAGE II

Key Aim 2 Improve management, accessibility and display of collections by developing the collections database

Objective		Phased Actions	Lead Person	Resources needed	Est Cost	End Date	Performance Measurement
a)	Agree an integrated IT Plan for the Museum Service to improve speed and efficiency of access to programmes and data, especially the Modes collections database, throughout all Museum buildings including the new store	Discussion, plan with costs and timetabled to co-ordinate with documentation and database development in Stages I and II	N Wittman, Curator	Museum and IT staff Consult Director of Corporate Services on budgets for IT; Museum Board	£? (to be costed with IT)	December 2015	IT plan agreed and implemented
b)	Digitisation of collections not yet on computer, focusing on archaeology and local history and geology (display and documentation priorities)	Following on from editing location records (1 f), prioritised to enable selection and research of objects for gallery re-display programme	David Whorlow	Project staff and volunteers Some input from Museum staff	Time	December 2016	Digitisation completed
c)	Editing and enhancing content (including images) of records already on computer, see Objective 1f	Continuation from 2b above	David Whorlow	Project staff and volunteers Some input from Museum staff	Time	Summer 2017	Editing and enhancing completed
d)	Provide an appropriate level of public access to the collections database in the Museum for specific collections where there will be a high public demand, starting with local history photographs	Co-ordinate with gallery display timetable	David Whorlow	Museum staff	Time	September 2016	Timetable agreed
		Specify and order hardware	Curator	IT and Museum staff	£2000	December 2016	Hardware identified and ordered
		Validate database records for public access to permitted fields	David Whorlow	Museum staff	Time	January 2017	Database records validated
		Pilot test with focus group before running live	David Whorlow	Museum staff	Time	Feb – May 2017 Live Summer 2017	Pilot test carried out and results analysed

Key Aim 3 Extend and reorganise the Museum building to improve its displays and facilities for visitors, staff and volunteers, researchers and visiting groups (school and other)

Objective		Phased Actions	Lead Person	Resources needed	Est Cost	End Date	Performance Measurement
a)	Provide new and larger special exhibitions gallery	Stage II extension and improvement of Museum	Curator	Stage II HLF Project capital programme to extend Museum	£1,000,000 (approx capital cost for Museum extension)	2018	Grant acquired and extension built
b)	Increase gallery space for local history and redisplay, incorporating agricultural collections and 20 th century history of the district	Stage II extension and improvement of Museum	David Whorlow	Stage II HLF Project capital programme to extend Museum	Included in above	2018	Increased gallery space available
c)	Update displays of local archaeology to reflect recent fieldwork and link with recent geology and natural history (Ice Ages) and with local history (medieval – Tudor)	Stage II extension and improvement of Museum	Curator	Stage II HLF Project capital programme to extend Museum	Included in above	2018	Displays updated
d)	Re-display world cultures (ethnography) gallery following return of loaned exhibits to the Cuming Museum, focusing on local collectors and their worldwide links	Stage II extension and improvement of Museum	Curator	Stage II HLF Project capital programme to extend Museum Specialist ethnography advisor	Included in above	2018	World cultures gallery re-displayed
e)	Improve facilities for schools and other groups, by creating a new learning and activity room	Stage II extension and improvement of Museum	Gemma Tully	Stage II HLF Project capital programme to extend Museum	Included in above	2018	New learning and activity room acquired

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f)	Re-assess accessibility, both physical and intellectual, for all who visit, work in and use the Museum buildings	Stage II extension and improvement of Museum	Curator	Stage II HLF Project capital programme to extend Museum	Included in above	2018	
		Start with 'access audit 'of things to improve, to include with specification for Stage II	Curator	Museum and Council staff, Focus Group, volunteers	Time	October 2017	Access audit carried out and results analysed
		Specification for designers in display brief	David Whorlow	Museum staff, standards on museum displays and texts	Time	2018	Specification drawn up
g)	Improve facilities for visitors, researchers and volunteers (workroom space) and staff and Museum Society officers (offices) and for display and educational equipment	Stage II extension and improvement of Museum	Curator	Stage II HLF Project capital programme to extend Museum	Included in above	2018	Facilities improved

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Key Aim 4 Improve interpretation and use of the Museum and castle site (the former inner bailey of Walden Castle, scheduled ancient monument)

Objective		Phased Actions	Lead Person	Resources needed	Est Cost	End Date	Performance Measurement
a)	Geophysical survey and report with interpretation and recommendations	Geophysical survey Report on findings	Curator	Planning (Andrew Taylor) commissioning conservation plan for castle incorporating geophysics report	Nil	End of 2013	Survey completed and report written
b)	Historical research on documentary sources (principally manorial rolls at the Essex Record Office) to compare with the geophysical survey and elucidate the later medieval history of the site.	Identify local historian with the skills and experience to extract references from manorial court rolls (manor of Chepyng or Chipping Walden)	Curator	Volunteer local historian	Nil	End of 2013	Research carried out and results compared with geophysical survey
c)	In the expectation of archaeological planning conditions as determined by English Heritage, make use of any opportunities offered by the Stage II Museum improvements to investigate the archaeology of site, with community involvement where appropriate	Stage II extension and improvement of Museum	Curator	Stage II HLF Community involvement	See 3a) above	2018	Archaeology of the site investigated by excavation
d)	To improve on-site interpretation, and to encourage use and appreciation of the museum and castle site as a local heritage and leisure amenity	Installation of interpretation boards. Greater publicity, locally, throughout Uttlesford and nationally	Gemma Tully	Council (Planning & Development), English Heritage and other archaeological colleagues Tourist Information Centre	£1000	2018	Improved site interpretation Greater use of Museum and facilities

Key Aim 5 Maximise community involvement through appropriate opportunities to contribute to the Museum Service

Objective		Phased Actions	Lead Person	Resources needed	Est Cost	End Date	Performance Measurement
a)	Determine specific volunteer and work experience roles and become pro-active in seeking volunteers for these.	New volunteer policy for the Museum, with revised procedures and role descriptions	Gemma Tully	Museum Support Committee Museum staff	Time	March 2013	Volunteer policy in place
		Plan and train small volunteer team to assist with packing and moving collections to new store	Curator	Museum staff Volunteers Museum budget	Time Training meetings cost £100	December 2013	Team trained
		To recruit and train volunteers with appropriate computer skills and subject knowledge to assist with basic documentation tasks at store	David Whorlow	Museum Support Committee Project staff to train and supervise volunteers Museum budget	Time Training meetings cost £100	March 2014	Volunteers recruited and trained
		Assess opportunities for new volunteer roles in extended Museum and implement	Curator	Museum Support Committee Museum staff	Time	2018	New opportunities identified and volunteers recruited to implement
b)	Work with the Museum Society to enlist a volunteer co-ordinator role, releasing staff-time for professional work priorities	Museum Support Committee to draw up role description and recruit.	Curator	Museum Support Committee	Time	Summer 2013	Volunteer Co-ordinator in post
c)	To recruit for volunteering opportunities	Use website, Museum Society and other local media to advertise volunteering opportunities	Gemma Tully	Museum Support Committee	£500	2014	Volunteers recruited to relieve pressure on Museum staff

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d)	To improve displays	Explore ways of adding a recent acquisitions case and opportunities for community displays in an extended museum	Curator	Museum staff	Included in HLFproject	2018	New acquisitions and community displays cases installed.
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Key Aim 6 Develop a marketing policy for the Museum and site as a local amenity and heritage destination to local and wider audiences, to increase use, income and community well-being

Objective	Phased Actions	Lead Person	Resources needed	Est Cost	End Date	Performance Measurement	
a)	Audience for refurbished and extended museum	Carry out survey to identify the target audience for new museum	Gemma Tully	Museum staff	Time	2017	Target audience identified
b)	Identify new marketing opportunities in terms of collections, facilities, merchandise and site as a community and heritage destination	Develop and implement Marketing Plan for extended and refurbished Museum, including new income-generating streams and services such as hire of activity room for private functions	Curator	Museum staff Marketing advice or consultant	Included in HLFproject (£15,000 for all marketing and publicity and re-launch)	2017	Marketing plan developed in time for opening of refurbished museum in 2018
		Publicity drive for Museum's re-opening, promoting re-displayed galleries and new income-generating services	Gemma Tully	Museum and Council staff Museum Society	Included in above	2018	Greater use of museum through publicity drive
c)	Increase use of refurbished and extended museum	Generate greater use of the Museum and site by local community and groups, including new and non-traditional museum visitors through greater publicity locally and nationally	Gemma Tully	Museum staff	See 6 b) above	2018	Increased numbers coming through the door and high level of satisfaction with visit and services Translates into more income from ticket sales, donations and voluntary support
d)	Promote Uttlesford and Saffron Walden as tourist destinations and	As a museum, work alongside the Tourist Information Centre (TIC)	Gemma Tully	Museum staff time Other Council staff (Economic Development	Time	2018	Saffron Walden and Uttlesford attract greater tourism which

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	thereby benefit the museum	and other tourism agencies to showpiece the attractions of the local area		Officer) and Tourist Information Centre (SW Town Council)			benefits the Museum and local business
e)	Generate wider audience for the museum	Target specific regional and wider audiences e.g. subject specialist societies, with 'packages' designed around key collections and subjects.	Gemma Tully	Museum staff time Budget to market	Included in HLF project Time	2018	Take up of packages by a wider audience

8 Resource Plan Summary

Stage I New Store

To be achieved within existing capital budgets (balance from previous Heritage Quest Centre project) held by the Council and Museum Society, approximately £500,000 (to include clearance of site and construction of replacement shower block for Waste Disposal Services).

Additional funds may be sought from grant sources to fit out the store, and some local fund-raising as required.

Stage II Extended and Improved Museum with re-displayed human history galleries (Application to Heritage Lottery Fund)

While work on costing this project is in early stages (May 2013) it is anticipated that the total cost for all capital and project elements will be in the region of £1 -1.5 million, requiring a 10% partnership contribution from local sources (i.e. any or all of the following: Council, Museum Society, other local funds or help-in-kind including volunteer contribution costed to HLF formula). Other potential local, regional and national sources of grants towards elements of the project will be investigated.

The Museum Society's Museum Support Committee will work with the Curator and Museum staff to develop fund-raising and other support for the Museum's Forward Plan. As part of this process, the Museum Society is reviewing the most effective future use of other Museum buildings, the Schoolroom and Curator's house, in order to sustain the service in the long-term and support the Forward plan.

9 The date the Forward Plan will be reviewed

The Action Plan (Section 7) should be updated as it progresses.

A review should be undertaken in November each year in line with the annual budget planning cycle.

The Forward Plan will be due for a fundamental review in 2018.