



Uttlesford District Council

Chief Executive: Dawn French

Museum Management Working Group

Date: Tuesday, 8th May, 2018

Time: 6.00 pm

Venue: Committee Room - Council Offices, London Road, Saffron Walden,
Essex CB11 4ER

Chairman: Councillor R Chambers

Members: Councillors B Light, V Ranger, G Sell and L Wells
R Priestley, P Salvidge, P Walker and T Watson (Museum Society)

AGENDA PART 1

Open to Public and Press

1 Apologies for Absence and Declarations of Interest

To receive any apologies for absence and declarations of interest.

2 Minutes of the Previous Meeting 5 - 6

To consider the minutes of the meeting held on 23 January 2018.

3 Museum Society Chairman's Report 7 - 8

To consider the Museum Society Chairman's report.

4 Quarterly Report: January - March 2018 9 - 20

To consider the quarterly report for January – March 2018.

5 Draft Forward Plan 2018 21 - 38

To consider the draft forward plan for 2018.

6 Resilient Heritage Project Enquiry Form

39 - 42

To consider the Resilient Heritage Project Enquiry form.

7 Any Other Items the Chairman Considers to be Urgent

To consider any other urgent items.

8 Date of the Next Meeting

To consider the date of the next meeting.

For information about this meeting please contact Democratic Services

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**MUSEUM MANAGEMENT WORKING GROUP held at CHAIRMAN'S OFFICE
- COUNCIL OFFICES, LONDON ROAD, SAFFRON WALDEN, ESSEX CB11
4ER, on TUESDAY, 23 JANUARY 2018 at 6.00 pm**

Present: Councillor R Chambers (Chairman)
Councillors B Light, V Ranger, G Sell and L Wells

Officers in attendance: R Auty (Assistant Director - Corporate Services), A Bochel (Democratic Services Officer), A Webb (Director - Corporate and Financial Services) and C Wingfield (Curator - Saffron Walden Museum)

MMG15 **MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 4 October 2017 were received and signed by the Chairman as a correct record.

MMG16 **MUSEUM SOCIETY CHAIRMAN'S REPORT**

The Working Group considered a report from the Chairman of the Museum Society.

MMG17 **MUSEUM QUARTERLY REPORTS**

The Working Group considered the latest two quarterly reports from the Curator. The Curator noted the following specific points.

Learning and Outreach Officer

The new Learning and Outreach Officer had had a positive effect on the museum since she began her work in September. There had been an increase in the number of education sessions held, both at and away from the museum. Actions had been taken to limit excessive numbers of visitors attending activity sessions, ensuring a good quality of experience for those attending the sessions. Improvements in services for those with special needs were also taking place, with focus groups for dementia patients and their carers to improve object handling.

Museum Shop

The Museum Admin Officer had done a lot of work on the shop and small stock. There had been an increased visitor spend per head. The Visitor Attraction Quality Assurance Scheme had rated the museum at 75% overall, but the retail element had only received a 60% score because of the small space in the shop. Members said it would be good for the Museum if the shop could take card payments. The Assistant Director – Corporate Services said the monthly cost of taking card payments was not high, but the cost of the till and of training staff

and volunteers to use it would be costly. He and the Curator would be looking into this further.

In response to questions from members, the Curator said the event would be reported on in the next quarterly report. The Chairman thanked the Curator for the Museum's work on the event.

Members asked about the possibility of providing refreshments to members of the public. The Curator said this was something that the Museum would like to do if it had a larger foyer.

MMG18 MENDOZA REVIEW OF MUSEUMS IN ENGLAND

The Working Group considered the report.

The Curator said the report gave an overview of the recommendations from the Mendoza Review and the Review of the Heritage Lottery Fund that were relevant to Saffron Walden Museum.

MMG19 TIMETABLE FOR HLF PROJECT APPLICATIONS AND FORWARD PLAN REVIEW

The Working Group considered the report.

The Curator said the Forward Plan was in need of review. The first draft of the revised Forward Plan would be ready by mid-April.

MMG20 DRAFT PROJECT ENQUIRY FOR RESILIENT HERITAGE GRANT

The Working Group considered the report.

The Curator said the Museum needed to do this as part of the preparation process for applying for a Resilient Heritage Grant.

MMG21 DATE OF NEXT MEETING

Potential dates for the next meeting were discussed as 8 and 9 May 2018.

Subsequent to the meeting, the date of the next meeting was agreed as Tuesday 8 May 2018.

The meeting ended at 6.50pm.



Museum Management Working Group Meeting 8th May 2018

Museum Society Chairman's Report

The Spring issue of the Newsletter 'Museum Matters' this year introduced the appointment of Tony Morton as Editor. I understand that it is now more appropriate to view on modern technology such as mobile phones. The Board has thanked Sue Hollingworth for the development of the newsletter since 2003, a role she took on in addition to her work as Secretary to the Board.

Following the retirement of Carol Law as Talks Organiser in the autumn of 2017, we continue to seek a replacement, but have maintained the pattern of talks. The first in January by Sir Alan Haselhurst, PC, was on the buildings of the Palace of Westminster: in February from the Curator '20 Treasures from the Museum' and from the Society's Chairman on 'The History of the Friends' School'. Our talks continue to attract good numbers of both Members and guests, and a programme is in place for the remainder of this year.

On 26th January we previewed the latest exhibition '*From the Hazely Brick Earth: Agriculture in North-West Essex*'. Leah Mellors again produced a wonderful history of Agriculture in and around Saffron Walden, but it is a reminder of age when you can remember the markets in their working days! If you have not yet seen it, do go. We have recently heard that Leah is leaving to take up a post in her native Yorkshire; she will be missed.

The Development Committee continues to support the Curator in moving forward the planning for the next developments of the Museum. In February, we were able to welcome our M.P. Kemi Badenoch for a viewing of both the castle and the Museum, and we were able to explain how the Museum benefits from the partnership of the Society with Uttlesford District Council in its governance. The Development Committee has met to continue work on the proposed HLF applications. The Chairman has recently met with the Curator to help with the final draft of the Resilient Heritage application to be approved at this meeting.

Guided by Christine Sharpe, the Organisation Committee advised the Board on the requirements of the General Data Protection Regulations. Members have received the information they need to take to remain on the Society's database. Re-drafting of the recruitment literature to encompass the GDPR requirements has also been undertaken.

The Heritage Development Team (HDT) is forming an unincorporated association and appointed the necessary officers. The work to promote the redisplay and promotion of the 'Battle Ditches' is proceeding.

Tony Watson
20th April, 2018

Visit our web site at: www.swmuseumsoc.org.uk



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Directors: S B Hollingworth, S J R Light, R Priestley BA, P Salvidge, S C Sharpe,

P J Walker, E A Watson

Regd. in England no. 6469141 : Charity Regd. no. 1123209



**CURATOR'S QUARTERLY REPORT
January-March 2018****1 Museum Management and Staff****1.1 Management****Museum Service**

On 9 February we welcomed Kemi Badenoch MP for Saffron Walden, on an informal visit to the Museum and Castle site. She expressed support for the Museum's development plans.

Forward Plan

Some progress has been made with the pilot project for on-line searching of collections, to help shape and justify the Our Heritage application to the Heritage Lottery Fund (HLF) for 'Stories of North-West Essex'. The Museum's collections management database is in the process of being upgraded to the latest version and museum staff have begun to collate records for upload to the online database pilot.

Otherwise this has been a stressful quarter for the service due mainly to pressures on the staff team. This has been due to a number of causes, principally necessary additional leave (compassionate, unplanned and planned sickness absence) and other additional operational demands including work generated by the important lift upgrade, as well as pre-planned events and activities. It has been extremely difficult for the Curator to get the uninterrupted time required for work on the Forward Plan and preparatory work for HLF grant applications, so dedicated time for these has now been set aside for early April. Museum staff have also met with colleagues from Audit several times to assess the impact of GDPR legislation on the service, and while the Museum Service is not considered a high risk area, more time needs to be dedicated to weeding files and digital data, and procuring more lockable cabinets for files, before 23 May.

1.2 Staff, Volunteers and Work Experience**Staff**

The Natural Sciences Officer, Sarah Kenyon, will be working part-time from 1 April and the post will become a jobshare in consequence. A second part-time Natural Sciences Officer has been recruited to share the role and the Museum team look forward to welcoming James Lumbard on 20 April.

Volunteers

It is with sadness that we record the death of David Haylock of Hempstead, a long-serving member of the Museum Society's former management committee. David also provided accommodation at his farm for some of the Museum's horse-drawn vehicles for about 20 years when there was no other storage available. Representatives of the Museum Service and Museum Society attended his funeral on 9 February.

Archaeology volunteers Peter Stribling, Peter Morrissey and Joanne Pegrum have continued to assist with work on the archaeology collections as and when the Curator has been available, and Richard Priestley (Museum Society director) also assisted with an afternoon Roman workshop at the Shirehill store. Total time contribution of archaeology volunteers = 35 hours.

The Museum Admin Officer has recruited several new Welcome Desk Volunteers; we extend a warm welcome to Melanie Lopez-Welsch and Elisabeth Nott who have both completed their inductions and are now fully operational in their Welcome Desk roles and, Cath Stuckey who begins her training in April. We said a fond farewell to Margaret Tissot who retired from duties in February and offer our grateful thanks to

Vic Lelliott, who conducted the annual shop stock take with help from his wife and Mary Adams and, Ron Lowe, who helped repaint the walls during exhibition changeover.

The Collections Officer (Human History) has recruited a number of new volunteers recently: Tom Power, Julia Wentworth, Diana Jerman and Sandy Gray. They will be assisting with behind-the-scenes collections work and social media updates. We were sad to say goodbye to Emma Bastin, who had worked with the Collections Officer (Human History) on documentation projects and who has now embarked on a PhD. We wish her all the best with her studies.

Natural Sciences volunteers: Heather Douglas has been updating storage locations on the Modes database of objects that moved to Shirehill store. The *Life in the Ice Age* exhibition was taken down and objects put back into storage with the assistance of Vic Lelliott, Paul and Heather Salvidge. This totals over 30 hours of volunteer time. Support Worker Madeleine Fanthorpe retired in February after nine years assisting Natural Sciences Officer Sarah Kenyon. We wish her a long and fulfilling retirement.

Learning and activity volunteers, Jane Lang, Jane Evans and Jeanette Fulcher have continued to provide support to learning and engagement activities at the Museum, with successful February half term activities attracting larger visitor numbers than the previous year. Jane Evans has also continued to work weekly with Charlotte Pratt to sort through, repackage and record the learning collection. This totals 60 hours of volunteer time.

1.3 Training and Seminars Attended

Date	Course and Staff
19 Jan	Social History Curators Group Trustees Meeting, M Shed, Bristol (Collections Officer)
6 Feb	Managing Digitisation Projects (SHARE course), Stowmarket (Collections Officer)
7 Feb	SHARE seminar on coaching and mentoring in museums, Colchester Castle (Curator)
15 Feb	Study Day, Stevenage Museum (Collections Officer)
21 Feb	SHARE Eastern Region Natural History Network meeting, at new base for Colchester Museum Resource Centre (Natural Sciences Officer)
23 Feb	SHARE Retail Forum event: Are You Being Served? (Museum Admin Officer and Welcome Desk Volunteer, June Baker)
26 Feb	First Responders (one-day basic course in first aid) for three-yearly renewal of certificates, Council offices, all permanent and casual staff
5 March	
23 March	SHARE course Digital Photography of Natural Sciences Specimens, Norwich Castle Museum (Natural Sciences Officer)

1.5 Health & Safety

Asbestos in Collections

The Museum has received the report from Kadec on asbestos in the collections. Overall, this report was positive and many of the objects tested negative for asbestos. The curatorial team will now work to finalise the Asbestos Management Policy, including an asbestos register, and decide on an appropriate course of action for those objects that tested positive.

First Aid training

All staff have attended a one-day First Responders training at the Council Offices, to renew their certificates and provide essential basic first aid cover.

2 Buildings and Site

2.1 Museum Building

Work on the Lift

Extensive engineering work took place in mid-late March to upgrade the lift and bring it into line with current fire safety regulations. The location of the Lift Motor room in a storage area creates serious issues with security of collections, and especially Firearms legislation for licensed firearms, when contractors have to work in this area. Measures to resolve this were taken by removing licensed firearms to alternative temporary secure accommodation under staff control during the day, and securing other, non-sensitive social history collections behind a temporary wooden wall across the store, so that contractors could be given unimpeded access. The work took longer than anticipated and was completed on 17 April when the lift passed its inspection. During the five weeks of work on the lift, disabled visitors were unable to access the first floor of the Museum, but were given free entry (this affected only a few visitors)..

Museum boilers and heating

Update form Stefan + Include NH store radiator

External repairs

External refurbishments planned for the Museum including repairs and repainting to windows, doors and frames, repointing and repairing the soft clay bricks and the cutting and removal of ivy, has been postponed to the late Summer or autumn. This is due to the onset of the bird nesting season and the fact that Castle Street residents are less enthusiastic about having scaffolding in their gardens at this time of year.

2.3 Shirehill Store

No specific issues this quarter.

2.4 Grounds and Castle Site

No specific issues this quarter.

3 Collections and Research

3.1 Acquisitions and Disposals

48 new acquisitions have been recorded in the accessions register this quarter, including:

- A gold medieval annular brooch from Great Dunmow, acquired under the Treasure Act 1996. This was a partnership acquisition project with Great Dunmow Museum, who will display the brooch.
- A silver Roman ring with an intaglio (engraved gem) depicting Vulcan, or possibly Daedalus, found in the Stansted area, and acquired through the Treasure Act 1996 by the Museum Society.
- Extensive archive of documents and photographs relating to the history of Saffron Walden Cricket Club
- A carpenter's waistcoat, worn by father and son carpenters from Wimbish, near Saffron Walden
- Two plates, painted by Arthur Midgley, a prominent Quaker from Saffron Walden, purchased at auction (Sworders, Stansted Mountfichet) by Saffron Walden Museum Society Ltd.
- Collection of textiles, worn by Edith Constance Phelps in India during the 1930s and 1940s

Significant funds have been raised by the Collections Officer (Human History) to purchase a selection of coins discovered inside a piano, from Saffron Walden, along with the piano itself. The coins have been declared as Treasure under the Treasure Act 1996. In total, £2,638 has been raised from crowdfunding, individual donations and a grant from Saffron Walden Round Table. The Museum Society has now paid

for the coins and we await clearance from the British Museum to arrange for their collection.

3.2 Collections Care and Conservation

Insurance Valuations

The last updates are being completed by James Glennie, Art & Antique Appraisals, and should be received by the Museum in April.

Cleaning of Stores and Displays

Cleaning of displays in the archaeology gallery (Great Hall) was completed in March by the Curator and archaeology volunteers.

3.3 Documentation

Backlog / updates are as follows:

	New Acquisitions	Backlog (existing collections not previously catalogued on Modes)	Edits and Updates to existing records
Human history collections	48	352	1872
Natural sciences collections	0	4	2644
Total	48	356	4516

Effective Collections (World Cultures project)

Still on hold awaiting for the Curator to have time to dedicate to moving this project on.

3.4 Loans In

A collection of items relating to Paul Daw and Saffron Walden Football Club have been loaned to the museum for display in the *Your Stories* community display.

An autograph book, containing the autograph of Christabel Pankhurst, was loaned to the Museum in March for a special display to mark 100 years of women's suffrage. This has now been returned to the lender.

Objects loaned for *Life in the Ice Age* exhibition were returned to the Travelling Natural History Museum on 15 January 2018.

3.5 Loans Out

Loan Out 805: The linocut poster for the Saffron Walden Festival (1975) by Edward Bawden, has been loaned as agreed last quarter to the Fry Art Gallery for their exhibition *Edward Bawden at Home*, March – November 2018.

Loan Out 806: the medieval gold brooch from Great Dunmow, reported under acquisitions above (accession number 2018.1) has been loaned to Great Dunmow Museum as a five-yearly renewable loan, under the terms of the partnership acquisition agreement. It will go on display in Great Dunmow Museum later in the year.

3.6 Object Identification and Enquiries

Object identifications this quarter: none this quarter

Collections Enquiries this quarter: 32 in total (18 human history, 10 natural sciences, 4 archaeology)

3.7 Research

6 researchers this quarter, including (2 human history, 2 natural sciences/education, 1 archaeology)

- Robert Walsh, researcher to study the North-West Essex ring in the context of research into the introduction and development of falconry in Anglo-Saxon England
- Hexaudru Modon took 3D photograph of the Gladiator relief for the Grosvenor Museum, Chester.
- Martyn Everett, researcher to study the *Flora of Essex* by George Stacey Gibson and related documents and letters
- Andrew Webb photographed natural sciences objects all day with the Learning Officer at Shirehill store for the Wellcome Trust Explorify! educational website.
- 2 women from Great Chesterford visited to obtain conservation advice to preserve a book about the history of the village, which included documents and pressed plant specimens.

4 Displays and Visitor Services

4.1 Permanent Galleries

Object of the Month continues to be a popular and successful initiative to research and display objects that are rarely seen by the public and to share them on our website and social media. They have also been featured in our monthly editorial in the Saffron Walden Flyer, which encourages local readers to visit the Museum to see the object. In January, the *Object of the Month* was a small metal salt box; in February, the *Object of the Month* was a model of a Great Auk egg; and in March, the *Object of the Month* was a Holloway brooch, awarded to suffragettes who were imprisoned for their actions.

4.2 Temporary Exhibitions

The Museum's current special exhibition, *From the Hazely Brick Earth: Agriculture in North-West Essex*, opened with a private view for Museum Society members on 26 January. The exhibition explores agriculture in the district over the past 400 years and combines photographs and objects from the Museum's collection with contemporary photographs and film. The exhibition involved craftsmen, farmers and scientists from our local community and benefitted from the support of Saffron Drones, RAGT Seeds and NFU Mutual.

A new community display has been installed, as part of the *Your Stories* project. The display tells the story of local man Paul Daw and his almost lifelong dedication to Saffron Walden Town Football Club. The display was curated by Paul's widow Marguerite and Jonathan Scripps, the Chairman of SWTFC, with the support and guidance of the Collections Officer (Human History).

A small temporary display was created by the Collections Officer (Human History) in March to mark 100 years of women's suffrage. The display featured objects from the Museum's collections relating to the suffrage movement.

In addition, staff have made some advance preparation for some other exhibitions and events later this year, including *Adventures in Taxidermy* (in-house), *Collections Re Crafted* (exhibition of works by the Eastern Region Textile Forum) and Fete de la Musique (2 meetings).

A small display area on shelves at the entrance to the Great Hall gallery has been created by the Learning Officer and Security & Premises Officer. A small display on the incubation process of chicken eggs was created by the Learning Officer and drew much attention over the Easter holiday period, especially when three chicks successfully hatched. It was designed to give some of the science behind Easter as well as to link in with the current temporary exhibition on farming and agriculture.

4.3 Visitor Services

	Public		Schools incl. adults		Total	
	2018	2017	2018	2017	2018	2017
January	757	749	118	30	875	779
February	1194	1,121	71	56	1265	1,177
March	723	676	156	17	879	693
Total	2,674	2,546	345	103	3,019	2,649

Shop

	Shop		Tickets		Total	
	2018	2017			2018	2017
January	306.85	352.69	January	842.50	842.50	788.75
February	754.73	504.63	February	1,430.50	1,430.50	1,325.50
March	411.46	207.79	March	924	924	882.50
Total £	1,473.04	1,065.11	Total £	3,197	3,197	2,996.75

Donations

	2018	2017
January	53.47*	40.50
February		100.67
March	27.83	45.22
Total £	81.30	186.39

**January and February 2018 donations totalled £53.47*

Easter fell on 1 April in 2018 and on 16 April in 2017

Donations

In 2017 the total for February's donations included £50.48 from the additional donations box in the Great Hall for contributions towards half-term activities. In 2018 a new scheme was introduced whereby a nominal charge was made for children's activities to cover the costs of materials, instead of relying upon donations. This has been reflected in the increased ticket sales figures reported for February 2018.

Museum Shop

Increased income during February and March was the result of the Museum Admin Officer, successfully introducing and effectively displaying a new range of Mother's Day and Easter gifts together with a product range to complement the current exhibition and children's activities.

Trip Advisor

We are delighted to announce that the Museum is now rated number 2 of 18 'things to do' in Saffron Walden on this travel and tourism website. The website is an established measure of customer satisfaction and of the 111 reviews, 75 rate the museum as '**Excellent**'. A reviewer on 4 March described us as a "Hidden Gem."

Learning Services

The Council's Comms team assisted Museum staff with publicising the new services and loan boxes for schools introduced by the Learning & Outreach Officer since her appointment last autumn. 'Launch of New Learning Services' was the most-visited page on the Museum's website in March, with 501 views.

4.4 Publicity, Marketing, Social Media and New Website

Publicity and Marketing

Method	Article / Topic	Date
Saffron Walden Flyer Magazine 'Museum Feature'	Object of the Month, Museum News, What's On listing (Museum Admin Officer and Curator)	Jan
BBC Radio Essex interview	Current exhibition, <i>From the Hazely Brick Earth</i> (Collections Officer)	23 Jan
East of England GROUP Guide Advert	SW Museum Advert featured in the 2018 East of England <i>GROUP</i> Guide (Museum Admin Officer)	Feb
Saffron Walden Flyer Magazine 'Museum Feature'	Object of the Month, Museum News, What's On listing (Museum Admin Officer and Collections Officer)	Feb
Walden Local article	Saffron Walden Piano Hoard (Collections Officer)	14 Feb
East of England Visitor Guide Advert	SW Museum Advert featured in the 2018 East of England <i>VISITOR</i> Guide (Museum Admin Officer)	Mar
Saffron Walden Flyer Magazine 'Museum Feature'	Object of the Month, Museum News, What's On listing (Museum Admin Officer and Curator)	Mar
BBC Radio Shropshire interview	Saffron Walden Piano Hoard (Collections Officer)	9 March
BBC Radio Essex interview	Saffron Walden Piano Hoard (Collections Officer)	9 March
Shropshire Star article	Saffron Walden Piano Hoard (Collections Officer)	13 March
Uttlesford Resident article	100 years of Women's Suffrage (Collections Officer)	13 March
Walden Local	February half term article (Education Officer)	21 February
	Press release to launch new learning services (Curator, Learning Officer and Council Comms Team)	19 March
Walden Local	Easter Activities Editorial (Education Officer)	19 March
Walden Local article and advert	Article Out and About This Easter featured SWM activities and also an A5 size advert for Easter Activities (Education Officer)	21 March

Exhibition and Events listings

Exhibition and Events are advertised on the following 'What's On' listings (in print and on-line):

- The AA (events pages)
- Saffron Walden Reporter
- Visit Cambridge Website
- Tourist Information Centres: Saffron Walden, Bishop's Stortford, Great Dunmow
- Salad Days - (Education Officer)
- Primary Times
- East Life
- Essex Mums
- Net Mums

Social Media and Email Newsletter

The Museum currently has 1872 followers on Twitter and 910 likes on Facebook. There are currently 786 subscribers to the email newsletter.

The Saffron Walden Museum Instagram account @saffronwaldenmuseum currently has 140 followers, and has posted 90 images with a total of 1118 likes of posted images and 144 views of posted videos.

Saffron Walden Museum Website – Statistics for this quarter

	Visits	Unique Visitors
January	4,000	3,027
February	3,866	3,016
March	4,671	3,557
TOTAL for Q4	12,537	9,600

Visits: the number of visits made by all visitors. (This could be described as the number of "sessions", implying the possibility of multiple pages per visit and multiple visits per unique visitor).

Unique Visitor: the number of persons or computers (hosts) that have made at least 1 hit on 1 page of the website during the current period. If a user makes several visits during this period, it is counted only once. Visitors are tracked by IP address, so if multiple users are accessing the website from the same IP (such as a home or office network), they will be counted as a single unique visitor.

5 Education, Events and Outreach

5.1 Education

Figures this quarter reflect there have been 1.5 weeks of school holiday in this quarter.

Analysis of use of Learning Services and Pupil Numbers

	Children	Adults
No. of pupils in sessions taught by Learning Officer in Museum*	304	36
No. of pupils in independent visits to Museum *	0	0
No. of pupils taught in visits out to schools by Learning Officer	0	0
No. of pupils benefiting from loan boxes (details in table below)	436	53
Total users of Museum Learning Services =	740	89

* Figures in these two rows + 41 adults accompanying pupils, provide the school visits totals in the Visitor statistics table 4.3

Loan and Reminiscence boxes: 11 boxes used by a total of 436 children and 53 adults

Box	Borrowers	Purpose	Users		
			Children	Adults	Total
Bird - Chaffinches + Great Tit	Stoke College	School Education	46	5	51
Bird - Tawny Owl	Stoke College	School Education	46	5	51
Bird – Kingfisher	Stoke College	School Education	46	5	51
Bird - Kestrel	Stoke College	School Education	46	5	51
Prehistory	St Thomas Moore Primary School	School Education	30	2	32
Fossils	All Saints Primary School	School Education	30	1	31
Fossils	Heathmount Primary School	School Education	30	3	33
Kings and Queens	Stoke College	School Education	14	3	17
Ancient Greece	Radwinter	School Education	28	2	30
Egypt	Sheering C of E School	School Education	20	2	22
Rocks	St Mary C of E, S Walden	School Education	100	20	120
11 boxes	7 borrowers		436	53	489

5.2 Events on-sites (in Museum and grounds and at Shire Hill Store)

While to was disappointing that the St Valentine’s evening event had to be postponed till 2019, due to insufficient ticket sales, additional workshops for adults were added to the programme by the Collections Officer (Human History) and Learning & Outreach Officer, to mark the anniversary of the Women’s Suffrage movement and celebrate some notable women of Uttlesford.

The Curator organized a Roman archaeology Saturday workshop at the Shirehill store for families from Great Chesterford. This was part on an ongoing initiative to support The Chesterfords Archaeology & Local History Society to engage their local community with their heritage, especially the Roman town of Great Chesterford. Adults and children attending enjoyed store tours and hands-on activities with a variety of Roman artefacts from Great Chesterford.

The Museum looks forward to promoting its service, the district and the Chairman’s Charities when it hosts the Chairman’s Charity Event on 17 April (postponed from 8 March).

Date	Event	Visitors
26 Jan	<i>From the Hazely Brick Earth</i> exhibition private view (Collections Officer)	51
27 Jan	RSPB Big Garden Birdwatch (Learning & Natural Sciences Officers)	5
13 February	Children’s half term Craft – Salt Dough 83 participated in craft activity out of 173 total visitors	83
15 February	Children’s half term Craft – Pom Poms 54 participated in craft activity out of 183 total visitors	54
10 March	Roman Chesterford archaeology workshop and store tour for families from Great Chesterford, Chesterfords Archaeology & Local History Society (Curator and volunteers Joanne Pegrum and Richard Priestley)	24
20 March	Celebration of Women creative collage event (Collections Officer and Learning Officer)	26
	Total	243

5.3 Outreach (Museum activities, talks and lectures at other venues)

- Talk for the Museum Society, 20 Treasures, 12 February (Curator) (about 40 people)
- Talk for ACES charity (40 people), Saffron Walden Piano Hoard, 8 March (Collections Officer)

Other Museums and Local Groups supported (Uttlesford) 13 groups supported, 16 meetings
Museum staff have attended meetings, site visits, undertaken work or given advice to:

- Essex Field Club – assisting second new Treasurer (Natural Sciences Officer)
- Essex Wildlife Trust (Uttlesford) – 1 AGM meeting (Natural Sciences Officer)
- Saffron Walden Wildflower Group – ideas for special verge sites to visit (Natural Sciences Officer)
- Special Roadside Verges project – 1 site meeting re UTT45 Ridgeons verge damage, March cut, missing posts, Heath & Safety equipment, 1 planning application response.
- Sustainable Uttlesford - 1 meeting (Natural Sciences Officer)
- Searchers metal-detecting club – 2 meetings (Curator)
- Saffron Walden Heritage Development Forum – 3 meetings (Curator)
- Great Dunmow Museum - loan of brooch and liaison, 1 visit (Curator)
- Fry Art Gallery – loan of Bawden poster and liaison on sundry issues (Curator) and meeting on education links (Learning Officer)
- Great Chesterford Women’s Institute – advice on collections care and packing (Collections Officer)
- Meeting with John Star and Jean Burnham- Dementia Friendly Museum- 1 meeting (Learning Officer)
- Linton Book Festival- 1 meeting (Learning Officer)
- Fete De La Musique, Saffron Walden - 2 meetings (Learning Officer and Curator)

Attendance of meetings, advice, support or involvement in organisations outside Uttlesford

- Museums Essex AGM and trustees meeting with ECC and SHARE officers (Curator)
- MEE regional meeting at Arts Council England Regional Offices in Cambridge (Curator)
- Social History Curators Group trustees meeting and ongoing work as marketing & partnerships officer (Collections Officer)

Local Performance Indicators

Definition	Q4 Actual	Q4 Target	Annual 2017-18	Annual Target 2017-18
Visitors PI 22 SI 12c	3,019	3,500	12,816	14,000
Users PC 01 CI 39	16,163	10,000	64,996	40,000

Notes on Performance Indicators

Visitors are all those visiting the Museum in person, including activities and events in the grounds.

Users are all those engaging with the Museum Service in person or through other media, and include:

- those visiting the site (visitors, as above)
- those attending off-site events (e.g. talk or other off-site activity by Museum staff)
- those using the Museum 'remotely' (enquiries, research and services by phone, email, fax and letter and website visits using 'Visits')

Comments on this quarter's figures:

Visitors: 14% under target. Visits by school groups are gradually picking up, but group sizes are small and more marketing direct to schools is needed. The Easter holidays fell just outside Q4 this year.

Users: 62% over target, website figures continue to excel, encouraged by social media, publicity and activity programme. Use of school loan boxes has increased with the introduction of new, improved boxes and new topics.

Annual figures:

Visitors: 8% under target

Users: 62% over target

Main Museum activities and items to note for the next quarter (April-June 2018)

1 Museum Management and Staff

James Lumbard, Natural Sciences Officer job share, starts on 20 April

Access to Work grant reassessment for part time hours of Natural Sciences Officer Sarah Kenyon.

Leah Mellors, Collections Officer (Human History) leaves on 10 May to take up her new post as Curator of Ripon Museums.

Staff changes and consequences arising will affect the Curator's and other staff members' work priorities for the next few months

Monday 11 June – special Volunteers Day Event at the Museum

Resilient Heritage application to Heritage Lottery Fund

2 Buildings and Site

No planned work scheduled

3 Collections and Research

Collections volunteer Julia Wentworth identifying zoology specimens with the Natural Sciences Officer.

4 Displays and Visitor Services

Special exhibition *From the Hazely Brick Earth* continues

Preparatory work on our next two exhibitions:

Adventures on Taxidermy: Learning officer and Natural Sciences Officers

Collections Re Crafted: Curator and members of the East of England Textile Forum

Object of the Month will continue

5 Education, Events and Outreach

- Craft Activity 3rd of April – Brilliant Books
- Craft Activity 12th of April – Peg Animals
- 17th of April – Chairman's charity event
- 30th of April DAA focus group for dementia friendly Museum
- Margaretting School – Egypt Session 3rd of May
- Hutton All Saints school Visit 4th of May
- 5th of May – Craft and event at the museum – May Day celebration
- 15th of May – Reminiscence Object Handling
- 18th of May – Museums at Night
- 19th of May Linton book festival
- 22nd of May Reminiscence object handling
- 16th of June – Event – Wallace Great Big Bake Off

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Saffron Walden Museum



Museum Service Forward Plan 2018 - 2023

Content

Executive Summary	2
1 Statement of Purpose	4
2 A Brief History of the Museum and Review of the Previous Forward Plan	4
3 Analysis of the Environment	8
4 Consultation and Analysis	10
5 Key Aims	11
6 Specific Objectives for each Key Aim	12
7 Phased Plan for Achieving Objectives	15
8 Resource Plan: the people and money needed to meet the objectives	17
9 The date the Forward Plan will be reviewed	

Approved by Museum Management Working Group [date]

Due for Review in [date]

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. Stage 1 of the previous Forward Plan (2013-18) has been completed as far as improvements to collections care are concerned: the new purpose-built store at Shirehill, Saffron Walden now houses upwards of 100,000 objects and specimens of local archaeology, social history, natural history and geology with much improved facilities for staff, volunteers, visiting researchers and small group visits.
3. Also from Stage 1, digitising the collections and updating the Museum's collections database remains a priority especially for the growing archaeology collections and also for geology and some elements of social history. Lack of curatorial staff time to dedicate to this work and restrictions on leaving the Museum to work at the store throughout the week need to be addressed through external funding. Such a project would also offer the opportunity to explore on-line searching of collections, and research story -lines which can be told with collections in outreach and new displays.
4. The leasing of the former Museum Schoolroom building (currently to the Fry Art Gallery) is providing an income of around £16,000 per year to stabilise the museum budget. The Museum building lacks dedicated space for learning and activities, which restricts its offer to schools and the public, and for meetings, potentially another source of income generation.
5. The Museum building and its site in grounds next to Walden Castle (Norman keep) are ripe for improvement to increase public engagement with the heritage and museum collections, and ensure the long-term of the Museum (and also the Castle ruins) through greater income-generation. Income could be improved in an extended and refurbished Museum building through a better shop; hiring out a proposed new learning & activity room and a new special exhibitions gallery. The right combination of facilities, heritage interpretation and activities on the site could boost its potential as a 'heritage hub' for Saffron Walden, north-west Essex and beyond.
6. The Museum galleries are due for re-display and a general review and renewal of décor, use of spaces (storage, office and work areas) and services is needed. This would also help to improve energy-efficiency and environmental control.
7. Pursuing a development project while maintaining a full service with a small team of staff (just over 5 FTEs) 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. Assisting the Society to increase its fund-raising ability and community links is integral to any development plan for the Museum
8. The Museum can enhance people's 'sense of place' and community identity in Uttlesford and its activities can contribute to community health and well-being. It can also help draw visitors to the area and contribute to the general economic well-being of the town and district.
9. The Forward Plan addresses this through 7 key aims in 3 stages, built around a succession of applications to the Heritage Lottery Fund (and other funding providers)
(1) Preparing for Transformation – Resilient Heritage application and work 2018-19
(2) Heritage Hub – Stage 1 application for Heritage Grant –development phase

(3) Heritage Hub – Stage 2 application for Heritage Grant – delivery phase

Parallel to these, work to improve digitisation of and access to the collections needs to be undertaken, and archaeological work in advance of Heritage Hub – Stage 2 will be required to fulfil planning and SMC obligations and improve interpretation of the Castle.

10. The Key Aims are:

1. Stabilise Staffing to enable services and development plans to proceed effectively
2. Introduce EPOS Till and Card Payment to support income generation
3. Start process of in-depth consultations and feasibility studies to plan developments
4. Address the backlog of collections cataloguing and digitisation
5. Work with the Museum Society on a fund-raising strategy
6. Develop the Museum and site as a 'heritage hub'
7. Improve Knowledge and Interpretation of the Castle Site

11. The principle resources required will be:

1. Freeing of professional staff time to pursue developments and funding applications, especially the Heritage Lottery Fund (HLF). This includes a project-funded 2-year curatorial post to undertake digitisation work on the archaeology and other collections, and free the Curator from some of the routine work on archaeological collections and services to concentrate more on management and developments.
2. Support required from other sections and senior officers of the Council.
3. Time and support required from the directors and officers of Saffron Walden Museum Society Ltd who are all volunteers.
4. Matching funding from the Museum Society for capital developments (funds raised from sale of the curator's house).
5. External Funding. Significant grants will need to be obtained, principally, but not exclusively, from the Heritage Lottery Fund. Other grants and donations will be needed, using the Museum Society's charitable status.
6. Support-in-kind could be sought from local businesses, e.g. for donation of materials for construction work.

These resources will be quantified for each stage as the Forward Plan is developed and revised.

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 2018 – 2023 Forward Plan is

To increase people's engagement with the Museum collections and the Museum and Castle site as a 'heritage hub' for NW Essex and beyond,

through development of the Museum building, displays, activities and site interpretation

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. These collections are estimated at over 155,000 objects and specimens minimum; the archaeology collections are increasing extensively due to planning and development in the district.

c) Site and Buildings

The site on which the Museum is located is a scheduled ancient monument, being the former bailey area of Walden Castle, of which the ruined Norman keep survives nearby. The Museum stands on a strip of land along the north side of the site which is owned by Saffron Walden Museum Society Ltd but leased to Uttlesford District Council. The Castle and surrounding grass area are owned and managed separately by Uttlesford District Council. The tennis courts opposite the Museum are on land owned by Audley End Estate but leased to the Castle Hill Tennis Club.

The Castle keep, constructed around 1140, has recently benefitted from an extensive conservation programme funded by the Council and Historic England. The keep will be accessible to the public again, for the first time in several decades from the autumn of 2018. The Museum and Castle 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 Schoolroom building by the gateway onto Museum Street, and a Workshop in a small fenced yard north of the Castle. The former Museum Schoolroom, which used to house a conservation laboratory, small teaching and meeting room and a storeroom for collections, has been leased out commercially since 2016 to provide income for the Museum budget. It is currently leased to the Fry Art Gallery Society and known as Fry Art Gallery Too, The Museum Workshop is an old prefabricated garage used for storing tools, paints and materials; showcases for temporary exhibitions and two chest freezers for conservation and natural history deadstock. This building is becoming dilapidated and with the adjoining fenced compound (former oil tank compound) and self-sown sycamore trees, this area is an eyesore since the Castle and its surrounds have been cleared and improved..

As with many museums, the collections outgrew the storage space available in the Museum building many decades ago, the problem exacerbated in recent times by the growth in the volume of archaeological finds and records from planning and development. 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. Four horse-drawn vehicles were stored for many years at a farm in Hempstead by a member of the Museum Society, because they could not be accommodated at the Museum or in the Newport store.

In 2008, the museum was awarded a major grant from the Heritage Lottery Fund to construct a resource centre on a site off the Thaxted Road, Saffron Walden to store collections in a building which would also provide for a measure of public access and improve facilities and opportunities for working on the collections, as well as additional staff to run digitisation and outreach projects. When multiple complications with the site led to this project being abandoned, the Museum Society and Council were nevertheless able to retain enough of the monies raised to eventually provide a new purpose-built store on the Council's Depot site at Shirehill, Saffron Walden. Meanwhile, rationalisation of the horse-drawn vehicle collection (most of which had no Uttlesford connection) removed the need for additional off-site storage in barns.

The Shirehill Store, as the new off-site store is known, was completed in July 2014, fitted out in 2014-15 and the collections from the Newport store together with some social history and natural history from the museum and former Schoolroom, were packed and moved between late 2015 and early 2017. The new store occupies land leased by Uttlesford District Council to Saffron Walden Museum Society Ltd for 999 years; the Museum Society owns the building, and it is leased to Uttlesford District Council to operate as part of the Museum service, thus putting all the museum buildings under the same lease agreement between the Museum Society and Council. Most importantly, it provides a quality storage facility with improved access and care for the collections and a greatly improved working environment for staff, volunteers and all who come by appointment to use the collections.

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 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, the Museum service has sustained some cuts, including loss of its in-house conservation laboratory and conservator. For a time, visitor and learning services had to be combined into one post and then from October 2015 to September 2017 there was no Learning Officer in post, resulting in loss of visitors and income. The Museum Society supplemented its financial support for several years as an interim measure, before the Schoolroom could be leased out to provide a new income stream. The core staff team has now been stabilised with a part-time Admin Officer (16 hours per week), 4 full-time professional posts (Curator, Collections Officer (Human History); Natural Sciences Officer; Learning & Outreach Officer) and Security Officer (4 days per week) with a team of casual-contract staff and many volunteers.

Other ways of increasing income are under constant scrutiny, however within the restrictions imposed by the current buildings and resources, only modest progress can be made without some fundamental investment and changes.

2.2 Review of Previous Forward Plan 2013 - 2018

The Museum Service Forward Plan 2013 – 2018 sought to address issues restricting service capacity and use in 2 stages:

Review of 2013 – 2018 Key Aims

The two-stage plan was 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.**
The new store at Shirehill is now in operation and collections have been moved in. The collections development policy is to be reviewed in late 2018 for Accreditation.
2. **Improve management, accessibility and display of collections by developing the collections database.**
While some progress has been made with the social history and natural history collections, much work remains to be done digitising the collections and editing existing records. The critical factor is lack of curatorial staff-time to undertake this work and run more extensive documentation projects with volunteers. The lack of a dedicated curatorial post for archaeology is a particular issue, and the geological collections also require specialist identification and description for documentation to be effective.

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).** Preliminary work has begun and an opening discussion with the Heritage Lottery Fund was held in October 2017 to seek guidance on what grant applications might be made. Meanwhile the Curator and members of the Museum Society Board have attended various seminars run by SHARE on fund-raising, making major grant applications and capital projects. The Museum Society Chairman and Curator have held a series of informal meetings with representatives of other heritage and community organisations in Saffron Walden, to make them aware of long-term plans for the Museum and to explore any scope for partnership or support.
4. **Improve interpretation and use of the Museum and Castle site.** The analysis and report on the geophysical survey of the Museum and Castle site, undertaken in 2012 by Dr Tim Dennis and Ralph Potter, has been completed with a grant from the Essex Heritage Trust. The archaeological mitigation strategy resulting from this work (ECC Place Services) is now completed and will be an important part of submissions to Historic England and the Heritage Lottery Fund.

Meanwhile, conservation of the Castle, funded by the Council and Historic England, is due for completion in 2018 and will open the keep to public access. This presents new opportunities for heritage interpretation and community use of the site, and also for income generation.

5. **Maximise community involvement through appropriate opportunities to contribute to the Museum Service.** Community participation has been encouraged as part of the Museum's special exhibitions programme (e.g. *Uttlesford – A Community of Collectors*) and the new Community Case, funded by the Museum Society, which provides local people and societies with a showcase (Saffron Walden Cricket Club anniversary display, Saffron Walden Football Club). The Museum's new website and social media reach an increasing audience on-line. Services to schools were re-established after a 2-year gap in learning provision when a new Learning & Outreach officer was appointed in September 2017, but because the Schoolroom's teaching space has been lost, the size of groups visiting the Museum for taught sessions has to be restricted. The Learning & Outreach Officer is also offering to make visits to schools, and more marketing to Uttlesford schools is planned in 2018 to encourage use of this service by schools in remoter parts of the district which have not visited, or cannot do so.
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.** The establishment of a part-time Admin Officer post, permanent since 2016, has helped to establish and extend regular publicity for museum programme. More extensive, strategic and ambitious marketing will require an increased budget, more staff-time from the Curator and Admin Officer. Visitor information and consultation also remains low-key with very little staff-time available to effectively analyse and make use of data.

3 Analysis of the Environment

This section summarises the main challenges and opportunities facing the Museum Service.

3.1 A Brief Appraisal of the Museum Service (SWOT)

Strengths

- Collections: range, size and quality exceptional for a district museum service
- New purpose-built off-site store at Shirehill, Saffron Walden has improved care of and access to collections, and deposition of archaeological archives has resumed
- Heritage amenity: Museum building grade II listed, historic interest as an early purpose-built museum (constructed 1834)
- Castle site: ruined keep conserved and accessible, potential for more archaeological discoveries and interpretation of site history (geophysical survey results) and green space for outdoor activities
- 'Family friendly' museum with learning opportunities, especially through sessions for schools and family activities, VAQAS accredited
- Community links: volunteers, community partnership exhibitions
- New Museum website and social media have increased virtual visits and engagement with the Museum on-line
- Support of Museum Society and District Council, providing a mix of public and charitable funding
- Accredited Status under the government's national Accreditation Scheme for public museums and galleries. This confirms that the Museum adheres to a minimum standard in all aspects of its service. It is necessary or desirable for obtaining grant-aid and public confidence. The Museum's Accredited status is due for review in late 2018

Weaknesses

- Visitor figures static around 14,000 to 16,00 for some years
- Site is uphill from the town centre, vehicular access via one-way streets, drive poorly lit after dark and in winter – this does not attract casual footfall or help with evening events
- Museum galleries are ageing and need comprehensive re-display, with new ways of telling stories and engaging visitors and more space needed to include the recent history of the district
- Special exhibitions gallery is small and awkwardly situated between the foyer and ground floor Great Hall gallery, making it impossible to close off while exhibitions are changed; exhibitions could be more ambitious in a better space
- Museum building has multiple problems behind-the-scenes: cramped storage, offices and work spaces, ageing décor and equipment
- Museum needs to improve its energy-efficiency and control of the internal environment for people and collections, with a rationalisation and modernisation of heating, electrical services and plumbing
- Lack of dedicated teaching, activity and meeting space is a chronic problem which restricts all sorts of activities and income-generating services, especially school visits
- Lack of modern visitor facilities (shop, refreshments, WCs)

- Lack of card payment facility is beginning to impact a little on income and visitors, as some visitors do not carry cash and are unable or unwilling to walk down to a cashpoint on the town centre and uphill back to the Museum
- Staff stretched: core team of 4 f/t with p/t Admin Officer and Security & Premises Officer, all have to juggle multiple roles. Staff changes in early 2018 (1 f/t post becoming job-shared and 1 f/t post vacant from mid-May, to be recruited) will make it difficult to proceed with any development plans until a new team is fully settled in.
- Insufficient curatorial posts to cover all collections or to undertake major gallery redisplays while maintaining special exhibitions programme and other services; lack of a dedicated archaeological post is a particular issue with the documentation backlogs and rapid increase in collections and information due to planning & development
- Over-reliance on casuals contract staffing for weekends, bank holidays and other times when additional support is needed. The availability of casual staff for any set date cannot be guaranteed or enforced, and this is affecting the Museum's ability to open on some bank holidays (e.g. Easter Sunday and Monday 2018) and meet obligations for booked events, as well as taking up significant curatorial staff time to rota and train a large casuals' team.
- Lack of staff and financial resources to dedicate to long-term marketing strategy
- Looking to the future, with pressures on public funding the museum needs to diversify and increase its income streams to survive and grow.

Opportunities

- The Museum and Castle site has potential for promotion as a heritage amenity with improved public access to the Castle and interpretation, hiring opportunities and events, providing more visitors and income-generation to maintain the Castle and Museum.
- The Shirehill store and wi-fi provide opportunities for additional staff, volunteers and others to work on the collections, adding records to the database and researching new displays
- Museum Society's charitable status and capital funds from sale of the former Curator's House provide a good foundation for capital projects
- Scope for making applications to Heritage Lottery Fund (HLF) and other funding organisations for improvements
- Extension of the Museum building to the east would be possible and also improve an untidy area (old oil tank compound and workshop, overgrown sycamore trees).
- Update and extend permanent displays and special exhibitions, attracting more visits
- Re-establishment of Learning & Outreach officer post (September 2017) allows the Museum to encourage schools and all forms of learning
- Development in the district increases the need and opportunities for outreach to new and established communities in the district, especially in areas further from Saffron Walden and new communities arising from the implementation of the Local Plan

Threats

- Increasing competition for people's attention from other cultural and heritage attractions and services in the locality, region and on-line
- Continuing pressures on public funding for local authority services (Council)
- Increase in museum development trusts and other charities all looking for volunteers and new sources of funding (Museum Society)

- Stability of Museum staffing essential to manage a large development project successfully
- Maintenance of historic Museum building, especially with problems of damp, energy costs and accessibility to some areas

4 Consultation and Analysis

4.1 Visitor figures in recent years have remained at around 14,000 – 16,000 per year, with fluctuations. Variations on numbers visiting are due to a range of factors, but periods when no learning officer has been in post e.g. Nov 2015 – Sept 2017) are linked to drops in visitor numbers especially school visits. According to basic visitor data captured by volunteers at the Welcome Desk, about 35 % of visitors come from Saffron Walden and the immediate area; other parts of Essex and the East of England account for another 35% and the remainder of visitors are divided more-or-less equally between visitors from other areas of the UK and visitors from overseas. More use might be made of this basic data to inform marketing but there is insufficient staff time to devote to in-depth analysis. There is need for more wide-ranging and independent research into actual and potential audiences for the Museum, and to identify barriers to visiting, before the Museum can embark on development plans. This is therefore high on our list of Key Aims.

4.2 In 2017 the Museum Society Chairman and Curator held informal meetings with local heritage and community groups, including the Castel Hill Tennis Club, Fry Art Gallery, Saffron Walden Initiative and Town Library Society, to open a dialogue about the Museum's potential development and any opportunities for partnership working or mutual support.

4.3 In 2017 a Heritage Development Forum for Saffron Walden was initiated to bring representatives of different heritage interests within the town together for liaison and joint working. This Forum is still in its early stages as a community organisation, but present another channel through which ideas can be communicated.

4.4 Uttlesford District Council's Local Plan will be important for the Museum's future plans. New developments have the potential to bring in new audiences. The Museum will need to take account of changes in the district's population and the most effective way to reach both traditional and new communities. An in-depth audience development study should help to address these wider issues.

5 Key Aims

1. **Stabilise staffing:** key appointments in 2018 (Natural Sciences jobshare and Collections Officer / Human History) and resolve weekend / bank holiday staffing issues by implementing two permanent weekend and bank holiday Visitor Assistant posts to work alongside the casual-contract team of Museum Assistants.
2. **Introduce EPOS till with card payment facility** for the Welcome Desk, to capture income from visitors or would-be visitors who do not carry cash (on-line payment and booking for events as a longer-term goal)
3. **Start process of in-depth consultations and feasibility studies** underway to inform and enable further forward planning, subject to securing external funding (discussions with HLF have identified a Resilient Heritage Grant could fund this work)
4. **Address the backlog of collections work especially cataloguing and digitisation** at Shirehill, and continue to encourage deposition of archaeological archives so that key objects and information can be incorporated into new displays and outreach programmes, and on-line access to collections can be developed. This requires a project-funded f/t additional curatorial post for 2 years with an archaeological specialisation but capable of supervising digitisation projects with volunteers across all human history and natural science collections generally, and to be based at Shirehill Store. This will require external funding (potentially HLF Our Heritage grant)
5. **Work with the Museum Society on a fund-raising strategy** for capital developments and other projects.
6. **Develop the Museum and site as a 'heritage hub'**, with particular regard to improving audiences and their engagement with the heritage and the long-term sustainability of the museum service through enhanced services, facilities and new income streams. Re-display of some galleries and provision of a new learning & activities room; a new special exhibitions gallery and a larger reception area with shop, will be critical elements. (This will require substantial external funding, potentially from a HLF Heritage Grant and other sources, and including funds held by the Museum Society from sale of the Curator's House)
7. **Improve knowledge and interpretation of the Castle site** (bailey of Walden Castle, origins of medieval town) through archaeological investigation with community involvement (subject to planning and SMC conditions) and contribute to promotion of site as an outdoor venue, to help the Council maintain the Castle keep and ground in excellent condition.

6 Specific Objectives for each Key Aim

Key Aim 1 Stabilise staffing

- 1.1 Establish jobshare for Natural Sciences Office post and induct new member of staff (probation period April – September 2018)
- 1.2 Recruit to vacancy for Collections Officer (Human History) summer 2018, aim to recruit new member of staff to start in September 2018
Both the above are a pre-requisite before the Museum can proceed effectively with development plans.
- 1.3 Establish and Recruit 2 permanent Visitor Services Assistants on permanent contracts for weekends and bank holidays, to work alongside the current team of casual-contract assistants. This will bring the Museum into line with other similar local authority museum services in the region, increase the certainty of being able to open on bank holidays and weekends, and improve the Museum's ability to commit to events and bookings where extra staff are required.

Key Aim 2 Introduce EPOS Till and Card Payment to support income generation

- 2.1 With the Council's Finance and IT departments, identify a suitable EPOS system which can be used by the large team of Desk Volunteers, and temporary assistance to help train and support volunteers until new till procedures are embedded.
- 2.2 Include card payment as an option at the Welcome Desk for admission tickets and souvenir sales.
- 2.3 Investigate and cost further potential uses e.g. on-line payment for event and activity bookings, to be integrated at a suitable stage in future Museum developments when resources and staffing permit.

Key Aim 3 Start process of in-depth consultations and feasibility studies

- 3.1 Apply for funding (HLF Resilient Heritage grant) in 2018 for external consultants to provide:
 - a. Audience Development Study including assessment of actual and potential users, actual and perceived barriers to engaging with the Museum Service and scope for increasing the breadth and number of visitors / users and the quality of their engagement with the Museum Service. Subsequent development work will take its cue from the result.
 - b. Feasibility Study and Options Appraisal for the Museum and site, including business planning and income generation options, heritage interpretation and architect's design for best option to extend and improve the Museum building, with outline proposals for gallery re-displays.

Key Aim 4 Address the backlog of collections cataloguing and digitisation

- 4.1 Develop and run a pilot project to test the potential of, and users' response to, on-line searching of collections, in conjunction with the Modes Users Association (providers of Modes Complete database software for museum collections) and the

Council's IT section. This will provide information to support bids for funding. It will require a web designer to design the interface page for on-line searching.

- 4.2 Establish demand and potential audiences for outreach activities using collections to tell 'stories of NW Essex' – providing a sense of place and sparking curiosity about the human and natural environment of the district. This will also provide information on potential themes for re-display of galleries and provide information to support bids for funding.
- 4.3 Apply for funding (HLF Our Heritage and possibly other sources) to run a two-year digitisation and access to collections project, 'Stories of North-West Essex'. This will cover costs of one additional member of curatorial staff for 2 years, to work at the Shirehill store and maximise opportunities there for volunteers, work experience students, interns and specialists to assist with the digitisation programme. Outcomes will be to address the backlog of uncatalogued and undigitised collections (especially, but not exclusively archaeology), improve access to collections and enable curatorial staff to use the collections and digitised records to produce display briefs for new galleries.

Key Aim 5 Work with the Museum Society on a fund-raising strategy

- 5.1 Apply for funding HLF Resilient Heritage) in 2018 for a short-term fund-raising assistant to research foundations and trusts to which the Museum Society could apply for grants towards Museum developments.
- 5.2 Apply for funding HLF Resilient Heritage) in 2018 for a fund-raising mentor to help the Museum Society, working with Museum staff, to produce a fund-raising strategy for the Museum developments envisaged in this Forward Plan and for the long-term future, to enhance the sustainability of the Museum Service. The Museum Society will separately look to recruit commercial / fund-raising expertise to the Board to complement the professional experience of other directors.

Key Aim 6 Develop the Museum and site as a 'heritage hub'

- 6.1 Dependent on the results of research and feasibility studies in Key Aim 3, raise funding for capital works and activities to extend and improve the Museum and develop the site as a 'heritage hub' for NW Essex and beyond. The emphasis will be on broadening and increasing public engagement with the heritage (collections, Museum and Castle site) and through that, increasing income and sustainability. A two-stage HLF Heritage Grant has been identified as the principle source of funding but will need supplementing with matching funding from other sources and the Museum Society.
- 6.2 The project will consist of a Development Phase (Stage 1) which is envisaged as lasting approximately one year (although up to 2 years are allowed under current HLF rules) and a Delivery Phase (Stage 2) which may last longer.

Objectives under this key aim will be further developed as Key Aims 3 and 4 are implemented.

Key Aim 7 Improve knowledge and interpretation of the Castle site

- 7.1 Using the results of the geophysical survey undertaken on the Castle site, and depending on feasibility studies and costings from Key Aim 3, carry out archaeological investigations on the Museum and Castle site. This will be partly to fulfil planning and Scheduled Monument Consent conditions for any extension to the Museum and associated groundworks, and partly to investigate features of interest which could add significantly to our understanding of the history and evolution of the Castle site and hence the history of Saffron Walden itself. The work will be professionally led but should incorporate opportunities for local people to participate in uncovering their local heritage. Potential funding sources are HLF Our Heritage or part of the larger Heritage Grant application. Smaller supplementary grants may be sought from local and regional heritage sources.
- 7.2 Information from this will be used to enhance interpretation of the site's history through a range of means such as display panels, digital media and publications.

Objectives under this key aim will be further developed as Key Aims 3 and 4 are implemented

7 Phased Plan for Achieving Objectives

1 Resilient Heritage 2018-19 applications and work programme

Development (Project enquiry, application and assessment by HLF) April – October 2018

Delivery of work December 2018 - December 2019

To undertake the research and consultancy work needed on

- Audience development
- Feasibility and options appraisal (including architect's design to RIBA Stage 1)
- Heritage interpretation and other surveys
- Business planning and financial sustainability

in order to develop an appropriate, costed plan for improving the Museum which enables 2

2 Heritage Grant – developing the Museum and site as a 'heritage hub'

- Stage 1 – development phase - January 2020 – June 2021
- Stage 2 – delivery phase - June 2021 - 2023

Parallel to this:

3 Our Heritage Grant – access to collections

October 2018 – June 2021

- To develop digitisation of the collections as the key to improving access and use
- Staff – greater ability to manage and use collections to tell stories of NW Essex and develop Museum activity programmes
- Researchers – improved access to information on collections
- General Public – on-line searching and great engagement through outreach activities and displays

4 Our Heritage Grant – archaeological community project

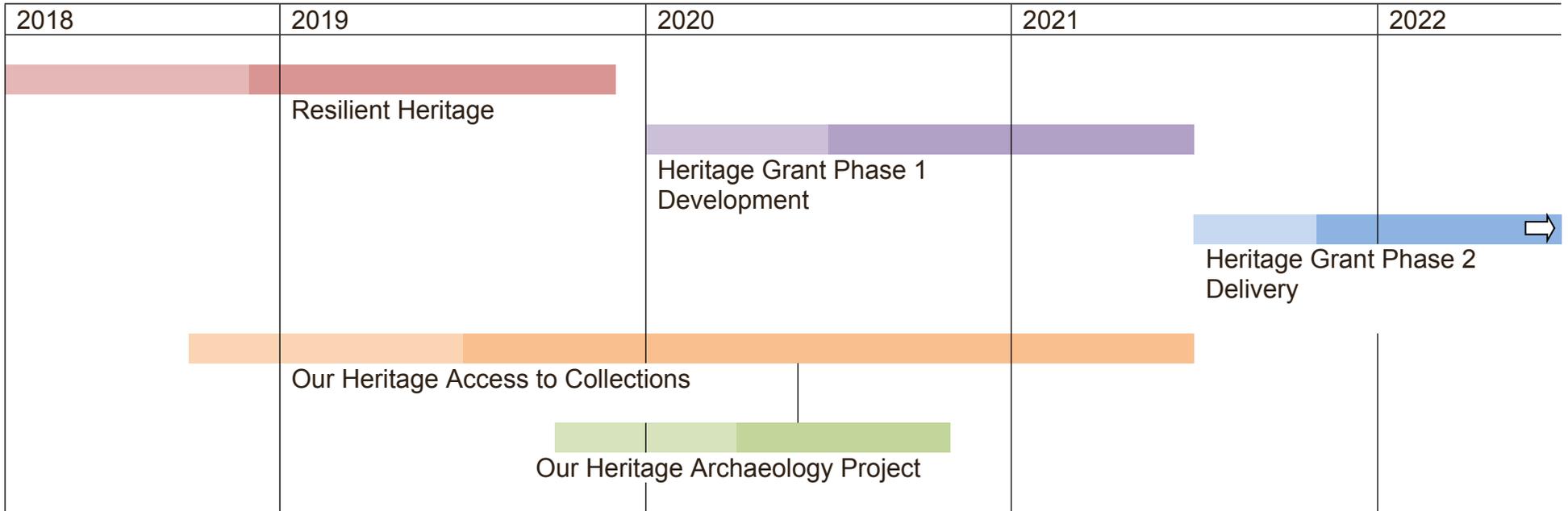
October 2019 – October 2020

- To undertake archaeological work in mitigation of planning and scheduled monument consent (SMC) conditions,
- To investigate areas and features of particular potential, identified by the geophysical survey 2012)
- To provide an opportunity for community involvement in discovering more about the castle site and Saffron Walden' medieval origins

Schematic Representation of Projects with Heritage Lottery Applications

Development phase (project enquiry, application and assessment by HLF) is shown in paler shade

Delivery of project in darker shade, assuming successful outcome for application (which cannot be guaranteed)



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Resilient Heritage application to Heritage Lottery Fund

Draft of Project Enquiry form

What is the title of your project?

In no more than 15 words, please choose a title which you think best describes your project.

Saffron Walden Museum: Preparing for transformation into a more sustainable and wider-reaching museum service

1a. Name and address of your organisation

Saffron Walden Museum, Museum Street, Saffron Walden, Essex CB10 1JL

1b. Details of main contact person

Carolyn Wingfield, Curator, cwingfield@uttlesford.gov.uk 01799 510333

1c. Are you a not-for-profit organisation?

Yes (Fully accredited local authority-run museum)

1d. Where did you hear about the Heritage Lottery Fund?

Previous experience of applications, website, professional literature and meetings

2a. What is the heritage that your project will focus on?

Saffron Walden Museum's **collections**, especially the human and natural history of north-west Essex (Uttlesford district; the **museum building** (grade II listed and purpose-built museum, opened 1835) and the **castle site** in which the Museum is located (scheduled ancient monument, the bailey of Walden Castle). The Norman keep has recently been conserved by Uttlesford District Council and Historic England, and a geophysical survey of the whole site has revealed extensive archaeological features including evidence of structure surrounding the keep and a large medieval manor house beneath and extending beyond the Museum forecourt.

3a. Is the address of your project the same as the address of your organisation?

Yes

3b. Describe what your project will do.

Saffron Walden Museum faces challenges but also has opportunities to develop into a more ambitious, engaging, creative and sustainable cultural asset and 'heritage hub' for the Uttlesford district and surrounding region. The purpose-built museum building (opened 1835) is cramped and has no area or facilities dedicated to learning, meetings and activities. The gallery displays are ageing (last major re-display was around 25 years ago) and need to be re-imagined, with the potential to display more of the wide-ranging collections (over 150,000 objects and specimens) and recently-acquired material. We need to refurbish and extend the museum building, providing better facilities for visitors and the workforce, and reconfigure back-room areas for more effective working and collections management. In pursuit of long-term sustainability, the museum needs to broaden and increase its audiences, generate more income and commercial enterprise, and diversify its funding streams in collaboration with Saffron Walden Museum Society Ltd (charity 1123209) which owns the building and collections, and with Uttlesford District Council, which operates the museum service. This local authority – charity partnership is an asset, especially in times of severe pressures on public funding, so one element of the project will be to assist the Museum Society to develop its fund-raising capacity to support museum developments and its long-term operation.

Our Resilient Heritage project is to lay the foundations for achieving this transformation, by commissioning feasibility and options appraisals, commencing with an audience development study with public consultation. The results of this will inform a feasibility study which will cover

business planning, heritage management and interpretation, governance and staffing. This in turn will lead to an appraisal of options for the museum building, including the services of an architect to produce RIBA Stage 1 drawings and a Quantity Surveyor to cost building options. Other consultants will be brought in to advise and cost specialist elements as described below. This sequence, which we envisage being led by a heritage consultancy, should ensure that our planning is led by 'audience demand' coupled with sound business planning to make the development project viable and the long-term future of the Museum more sustainable.

Project activities in detail:

1. An in-depth consultation by independent audience development consultants will align our vision with the needs and expectations of actual and potential audiences, and explore options for activity plans and building community engagement.
2. Topographical survey: a 3D digital survey of the museum building, interior and exterior, the Museum and Castle site and the Castle keep. This is an essential pre-requisite for architects and designers, and will provide 3D computer modelling to enable all aspects of the development and graphics required.
3. A feasibility study and options appraisal with business planning will determine the most appropriate and effective way of developing the museum building, site and services, and improve our heritage interpretation (the collections in the Museum and the Castle site outside). Options for future governance and staffing should be included in the business plan. The feasibility study will include an architect to develop plans to RIBA Stage 1 for the Museum building, a Quantity Surveyor to cost the options and a heritage interpretation / design consultant to scope options for new displays and heritage interpretation.

As the Museum is a Grade II listed building on a scheduled ancient monument site, our project will also require the following:

4. Historic building consultants. These will establish options and constraints on alterations to the Museum building and its interpretation architecturally, as one of the oldest purpose-built local museums (built 1834, opened 1835).
5. Energy and environmental consultants, to provide costed options on improving energy use and achieving a more stable environment for people and collections, in a more energy-efficient and controllable way. This will cover heating, electrical services, lighting and water.
6. Archaeological consultants to plan and cost excavation work (a) to discharge likely planning and scheduled monument consent conditions, and (b) to improve interpretation of the castle site, with opportunities to engage local people in a community dig;

These studies and surveys will enable us to open dialogs with other key stakeholders such as Historic England, the local community and planning authorities. An important outcome will be the formation of an informed and comprehensive draft budget for proposed capital works and activity programmes, to take forward as a basis for fund-raising and grant applications.

7. In preparation for our developments, we also need to develop a fund-raising programme through Saffron Walden Museum Society Ltd, utilising its charitable status to best effect. Part of our project is therefore to improve the fund-raising capacity and effectiveness of the Society for identifying and raising matching funding, through (a) the employment of a fundraiser to help the Society research and identify potential grant-giving foundations and trusts and (b) a professional 'fund-raising mentor' with experience of the heritage sector, to help the Museum Society develop a fund-raising strategy for immediate and longer-term goals (this will follow on from the business planning element of the Feasibility and Options Appraisal in 2 above),
8. Finally, the small Museum staff team will be challenged to plan and deliver museum developments while maintaining day-to-day operations and services. A small sum to engage a Mentor has therefore been included to develop the staff team and help them to focus on achieving a successful project.

4a. When do you expect your project to start and finish?

Starting by December 2018 and finishing by December 2019 (1 year)

5a. How much is your project likely to cost? What are the major costs are likely to be?

Activity		£
1	Audience development study and public consultation	15,000
2	Topographical survey of Museum building (interior and exterior, Castle and site (pre-requisite for architects and designers' work)	10,000
3	Feasibility & Options Appraisal, including heritage management and interpretation, business planning and staffing and governance structures. This will include Architect and RIBA stage 1 drawings and Quantity Surveyor , and heritage interpretation / design consultant	30,000
	Other consultants to be brought in:	
4	Historic building consultants to advise on options for modifying and extending the Museum building (listed grade II) and interpretation of its history as one of the earliest purpose-built local museums	2,500
5	Energy and environment survey and options appraisal for Museum building, to rationalise and improve efficiency of heating, electrical services and lighting	2,500
6	Archaeological consultants to advise and cost archaeological work (a) to fulfil planning and scheduled ancient monument conditions, and (b) to investigate and cost further excavation to improve interpretation and provide an opportunity for community participation.	2,500
7	Improving the fund-raising capacity of Saffron Walden Museum Society Ltd (registered charity 11203209):	
a	Employment of freelance fund-raising researcher to investigate and identify foundations and trusts to which the Museum Society might apply for funds Estimated at £150 per day for 15 days' (3 weeks) work + £250 expenses	2,500
b	Fund-raising mentor' to work with the Museum Society on a fund-raising strategy, to maximise its fund-raising potential for immediate developments and for long-term sustainability of the museum service post-development. Estimated at £350 per day for 5 days' work + £250 expenses	2,000
8	Mentoring for Museum team (Curator and 5 staff, total 5.25 FTEs)	2,000
	Sub-total	£ 69,000
	10% contingency	6,900
	Total project cost	£ 75,900
	Cash contribution (source: Saffron Walden Museum Society Ltd, owners of the museum building and collections, registered charity 1123209) = 13% of total cost	(10,000)
	Net Cost = Grant Requested from HLF	£ 65,900
	Contribution in kind: volunteers time (directors and officers of Saffron Walden Museum Society Ltd) for Development Committee and related work	5,100

Calculations for Contribution in kind: Museum Society time volunteered for duration of Resilient Heritage project (one year)

Development Committee: 5 Museum Society members (Chairman, Treasurer + 3 others, currently Richard Priestley, Douglas Kent and Barbara Light) costed @ £25 per hour per person

Allow for 6 meetings (one every 2 months) of 2 hours

6 x 2 x 5 people @ £25 per hour equivalent = £ 1,500

Additional time allowance of 24 hours each, for other meetings (e.g. with Museum and Council staff and consultants) and associated work, for 3 Museum Society Directors (including Chairman and Treasurer) with professional expertise in law, accountancy and education

24 x 3 @ £50 per hour equivalent = £ 3,600

Total cash-equivalent of Museum Society voluntary support £ 5,100

Note on funding for HLF:

The Museum is operated under a joint management agreement between Uttlesford District Council and Saffron Walden Museum Society Ltd (registered charity 1123209). Under this agreement, the Museum Society is responsible for providing cash contributions and matching funding for capital and development projects, not the Council.