

# SAFFRON WALDEN MUSEUM / UTTLESFORD MUSEUM SERVICE

## FORWARD PLAN 2006 - 12

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## SUMMARY

1. The Forward Plan provides a strategic direction for the Museum Service, with specific projects and steps identified for further investigation and development.
2. It identifies and seeks to address weaknesses in order to realise the potential offered by the collections and the Museum site. The most critical weaknesses to address are provision of suitable accommodation and access to collections, improved use of IT and increased space and quality of facilities at the Museum. The need for investment, a stable and sustainable financial future and staffing are linked with this.
3. The outcomes sought are to improve the range and quality of users' interactions with the collections and Service, and to improve the quality and number of visits to the Museum site, and hence income generation.
4. To achieve this, two consecutive stages of development are planned, starting with much-needed investment in the Museum's primary asset, its collections. Stage II will evolve logically from Stage 1.
5. Stage I Heritage Quest Centre project will replace inadequate off-site storage with a purpose-built resource and research centre for archaeology, some social history and natural science collections, coupled with a three-year programme of collections management and digitisation programme and outreach work in the district. This will depend on securing Heritage Lottery Funding; planning and raising of matching funding are in progress (as part of Museum's previous Strategic Plan 2001-04)
6. Stage II Museum buildings, Castle ruins and grounds, will then seek to extend the Museum building, reallocate spaces and improve facilities and opportunities for income generation in support of the Service. The Castle will be conserved, opened up and better interpreted, with improved pedestrian access from Church Street. English Heritage will be a key partner in these plans. Museum Society capital will be the main source of funding for the Museum extension.
7. There are strong grounds for considering relocating the TIC to the Museum site. Benefits include disabled access / parking for TIC users, promotion of tourist destinations, and efficiency savings in combining TIC with Museum shop / reception and administration, and saving current TIC rent.

8. A Feasibility Study for Income Generation has identified and costed various options for the Museum. An extended Museum building, incorporating a combined Museum/TIC shop, would appear to deliver most potential.
9. Steps have been identified to progress Stage II with the Museum Society (Owners of the Museum building and Schoolroom / Lab annex) and English Heritage. Further feasibility studies and reports will be required.
10. This Plan is intended to be a rolling Forward Plan and will be updated annually as work progresses

## **1 Introduction**

The Forward Plan for Saffron Walden Museum / Uttlesford Museum Service is a rolling plan intended to cover at least the next 6 years (up to the next 10 years maximum) in outline, and to be reviewed and adjusted annually so that the Service's strategic direction is kept focused and in step with circumstances which will inevitably change. From the Forward Plan, an annual Service Plan for the incoming financial year can be developed according to local authority requirements, which will treat objectives, actions and financial planning in greater detail for the year immediately ahead.

The Statement of Purpose and Key Aims in this Forward Plan are the springboard for the Museum Service's other policy documents and strategies, as required by Accreditation, funding bodies or good professional and managerial practice. Detail of other important aspects of the Museum Service's will therefore be found in

- Acquisition & Disposal Policy (2006)
- Education Policy (2005)
- Access Policy Statement (2006)
- Marketing Strategy (2005)
- Collections Management Policy (Heritage Quest Centre project, forthcoming)

The Museum Service supports the following Corporate Plan Themes of Uttlesford District Council:

- Protecting and enhancing the character of the district
- Supporting lifelong learning and developing better opportunities for young people
- Improving access to value-for-money services
- Promoting Tourism, Culture and Leisure Opportunities

## **2 Statement of Purpose**

Our aim as Uttlesford Museum Service is to give people a sense of place in the present and inspiration for the future through our wide-ranging collections and the histories they represent and by sustaining a proactive, high-quality service

## **3 Key Aims**

To realise our purpose, we aim to:

1. Maximise and preserve the depth, quality and relevance of collections, information and the stories they tell to reflect the human history, culture and natural environment of Uttlesford and the wider world
2. Welcome all users by providing physical and intellectual access to collections and services to meet different needs
3. Create opportunities for formal and informal learning and enjoyment, by building on our strengths as an educational resource
4. Contribute to the protection and appreciation of the local environment and the special historical and natural heritage of the Uttlesford landscape
5. Promote Uttlesford's heritage to a wider audience
6. Celebrate and advance our role as an historic but forward-looking, high-achieving museum service, in accordance with national standards
7. To support the development of the Service, seek appropriate opportunities to generate income in keeping with the Accreditation scheme for museums, the Museums Association's *Code of Ethics* and the aims and target audiences of the Museum Service
8. Cater for a variety of users, but in particular target Family learners – adults with children (a 'family-friendly' museum), Young adults – 16 to 29 age range, Rural Communities in Uttlesford - especially new communities, Special Interest Groups – relevant to collections, Tourists and Visitors – especially within 1 hour's drive of Saffron Walden

## **4 Background**

### **4.1 Museum Service assets**

- Collection of over 170,000 items, some of regional and international significance
- 1835 purpose-built grade II listed Museum building

- Schoolroom / Laboratory / Store annex, historic ex-school in conservation area
- Off-site store, inadequate and due for replacement by Heritage Quest Centre
- Staff of 6.8 FTEs plus team of 30+ volunteers for reception duties; occasional work experience and other volunteers to help on specific projects

#### **4.2 Significant external studies of the Museum Service in the last ten years**

- Feasibility study of the Museum Service was by Val Bott, 1995. Most of the recommendations of that report are still current and some are incorporated into this Forward Plan, revised where appropriate.
- Audience Development report by ABL, 2005, funded by the Heritage Lottery Fund in anticipation of the Heritage Quest Centre project, made a detailed analysis of actual and potential audiences for the Service.
- Other in-house surveys, less formal evaluations and a non-visitor report (England Marketing, 2002) have also contributed.

#### **4.3 SWOT Analysis**

A SWOT analysis for the Museum Service is published in ABL's Audience Development report (2005) and repeated in the Museum Service's Marketing Strategy (2005). For the purpose of this Forward Plan, the most relevant points are:

##### **Strengths**

- History – rare early 19<sup>th</sup> century museum, Castle ruins on green site
- Collections: variety, something for everyone, mix of global and local
- Well-respected education service
- Good community links and volunteers
- Loyalty of core visitors
- Support of Museum Society and District Council
- Enhances town's / district's tourism and cultural potential

##### **Weaknesses**

- Poor, cramped storage
- Shortage of room to grow and deliver services
- Lack of modern visitor facilities (shop, refreshments)
- No dedicated outreach staff and small marketing budget

- Staff stretched: multiple roles, not enough curatorial posts to cover all collections
- Poor ITC provision and use

### **Opportunities**

- Collections – including new excavation archives from Stansted Airport and other developments, need to record other changes in local history and environment
- Use ICT to develop access and learning
- Education partnerships
- Increased community and youth involvement
- Scope for variety of events, talks, courses, programmes
- Growing public interest in local history
- Partnerships with regional museums (*Renaissance in the Regions*), archives, libraries
- Tourism promotion, including joint promotion with Bridge End Garden and other local attractions, day out in medieval town of Saffron Walden, 2012 Olympics
- Use of Museum Society's charitable status to generate support and donations

### **Threats**

- Constraints on budgetary and staff – standing still or capacity declining, resources over-stretched
- Risk of damage to collections and inefficiencies resulting from poor storage
- Lack of capacity to seize opportunities
- Increasing competition from local attractions and other leisure pursuits

## 5 Analysis and Discussion

### 5.1 An Overall Vision

By addressing the weaknesses identified above, the Forward Plan aims to set this process in motion:

Enable realisation of greater potential of :	In order to increase range of:	So that we can improve and extend:	Stage of Forward Plan
Collections	Service Users	<ul style="list-style-type: none"> <li>• Storage and Access for Collections</li> <li>• IT and Website use</li> <li>• Cultural &amp; Learning Opportunities</li> <li>• Appreciation of Character of District</li> </ul>	<p><b>Stage I</b>  <i>Heritage Quest Centre 3-yr project 2007-10</i></p>
Museum site	Museum Visitors	<ul style="list-style-type: none"> <li>• Quality of Visit</li> <li>• Community Use of Site</li> <li>• Tourism Visits</li> <li>• Opportunities for Support and Income Generation</li> </ul>	<p><b>Stage II</b>  <i>Museum building and Castle site 2010-12</i></p>

The Audience Development Study (ABL, 2005) and Marketing Strategy (2005) analysed the Museum Service's actual and potential visitors and users. There is scope for building on the small core of frequent visitors and reinforcing the role of the Museum as a district-wide service for Uttlesford, not just for Saffron Walden. There is also potential for increasing tourist visits as part of a day out to an historic rural area. The 2012 Olympic Games, which will be within a hour's travel of Saffron Walden, will offer further opportunities for attracting British and overseas visitors.

Analysis and Discussion: 5.2 – 5. below  
 Stage I and Stage II in detail section 6 below

### 5.2 A Collections-based Service

A Museum Service is defined by its collections, and from these flow all its services, cultural and community benefits, activities, marketing and

opportunities to generate income in support of its aims. The primacy of collections and the need to provide for their long-term use, in an efficient and effective way, is therefore the starting point for addressing weaknesses identified. Existing collections, especially those housed in sub-standard accommodation at Newport, need re-housing and a significant input of staff time to rationalise, assess and catalogue them digitally, so that new services and audiences, and hence new community benefits and income where appropriate, can be generated. The continuing relevance and development of the Service also depends on its ability to renew and enhance collections, recent archaeological excavations and contemporary collecting (recent history of local communities) being especially in need of attention. The Heritage Quest Centre project, providing a new collections resource to replace the off-site store at Newport, has been designed to meet these needs and develop new audiences across the district.

### **5.3 A Quality Visitor Experience**

#### **Visitor Facilities and Galleries**

Visitor facilities in the 1835 Museum building are out-dated and need improving. It is also desirable that the entrance and facilities for schools should be kept separate, as school parties can overwhelm some areas (reception, WCs, sales desk, ground floor gallery) and impinge on other visitors. Facilities for schools and a host of other learning activities and functions need improvement. The Museum has introduced corporate and private hire in recent years, but its kitchenette is old and inadequate to support this, or any form of refreshment outlet which some visitors have requested.

There is always scope for extending displays and showing more of the Museum's extensive collections, and providing a new and larger gallery for special exhibitions which could be closed off during 'exhibition change' weeks.

Meanwhile many of the permanent galleries are becoming due for renewal, primarily the Ceramics Gallery (last redisplayed in the 1970s), and the narrative of some displays needs a fundamental revision, for instance the archaeology gallery needs to absorb much new information from the last two decades of excavation in the district, and this can be realised in displays and educational services only after the Heritage Quest Centre has enabled major new excavation archives to be acquired.

#### **Shop and Refreshments**

Restrictions on space and staffing limit the potential of the Sales Desk; a larger, more modern Shop could enhance the educational role of the Service with a wider range of collections-related souvenirs and local publications, and introduce more reproductions featuring the collections (subject to funding), but may require a review of staffing arrangements for reception and sales. Alternatively, a joint operation with the Tourist



Information Centre (TIC) would provide a more efficient way of running an improved shop, share staffing and administration costs and facilitate use of electronic system, credit cards etc which the Museum cannot do with its current minimal, volunteer-dependent system.

#### Shop options

- Small, volunteer-run with slightly extended range of lines – but essentially ‘low cost – low return’ as before
- Some paid staffing, more extensive retail outlet with credit card payment
- Shop run in tandem with TIC (much shared stock) – similar to above
- The possibility of an existing retailer running the shop on shared profits basis was considered but PHT Consultants (see section 7) have advised against this

Offering refreshments to visitors is primarily an extension of visitor services and a factor which may encourage (repeat) visits, and therefore more admissions and shop spending, rather than a significant income-generator in its own right.

#### Refreshment options

- Self-service drinks and seating area (as at Colchester Castle)
- Kitchenette for teas at events and weekends (volunteer-run)
- Franchise out as commercial concern, but reliant on large investment and space

Although some visitors would like the opportunity to get a tea or coffee in the Museum, the footfall achievable in a town of Saffron Walden’s size and the lack of space for even a compact vending machine mean this is not a viable option currently. Consultants (PHT, 2006) have advised that, if a franchised or commercial café were possible, it would need a minimum of 40 covers to be a realistic business proposition.

#### **Behind-the-scenes accommodation and offices**

Accommodation for staff and researchers is poor, cramped and like on-site storage, is tucked into odd corners round the building. Efficient working is crippled by the lack of properly planned office and workspace behind-the-scenes. On-site storage for collections is cramped and there is no proper provision for storage of equipment, display and packing materials. Some are stored in awkward spaces (e.g. over Great Hall ceiling) where Health & Safety become issues, and access can be difficult. The electrical wiring, lighting and plumbing of the Museum have been complicated over the years by piecemeal additions and if the Museum building is extended, the opportunity should be taken to overhaul these in their entirety to ensure a properly-functioning building with maximum energy efficiency, which in turn should minimise running costs.

The Schoolroom / Laboratory / Store annex cannot be extended and its position isolated from the main Museum, and off the driveway, coupled with restricted WC facilities, make it unsuitable for general public use. One option, if a new Learning & Activities room could be accommodated in a new Museum extension, would be to adapt the existing Schoolroom to house the Costume collection, allowing proper hanging space and much improved access to this important collection, which (following 2005-06 *Living Costume* project in Essex) should be generating more requests for access. This and the removal of some other collections to the Heritage Quest Centre would de-congest storage areas in the Museum and allow for a re-assessment of the use of space, plus other temporary changes necessitated by building work at the Museum.

**Priorities for extending the Museum are:**

- New Reception Area and Larger Shop; entrance/reception area for schools may need addressing separately, with space for coats and lunch boxes
- Seating Area, with drinks machine and water cooler for visitors; the options and viability of a café-type are discussed below
- New and more WCs, to accommodate schools as well as visitors and staff
- Multi-purpose Learning and Activities Room for schools, activities, lectures, or for hire-out to other organisations and private individuals; with storage for Handling Collections, equipment (flipchart, projectors etc)
- New Kitchenette, adjacent to above (for functions) but accessible to staff
- Improvements to accommodation for staff and researchers, including better, centralised facility for reference books and documentation, larger work area for preparation of exhibitions, meetings etc. Separate office areas needed for administration / management functions and collections work (the two are unsatisfactorily combined at present in one cramped Workroom).
- New Special Exhibitions Gallery, with storage off for display cases, plinths and new Workshop attached (replacing old Workshop which would have to be demolished for new extension)

**5.4 Historic Site**

The Museum needs to be considered in the context of its historic site, incorporating the remains of Saffron Walden's twelfth-century Castle and its walled grounds, a scheduled ancient monument. Although the Museum Service does not have responsibility for management of the Castle and grounds (these lying with other departments of the Council), the public do not make this distinction and it is essential to include the Castle and grounds in the scheme, which will need to be developed in co-operation with English Heritage for the statutory consents.

Development of the Museum building and any other work disturbing the ground will require some archaeological work, if permitted, which will have to be included in development costs, but could become a positive if temporary 'heritage event' in its own right. It should be noted that the Castle is on the list of Scheduled Monuments at Risk and its condition is a cause of concern to local residents and visitors, who make their views known to Museum staff. There is also a feeling locally that the town should take more pride in its Castle, and that it is an underused resource and heritage feature. Discussions with the English Heritage Inspector (March 2006) on ideas for development of the Museum and site have been encouraging.

**Priorities for Grounds are:**

- Area outside new entrance / Learning & Activities Room so that functions can 'spill out' onto paving or grass in fine weather
- Improve Pedestrian access and Car Parking, while preserving overall landscape
- Remove old Workshop, subject to accommodation being replicated in new extension
- Improve maintenance, access and interpretation of Castle, emphasising its importance in the origins and layout of the medieval town, also explore ways of using it as a community facility e.g. simple outdoor arena inside keep for small-scale performances, licensing for summer weddings and functions.
- Improve grounds as family and visitor picnic area and amenity
- Improve pedestrian access to Church Street / Common and articulation of whole site with Common, with new gateway and a path past Castle to Museum forecourt
- Promote Castle and Museum site with Bridge End Garden and other cultural and heritage venues in immediate vicinity (Fry art Gallery, Church, medieval town, Common and turf maze), and consider relationship to rest of town.

**5.5 Opportunities with TIC for efficiency savings and joint promotion**

Strategic analysis of the situation for both the Museum and the Tourist Information Centre suggests that relocation of the TIC from its current site in the Town Hall to the Museum site could deliver significant benefits to both services and to users, would enhance the use of the town's heritage attractions, and deliver better financial value.

The TIC rents its premises in the Town Hall for £13,500 per year, which absorbs the profits made from sale of souvenirs and publications. Although centrally located on the Market Place, the building has poor access for wheelchairs, parking there is difficult and the long-term future of the Town Hall may be open to question. The audience for the

TIC is also changing, since local residents are increasingly able to access information on local services on-line and the role of the Library (which is also in the Market Place) is developing its role as a local information centre. However use of the TIC by visitors to the area is increasing, so services for tourists and the need to promote local heritage and cultural attractions are becoming more important.

Relocation of the TIC to the Museum site could combine the following functions:

- Tourist Information Centre for visitors and tourists
- Shop for both TIC and Museum
- Sale of tickets and reception functions for Museum, Castle and BEG events
- Tickets for cultural events, promotion of local attractions
- Refreshment area / café, WCs and on-site parking for visitors to Museum, TIC and BEG

#### Advantages

- 'One-stop shop' for visitors, with better facilities and access
- Improved marketing and promotion opportunities
- Long-term saving of TIC's rent on Town Hall (£13,500 per year)
- Economy of scale: TIC staff and volunteers to cover combined operation
- Museum staff more able to concentrate on core Museum services
- Role of Museum volunteers to focus on assisting visitors in the galleries
- Avoid additional cost of separate administrative staff for Museum if shop, services and income-generation are to be developed (see 5.6 below)

#### Implications

- Agreement with Saffron Walden Museum Society (owner of the Museum) will need to be formalised.
- Architect's feasibility study is required to assess the options for extending the Museum, and for incorporating the TIC, provided that the Museum Service does not lose essential space overall.
- As a charity, the Museum Society can apply its capital only to Museum interests, therefore any additional capital costs incurred by incorporation of the TIC may have to be met by the Council; these however would be small in relation to the whole scheme, and should be offset by long-term revenue savings and income.

### **5.6 Investment and Income Generation**

The Museum Service's current position can be summed up as 'low investment – low return'. For instance, the small sales desk is staffed by a rota of volunteers, mostly retired, and a paid assistant on Saturdays. Historically, only

three hours per week of the Visitor Services Officer's time is supposed to be allocated to management of the shop; in practice it is more time-consuming. There is little space for storing stock, which is aimed mainly at school parties, who account for most spending.

Income is largely visitor-driven. The new Marketing Strategy (2005) may achieve some small, incremental improvements but to build visitor figures in the long-term requires more space and facilities, greater use of collections and better information on what is available. Addressing the weaknesses identified in housing and documenting collections (Heritage Quest Centre) will lay the foundations for this and allow spaces to be re-allocated in the Museum, so that improvements and an extension become feasible. An extension of the Museum would offer new income-generating opportunities. Staffing needs and revenue budgets would need to be reviewed in tandem with development of the Museum site.

Income generation falls into three categories:

## **1 Fund-raising**

- Responsibility of the Museum Society (registered charity), with Museum staff, for capital or collections-related projects and purchases of acquisitions
- Scope for long-term building of Society's funds through charitable giving and bequests, to enhance its support for the Museum in the long-term
- Sponsorship is occasionally obtained for specific events or exhibitions but is unreliable and is seldom sufficient to repay the outlay in staff time. In this area, there are relatively few large businesses and a lack of sponsorship culture among smaller ones. The growth of businesses around Stansted Airport may offer a little more scope, but not a regular source of income; Airport businesses tend to be regional or national in outlook and place advertising and sponsorship accordingly. The public main road site for the Heritage Quest Centre offers good advertising frontage for local sponsors for activities and events.
- Donations Box – not a major source of income (around £680 per year, 2003-2005) but now with a 'sound effect', which appears to be increasing donations

## **2 Trading**

- Payments, fees for goods and services where charging is appropriate
- Charges for educational services – schools, talks by staff
- Reproduction charges for images, filming etc, small potential growth area though unpredictable because largely re-active to requests, e.g. £200 from BBC Wales 2005 for use of image of 'gladiator' relief in television programme
- Sales of souvenirs and publications. Scope for more souvenirs and publications specifically relating to collections, but lack staff time to develop and write

- Hire fees for use of Museum – a new area with a little potential for further development, subject to extension of Museum and Casual/Security staffing

### **3 Admissions**

- Entrance charges and Season Tickets

## **6 Objectives**

In summary, a two-stage development for the Museum Service is proposed. The first stage (Heritage Quest Centre project) will address the fundamental problems of inadequate premises for collections and their usability, and provide the building resources for an outreach programme to build new audiences. Critically, it will free up some congested areas of the Museum and so enable the second stage (improvement of the Museum buildings and Castle site) to take place.

### **Stage I**

#### **Heritage Quest Centre will**

- Provide improved care and access for archaeology, natural sciences and some social history, meeting Accreditation standards
- Allow collecting to continue where necessary to reflect development of district and communities and make better use of collections
- Increase *Users* - get out to new audiences especially young people, families and rural communities, and build support base for Service
- Free the Museum Service and site sufficiently to enable improvements and an extension to the Museum building to take place, by providing alternative accommodation for collections and some aspects of the Service during Stage II building alterations
- By overhauling collections and related information, and improving collections' accessibility, enable development of more collections-based activities and new displays in an improved (Stage II) Museum building, which in turn will help to generate income (admissions, fees, retail of souvenirs and publications etc)

### **Funding**

Funding will rely on a successful application to the Heritage Lottery Fund for at least £500,000 and raising a similar amount of matching funding from other sources, plus a capital contribution of at least 5% (estimated at least £65,000) from the Council. The Museum Society's charitable status is being used where appropriate to attract donations and grants, and a new Heritage Quest Trust is being formed, with the Society and Council sharing trusteeship, to construct the Centre.

Ongoing revenue costs of the Heritage Quest Centre will be largely offset by the savings made on relinquishing the old off-site store at Newport. The principal and most significant benefits however, which are not instantly quantifiable financially, will be in improvements to collections care and services, and thus the project presents a vital investment.

## Stage II

### Museum Site Development needs to

- Increase *Visitors* and improve quality of visitor facilities and experience
- Maximise income generation opportunities of Museum and site
- Improve use and interpretation of Castle and grounds
- Resolve cramped accommodation for researchers, staff and collections remaining on-site

### Funding

Saffron Walden Museum Society will be responsible for raising capital for the development. English Heritage may be able to grant-aid conservation of the Castle ruins. Any remaining capital required would need to be raised from foundations and grant-giving organisations (but not the Heritage Lottery Fund).

Ongoing revenue costs of an extended building and services provided should be expected to increase accordingly but it is planned to offset these by energy efficiency savings (following complete overhaul of the Museum) and additional income generated. Efficiency savings could be increased if the TIC is relocated.

## 7 Feasibility Study for Income Generation (Stage II)

This was commissioned from PHT Consultants in 2006, to assess income generation potential for an extended Museum. Their report identified and analysed four options:

Option	Investment	Visitors	Max. est. additional income p.a.
1   Do Nothing	No investment	20,000	None
2   Minimum Scheme Low Growth based on current space	Low Cost Improved Shop and Reception Investment of £10,000 - 15,000	20,000	£11,730

3	Use of Schoolroom for TIC and Café (implies larger extension than Option 4 to Museum to compensate)	Major investment: Requires further work to examine and evaluate overall options for development of Museum and site	25,000  (dependent on nature of development)	£18,300
4	Extension to Museum (TIC incorporated into extended Museum)	Major investment: Requires further work to examine and evaluate overall options for development of Museum and site	27,500  (dependent on nature of development)	£31,950

**Option 4 is the preferred option of the Resource Centre Project Team and the Museum Society**

### Recommendations of Feasibility Study for development of Forward Plan

The next steps identified by the Feasibility Study are listed below against actions:

	<b>Next Steps</b>	<b>Actions</b>	<b>When</b>
1	<b>Architectural feasibility considerations</b>	Museum Society to commission architectural feasibility study for extension	2006-
2	<b>Heritage and Conservation issues</b>	English Heritage engaged and willing to assist with advice and planning development to site  Guidelines from Planning Conservation Officer	2006-
3	<b>Wider scope of Museum spatial and interpretative development requirements</b>	Museum staff: Potential changes in use of space in Museum & Schoolroom Concept and Priorities for new extension and space needed	2005/6 2006
4	<b>The role of the Castle and the future development of the whole site</b>		
5	<b>Capital costs of any such development</b>		
6	<b>Funding strategy and grant opportunities</b>		



7	<b>A more detailed consideration and evaluation of moving the TIC</b>		
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## 8 Phased Spending Plan for Stages I and II

Objectives with outline of dates and costings (where estimated) for both phases are tabled on the below. Objectives are numbered for convenience, but this does not necessarily imply a chronological sequence: some may run concurrently or overlap.

**No commitment to expenditure is implied – individual stages will be subject to detailed reports for approval**

### Stage I Heritage Quest Centre Project 2006 -

No.	Date (Year)	Objective	Meeting Key Aims	Cultural benefits	Expenditure £ Estimate	Income £ estimate
1	2005 / 06	<b>Raise matching funding and plan Heritage Quest Centre project and HLF bid</b>	6	Investment in future of Service	- staff time	-
2	2005 / 06	<b>Marketing Strategy September 2005</b> Improve marketing, implement 2006	5, 7	Greater awareness of what Museum offers	Extra £6,000 (one-off) + staff time	- (monitor visitor nos)
3	2005 / 06	<b>Essex MDF project Living Costume</b> ( <i>Renaissance in the Regions</i> )	1, 3, 5, 8	Improved knowledge and use of costume collections, touring display and workshops, greater public awareness	- staff time	MDF funded project
4	2006 / 08	<b>Hub project using Egyptology collections</b> , with the Fitzwilliam Museum ( <i>Renaissance in the Regions</i> )	1, 2, 3	Wider audience for new uses of Egyptology collections with specific groups	- staff time	<i>Renaissance</i> funded project
6	2006 / 07 (07/08)	<b>Heritage Quest Centre Year 1</b> Plan, build, sort and digitally catalogue off-site collections. Plan and begin to develop outreach programme. Organise move from Newport store.	1, 6	Rationalise existing collections, identify alternative uses (e.g. schools packs) where appropriate, lay foundations for improved services	(HLF-funded project)	
7	2007 / 08 (08/09)	<b>Heritage Quest Centre Year 2</b> Set up and open new HQ Centre, launch with events and activities on- and off-site. Develop digital catalogue for on-line searching and other e-services.	2, 3, 4, 5, 6, 8	New opportunities for target audiences to engage with heritage and culture	(HLF-funded project)	Look for grants and sponsors to enhance outreach
8	2008 / 09 (09 / 10)	<b>Heritage Quest Centre year 3</b> Outreach programme around Uttlesford in full flow. Market on-line services, develop learning materials.	2, 3, 4, 5, 6, 8	As above plus extension of remote users on-line	(HLF-funded project)	As above

**Stage II Museum and Castle Site development plan from 2006, implement 2010 - 2012**

No.	Date (Year)	Objective	Meeting Key Aims	Cultural benefits	Expenditure £ estimate	Income £ Estimate
9a	2006 / 07	<b>Community consultation, brief and preparation</b>	2, 4, 5, 6	Raise awareness of town's origins and medieval heritage	-	-
9b	2006 / 07	<b>Plan for Museum extension and work on Castle</b> Negotiate for consent from English Heritage Appoint architect and produce plans and costs Museum Society to assess assets and plan further fund-raising required				
10	2008 / 09	<b>Prepare for Building Work</b> Communication to user and public Remove collections affected by works to HQ Centre Relocate some activities to HQ Centre as necessary	2, 6			
11	2006 / 07 onwards	<b>Realise potential of Castle ruins</b> Start killing ivy – needs several years to complete Assess work needed on old cement render and fabric Conserve, improve access and interpretation Open up for new uses (outdoor performances, weddings?)	4, 5, 7	Heritage tourism, key to understanding medieval town. Local pride Educational asset		EH grant  Venue fees
12	2010 / 11 earliest	<b>Re-open extended Museum</b> Basic visitor facilities and main displays functioning Essential offices and workspaces re-organised	1, 2, 5, 6, 7, 8	High quality of visitor experience will attract more visits	Increased Cleaning needs, energy	Savings from greater energy efficiency
13	2010 / 11 onwards	<b>New Educational and activity programme</b> New Learning & Activities Room will fulfil multiple functions, including use for eve / weekend events and hire	2, 3	Enhanced facilities for and range of educational work	Security Staff to invigilate hiring	Hiring out (private, business and for meetings)
14	2010 / 11 onwards	<b>Set up new Shop (or TIC and joint shop) and refreshment point</b> Promote Hire of premises, tourism venue	2, 7	Extend learning and ways of making visit enjoyable & memorable	To be assessed (consultant) Reproductions (Museum Soc)	To be assessed (consultant)
15	2010 / 11 onwards	<b>New Special Exhibitions programme</b>	1, 2, 3, 8	Greater range of displays, fuels activities programme	Variable (in-house or hire)	May attract small sponsorship towards costs
16	2010 / 11 onwards	<b>Address ongoing redisplay of permanent galleries</b> Ceramics, Ethnography, Archaeology.... Making better use of collections which have been enhanced by sorting, better accommodation and resulting research opportunities, and new additions in some areas to maintain relevance	1, 2, 3, 4, 5, 8	Up-to-date, latest research, refresh tired galleries, more interactive exhibits for families	Project budget and fund-raising for each new gallery	(Will encourage more visits)