

# **Draft Museum Service Forward Plan 2013 - 2018**

## **Content**

|   |    |
|---|----|
| Executive Summary   | 2  |
| 1 Statement of Purpose  | 3  |
| 2 A Brief History of the Museum and Review of the Previous Forward Plan | 3  |
| 3 Analysis of the Environment   | 5  |
| 4 Consultation and Analysis   | 7  |
| 5 Key Aims  | 8  |
| 6 Specific Objectives for each Key Aim                                  | 9  |
| 7 Phased Plan for Achieving Objectives                                  | 11 |
| 8 Resource Plan: the people and money needed to meet the objectives     |    |
| 9 The date the Forward Plan will be reviewed                            |    |

## **Appendices**

- 1 Organisational Structure : Corporate Services / Museum Service
- 2 Governance Structure for Museum : Uttlesford District Council and Saffron Walden Museum Society Ltd
- 3 Analysis of the Environment
- 4 Consultation & Analysis

## 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 principle 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 session 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]
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 (20<sup>th</sup> 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   | Resources needed   | Date | Progress |
|--|--|--|------|----------|
| a) Acquire / build and fit out new store of sufficient capacity to appropriate standards | Acquire site, relevant agreements and planning permission                          | Council and Museum Society agreements<br>Council and Museum staff<br>Planning fees | 2013 |          |
|  | Appoint storage consultant to design mobile shelving and specification for fit-out | Museum staff time<br>Consultant's fees   |      |          |
|  | Design brief developed   | Museum and council staff   |      |          |
|  | Tender process and appointment of contractor                                       | Council  |      |          |
|  | Build store and fit-out  | Contractor<br>Council staff to monitor   |      |          |
|  | Commission and hand-over   |  |      |          |
| b) Move collections from off-site store at Newport Depot into new store                  | Assess removal methods for each collection, research removers and cost             | Museum staff time  | 2014 |          |
|  | Appoint removers   | Museum staff<br>Budget?  |      |          |
|  | Set timetable for moving in stages   | Museum staff<br>Cost of additional staffing (casual assistants)                    |      |          |
|  | Pack and prepare for removal   | Museum staff, volunteers   |      |          |
|  | Moving collections and re-locating in new store                                    | Museum staff   |      |          |

Museum Service Forward Plan 2013-2018

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| c) | Remove horse-drawn vehicles from Hempstead  | Identify haulage assistance  | Cost tbc<br>Museum staff time   | 2014     |  |
|    |   | Arrange for access to current storage location and plan move   | Museum staff, farmer, haulage   |          |  |
|    |   | Removal to off-site store  |   |          |  |
|    |   | Clean, conserve and assess for display   | Museum staff and voluntary help   |          |  |
| d) | Large intake of archaeological project archives (Stansted Airport, A120 and others)               | Co-ordinate deposition of archives from various contractors  | Museum staff  | 2014     |  |
|    |   | Check boxes and records, accession and add basic catalogue record on sites database  | Museum staff  | 2014     |  |
|    |   | Identify key artefacts and themes for display  | Museum staff  | 2014     |  |
| 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 | Museum staff, volunteers<br>Van hire<br>Removal company to take large, heavy or special items | 2014     |  |
|    |   | Move to store, re-locate   | As above  | 2014     |  |
| 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                                | Museum staff initially, but may need to be completed with Project staff and volunteers        | 2015/16? |  |
| 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  | Museum and Project staff<br>Museum Society Board to approve, MMWG to ratify                   | 2015/16? |  |

**STAGE II**

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

| Objective  | Phased Actions   | Resources needed  | Date  | Progress |
|--|--|---|---|----------|
| 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                   | Museum and IT staff<br>Consult Director of Corporate Services on budgets for IT | 2013 for plan, to implement as Stage I and Stage II develop |          |
| 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 | Project staff and volunteers<br>Some input from Museum staff                    | 2015-?  |          |
| c) Editing and enhancing content (including images) of records already on computer, see Objective 1f   | Continuation from 2b above   | Project staff and volunteers<br>Some input from Museum staff                    | 2016-?  |          |
| d) Provide an appropriate level of public access to the collections database in the Museum for specific collections  | Co-ordinate with gallery display timetable   | Museum staff  | 2016 -?   |          |
|  | Specify and order hardware   | IT and Museum staff   |   |          |
|  | Validate database records for public access to permitted fields  | Museum staff  |   |          |

Museum Service Forward Plan 2013-2018

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|  | where there will be a high public demand, starting with local history photographs | Pilot test with focus group | Museum staff |  |  |
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**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                               | Resources needed   | Date | Progress |
|---|--|--|------|----------|
| a) Provide new and larger special exhibitions gallery   | Stage II extension and improvement of Museum | Stage II HLF<br>Project capital programme to extend Museum                                   |      |          |
| b) Increase gallery space for local history exhibits, with a focus on recent (20 <sup>th</sup> century) history of the district   | Stage II extension and improvement of Museum | Stage II HLF<br>Project capital programme to extend Museum                                   |      |          |
| 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 | Stage II HLF<br>Project capital programme to extend Museum                                   |      |          |
| d) Re-display world cultures (ethnography) gallery following return of loaned exhibits to the Cuming Museum,  | Stage II extension and improvement of Museum | Stage II HLF<br>Project capital programme to extend Museum<br>Specialist ethnography advisor |      |          |

Museum Service Forward Plan 2013-2018

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|    | focusing on local collectors and their worldwide links   |  |  |  |  |
| e) | Improve facilities for schools and other groups, by creating a new learning and activity room  | Stage II extension and improvement of Museum   | Stage II HLF<br>Project capital programme to extend Museum |  |  |
| 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   | Museum and Council staff<br>Focus group, volunteers        |  |  |
|    |  | Start with 'access audit 'of things to improve, to include with specification for Stage II<br>Specification for designers in display brief | Museum staff, standards on museum displays and texts       |  |  |
| 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   | Stage II HLF<br>Project capital programme to extend Museum |  |  |



**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  | Resources needed                                      | Date       | Progress |
|---|---|---|------------|----------|
| a) Geophysical survey and report with interpretation and recommendations  |   | None<br>[ECC Place Services commissioning Stratascan] | Early 2013 |          |
| 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) | Volunteer?  | 2013       |          |
| 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  | Stage II HLF  |            |          |
| d) Work with the Council (Planning & Development), English Heritage and other   |   |   |            |          |

Museum Service Forward Plan 2013-2018

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

| Objective  | Phased Actions  | Resources needed  | Date   | Progress |
|--|---|---|--------|----------|
| 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                                  | Museum staff time   | 2013   |          |
|  | Plan and train small volunteer team to assist with packing and moving collections to new store                      | Museum staff time   | 2014   |          |
|  | Volunteers with appropriate computer skills and subject knowledge to assist with basic documentation tasks at store | Project staff to train and supervise volunteers                   | 2015-  |          |
|  | Assess opportunities for new volunteer roles in extended Museum and implement                                       | Museum staff time   | 2017-  |          |
| b) Work with the Museum Society to enlist a volunteer co-ordinator role, releasing staff-time for professional work priorities | For Museum Society to look at as part of review 2013  | Museum Society to recruit volunteer to their management committee | 2013 - |          |
| c) Use website, Museum   |   |   | 2014   |          |

Museum Service Forward Plan 2013-2018

|    |   |  |                          |         |  |
|----|---|--|--------------------------|---------|--|
|    | Society and other local media to advertise volunteering opportunities   |  |                          | onwards |  |
| d) | Explore ways of adding a recent acquisitions case and opportunities for community displays to galleries in an extended museum | To be addressed through Stage II display brief | Stage II project funding |         |  |

**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   | Resources needed                                     | Date     | Progress |
|--|--|--|----------|----------|
| 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 | Marketing Plan for extended and refurbished Museum, including new income-generating streams and services such as hire of activity room for private functions | Museum staff time<br>Marketing advice or consultant? | 2016     |          |
|  | Publicity drive for Museum's re-opening, promoting re-displayed galleries and new income-generating services   | Museum and Council staff<br>Museum Society           | 2017-18? |          |
| b) Encourage use of the Museum and site by local community and groups, including new and non-traditional museum visitors   | Include in Marketing Plan  | Museum staff time<br>Marketing budget                |          |          |

Museum Service Forward Plan 2013-2018

|    |   |                           |                                       |  |  |
|----|---|---------------------------|---------------------------------------|--|--|
| c) | Work with the Tourist Information Centre (TIC) and tourism authorities to promote Uttlesford and Saffron Walden as tourist destinations       | Include in Marketing Plan | Museum staff time<br>Marketing budget |  |  |
| d) | Target specific regional and wider audiences e.g. subject specialist societies, with 'packages' designed around key collections and subjects. | Include in Marketing Plan | Museum staff time<br>Marketing budget |  |  |

## **8 Resource Plan: the people and money needed to meet the objectives**

[This section needs financial information from the Council and Museum Society before it can be completed]

Relates back to financial appraisal under 3 – what do we need to secure in grants and resources which the Council and Society can't provide between them?

HLF and pre-application grants

Staff (permanent and project-funded) and volunteers

## **9 The date the Forward Plan will be reviewed**

Formal review once a year (specify month - May – past financial year)