

Wiltshire Archaeological and Natural History Society

Strategic Plan

2009 – 2014

Agreed by the members of the Wiltshire Archaeological and Natural History Society
at their Annual General Meeting on 10 October 2009

inspiring people to explore the
archaeology, history and
environment of Wiltshire

“Excellent exhibits, lots of extras for
children to do” – Visitor from Trowbridge

The whole day really brought history to
life and was far better than any lessons in
the classroom – Teacher from Pewsey

A very informative collection, well
displayed, friendly staff – Visitor from
Augusta, Western Australia

I am very favourably impressed and a
wonderful library – Visitor from
Philadelphia USA

10/10/2009

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Introduction

The Wiltshire Archaeological and Natural History Society was founded in 1853. The objects of this independent charity are to “educate the public by promoting, fostering interest in, exploration, research and publication on the archaeology, art, history and natural history of Wiltshire for the public benefit.”

This can be crystallised into a Mission Statement:

- inspiring people to explore the archaeology, history and environment of Wiltshire

Our Audiences

The Society, particularly through its museum and library, engage with a number of distinct audiences, each with different needs and potential for development. The main audiences are

- local people – families, those interested in local/family history, newcomers to Wiltshire
- formal learners – particularly school age children, through visits or outreach activity
- tourists – including general visitors to the town, or and those for whom the museum is an ‘intellectual gateway’ to the Stonehenge and Avebury World Heritage Site
- specialist – students, academics and researchers
- members – individuals and institutions, in the County, across the country and internationally

In 2008 - 2009, there were 22,936 visitors to the museum and library, including

- 6,328 people who attended events or activities at the museum
- 3,689 people who took part in outreach events or activities
- 7,839 visitors to the museum

Over the last 5 years there has been a general upward trend in the number of visitors, with the increase being largely driven by increased numbers of people participating in events and activities.

Our Collections

The collections of the Society are Designated by Government as being of national significance, though held by a non-national museum. The entire collections are Designated, but of particular significance are the archaeology collections and archives that relate to the Stonehenge and Avebury World Heritage Site. The Society has been collecting for over 150 years, and its collections are relevant to every community in the County.

Our Members

The Society has about 1000 members, ranging from enthusiasts to academics, local history societies to major research libraries. The Society has a busy programme of lectures, events, field trips and visits. Members are involved in committees and groups that carry out important work, including the monitoring of planning applications and archaeological research. Many members also volunteer, supporting the Society through activities such as cataloguing the collections, staffing the reception desk and helping at events.

Our Partners

Partnership working is vital for future development. The Society has developed relationships with a number of organisations in the local area, including the new Wiltshire Council, as well as with national bodies such as English Heritage.

What we do

The Society undertakes a broad range of activities, it operates the museum and library, and is an academic publisher. It supports researchers, and provides social networking for volunteers, and for others, it offers practical steps to help people into work.

Context

This Strategic Plan identifies the key priorities for the Society for the period from 2009-2014. This period will see a number of changes and events that can be predicted, and which form a backdrop to the development of the Plan.

By 2014

- the London 2012 Olympic Games will have been held
- Lottery funding will have risen back to levels last seen in 2006
- the new Stonehenge Visitor Centre will have opened
- most current Trustees will have completed their term of office and a number of staff will have left
- Wiltshire Council will be 5 years old
- Digital switchover will have been completed and the BBC licence fee may be coming to an end
- Climate change will have had a major impact on personal and public transport
- 1300 new homes and 14 hectares of employment land will have been constructed in the collecting area of the museum
- Archaeological contractors will expect to deliver 1,300 boxes of archaeological archives to the museum
- 10 metres of additional archive and library materials will have been added to the collection
- The digital archive will be 3 terabytes in size
- Economic growth in the economy will have returned to pre-credit crunch levels
- Important new research will have raised the profile of the museum and library collections

SWOT Analysis

SWOT Analysis is a technique to identify the Strengths, Weaknesses, Opportunities and Threats faced by an organisation, and serves to highlight key issues for strategic planning.

<p>Strengths</p> <ul style="list-style-type: none"> • Members • Collections • Staff expertise • Supporters beyond the membership • Support in Devizes 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of revenue funding • Lack of investment in 'product' • Difficult building • Critical mass of visitors • Ability to reach new audiences – young adults / secondary schools • Working hard, not always smart
<p>Opportunities</p> <ul style="list-style-type: none"> • Stonehenge visitors centre / research centre and marketing links • Partnerships – WC, SSWM, WWT etc • Renaissance Review • Developments in Devizes – eg Assize Court 	<p>Threats</p> <ul style="list-style-type: none"> • Financial / Credit Crunch / recession • Local Government restructuring • Limited capacity • Archaeological archives

Overarching priority

The overarching priority of the Strategic Plan is to ensure the sustainable development of the Society. In practice, this will require the widening of the membership base of the Society, increasing the numbers of users and visitors, and increasing income. These three priorities are inter-linked, and none can be achieved in isolation.

Aims

To ensure the future sustainability of the Society, a series of high level aims have been identified that will focus activity over the 5 year period. In turn, each Aim has a set of actions that will be progressed during an annual planning cycle, starting with the 2009 – 2010

Aim : Meet visitor expectations

The expectations of visitors and users continue to grow, and audience development work undertaken in 2008 identified that a coherent strategy for museum displays is required. This strategy would ensure that galleries were developed to tell a coherent, accessible story of Devizes, Wiltshire and its people.

The current museum displays have evolved over more than 30 years, and the current building, comprising 3 main 'blocks', does not lend itself easily to a highly structured sequence of galleries that balances access with security and environmental considerations. Visitors expect that galleries are up-to-date and relevant, which suggests that no display should be more than 8-10 years old. The location of the Museum has been much discussed over a number of years, and it is clear that, in the current circumstances, the strategy for the Society should be to make the best use of the existing building. However, the Society should also be ready to consider opportunities should they arise, and this is discussed in more detail in Appendix I.

The most important areas of the collections are those dating from the Neolithic and Bronze Ages. Currently the museum is unable to display some of the key objects from the collections because of the security constraints on the current display areas. At the same time, these are the objects of most significance to visitors, and which are the subject of new research. For these reasons, the main priority for new displays will be to display these important and sensitive objects in the ground floor gallery currently used to display natural history and geology. This part of the building has no vulnerable access from the street, has few windows, and security measures can be easily implemented. This move will be accompanied by a new area to introduce the geology, natural environment and biodiversity of the County and contribute towards the Wiltshire Council priority to ensure that the natural environment is understood, conserved and enjoyed. The displays of natural history and geology continue to be popular with visitors, and are the only permanent displays of their type in the County. The focus for interpreting the collections will change from the written word to speech, sound and moving images. This new development will include a lift to give access to most of the museum, and also will add a small cafe, together meeting the priorities identified during access and audience development work over the past few years.

While these changes will provide access to important collections currently not on display and enable the museum to develop a national profile, it does not solve the underlying circulation problem of the remainder of the galleries. Appendix 2 outlines a phased approach to refurbishing the museum galleries that will tell a coherent story to its visitors. Achieving this ambition will take a number of years, and a substantial future investment. The first steps towards this ambition have now been taken, and the ideas now need to be developed in more detail and a major fund-raising campaign launched.

Actions

- Initiate audience development research with tourist visitors
- Deliver a lively and engaging exhibition and events programme
- Implement a marketing strategy to make the most of exhibitions and current displays
- Develop funding proposals for a significant investment in museum displays

Target

- Open a new Neolithic and Bronze Age gallery by 2012
- Increase visitor numbers to 30,000 by 2012
- Prepare a major funding bid for further gallery development by 2014

Aim : Market the Collections Online

The Library and Archive holds rare and unique resources about the environment, archaeology and history of the County and its people. Researchers and visitors increasingly expect the collections to be available online, complete with high resolution digital images.

The Society has already established a position as one of the few museums with collections that are almost fully documented, and the library document collections are now also available online. The only major area of the collections that still need to be made available online are books held in the library, and plans are under way for this to be tackled using Google Books as a mechanism.

With these achievements, the focus for the Society now needs to be on promoting the online collections, and encouraging their use by researchers. In turn, this will encourage more use of the physical collections, new research publications and therefore encourage real-life visitors to the museum. To enable this to happen, the Society must 'open up' those publications where it is not currently generating real revenue, and adopt policies similar to those used in other fields. Examples include the Lancet, where there is a 5 year 'moving window' where the older publications are made available free of charge, but where current copies are charged. Many publishers are finding that opening up their back catalogue in this way actually boosts sales of past publications, and also generates more interest in the current paid-for publications.

Currently, the most appropriate mechanism is to 'register' Society publications as being for sale on Google Books. Most of the Society publications have already been digitised by Google, but only those published before about 1875 can currently be viewed online. However, Google will soon be launching a digital library service, initially in the US, for individuals, and also for academic libraries. Ensuring that the Society is properly represented in this service will ensure that its publications are easily accessible to a worldwide audience, and that it will benefit from appropriate revenue streams.

However, it is vitally important that the Society has the ability to maintain its own information services, and does not rely upon a single service provider. The Society must maintain a library database, and copies of digitised publications wherever possible. In the short term, this is necessary to ensure that users can search across information held by the museum, library and archive.

The Society should also share catalogue information with other service providers. The museum catalogue is already available through the Wiltshire Treasures website, re-launched by Wiltshire County Council in early 2009, and plans are under way to supply information to UK-based portals (www.culture24.org.uk) and also to Europeana - the European Digital Library. In addition, the online collections can be integrated with site-based information, using GIS systems, and accessed using mobile phone technology. This potential can best be explored in the context of partnership working, particularly in the Stonehenge and Avebury World Heritage Site.

Actions

- Adopt a 'moving window' policy for the publication of WANHM
- Register ownership of the Society's publications
- Investigate the potential of mobile technologies to integrate collections information with archaeological sites in the landscape

Target

- To have all collections online by 2010
- To complete the cataloguing of library holdings by 2010
- To have digitised the most significant manuscripts in the collections by 2012
- To be generating significant revenues from online activity by 2010

Aim : Build a wider membership

The membership provides a bedrock of support, without which the Society, the Library and Museum would cease to exist. Currently there are about 1000 members of the Society, and they range from enthusiastic amateurs to academic researchers, local history societies to major research libraries. By comparison with some other County Archaeological Societies, the membership of the Society is at a high level, and is generally stable, both of which are a major achievement for the Society. However, the Society needs to begin to create the mechanisms that will encourage a younger generation of members to become involved in the Society, and particularly to encourage families with young children to join, and to ensure that their membership remains important to them as their family grows.

A number of steps in developing a wider membership are being taken with the transition of the Trilithon newsletter into a publication that is actively targeted at a readership beyond existing Members of the Society, and which aims to encourage those who receive a copy to pass their copy to a friend or relative who may be interested, and to use this as a platform to generate wider support. The website is also being developed to include interactive services, such as YouTube, Facebook and Flickr, that will give the Society a visible presence in these popular services, and will engage and inspire users of these online services. Special exhibitions, and especially the launch of new galleries, will also create an opportunity to reach out and engage new audiences.

These strategies to engage a wider community of users need to be followed up with a review of membership. Current subscription levels are set, at least in part, by the need to generate a critical mass of subscribers that makes WANHM economic. However, the take-up of ebooks and the launch of print on demand publishing services together mean that the Society should consider the introduction of new flexible tiers of membership to appeal to those who do not want a printed journal, prefer digital delivery or have different interests. In the short term, an annual ticket to the museum will encourage more people to become involved in the Society.

The Society must redouble its efforts to develop and sustain relationships with those in the County who are able to give it substantial support. As the Board of Trustees have become more business-like and focussed on ensuring the efficient management of the organisation, it has become more difficult to recognise the role of those who are willing to support the Society as benefactors or supporters. The Society should to create a mechanism, perhaps a Patrons Scheme, through which their contribution can be recognised.

Social networking and personal contacts are the most important ways to create a 'virtuous circle' that encourages people to become involved in the Society, Engaging exhibitions, interesting event, new displays, effective communications and an enhanced media profile will help to drive a sustainable increase in membership.

Actions

- Continue the transition of Trilithon to a magazine of general interest
- Implement social networking on the website
- Review potential for moving to a print-on-demand model for publishing WANHM
- Review membership categories and subscription levels, and launch a recruitment campaign
- Introduce a Patrons scheme

Targets

- To expand the membership base to 2,500 by 2012 and 4,000 by 2014 through additional membership categories and an annual museum visitors ticket
- To have established a Patrons scheme that has generated match funding for an HLF bid

Aim : Create a Learning organisation

The Society should be a Learning Organisation – encouraging learning, promoting exchange of information, creating more knowledgeable people who accept and adapt to new ideas and changes through a shared vision. These principles should underpin all the work of the Society, and particularly in its role in supporting volunteers, enabling research and inspiring learning.

The pace of change in education means that there are increasing opportunities to support different groups. While the museum has a well-established programme for primary school audiences and an excellent reputation for supporting family learning, progress is now being made in extending the 'offer' of the museum to support secondary school teaching and learning. The challenge in working with secondary schools is to support different areas of the curriculum, and to operate within the tight confines of the school timetable. There is potential to expand the education programme in the following areas:-

- Pre-school – working with local groups
- Gifted and Talented and Special Needs – personalised learning opportunities to encourage development
- Home educated – building on existing provision
- Extended Schools – offering in-school workshops
- Learning Outside the Classroom – including developing Town Trails, continuing the partnership at Stonehenge, and developing new partnerships with the National Trust
- Technology – providing resources and video-conferencing sessions

The Society is already active in supporting Higher Education, and hosts visits by many University Archaeology Departments, and sees a very high level of research in the collections, particularly at post-Graduate and Post-Doctoral levels. The existing relationship with the research community can be reinforced, and should be developed to the stage where the museum is a partner in research proposals to funders such as the AHRB. But research is a much wider field than academic, and the work of Society members, either through their individual research, or through the Archaeology Field Group and Industrial Archaeology Group, in primary research is important. The Society fills a gap in research in the County, and these groups are an important platform to develop Community Archaeology projects, and to encourage wider participation in the work of the Society. Over time, this participation should be supported by a range of talks and lectures, as well as Continuing Education courses.

The Society relies upon the support of its 200 volunteers, who contribute 1700 hours a year. Providing opportunities to volunteer is an important role for the Society, whether in enabling the newly retired to develop new interests and personal contacts, or in helping those seeking to build a career to gain skills and up-to-date expertise. The Society must ensure that it continues to support volunteers effectively, particularly those that are returning to work, in their training and continuing professional development.

Actions

- Continue to develop programmes to engage new audiences – including pre-school, KS3 school students and older people
- Develop partnerships with Universities and Learned Societies to promote the use of the museum collections
- Encourage the use of the museum for the delivery of continuing education courses
- Continue to develop the support and training offered to volunteers

Target

- Achieve Learning Outside the Classroom Quality Badge
- Invited by a University to be a funded partner in a research proposal

Aim : Solve the Storage Crisis

The Society manages collections that have been Designated as being of national significance, and objects and archives that are the primary evidence of excavations in the Stonehenge and Avebury World Heritage Site. These collections have been built up over more than 150 years, and the capacity of the storage facilities for both museum objects and library documents has been reached. A number of collections are stored in less than ideal conditions, and floor loadings are causing damage to the building.

The Library has a storage crisis created by the acquisition of newly published material and the active collecting of relevant documents and archives – at a rate of approximately 4 [how many] metres of shelving per year. In the short term, the situation can be eased by use of roller racking to increase the density of storage. In addition, the Society is generating increasing quantities of digital archives, which it is not properly equipped to manage.

For the Museum, the storage crisis has been created by the failure of PPG16, the Government guidance that ensures that developers fund archaeological excavation. However, the PPG16 guidance does not extend to covering the long-term costs of managing the archive – which includes the finds, paper records, plans and, increasingly, a digital archive. The scale of the problem is set to increase, already over 500 boxes of archaeological archives are being held by one archaeological contractor. Strategic plans exist for continued development within the collecting policy area of the museum, and the resulting archaeological archives cannot be stored at the museum unless additional funding is found. The storage crisis is shared by other museums in the County, especially Salisbury and South Wiltshire Museum, and, while some short term measures can be taken, a more far-reaching solution is essential.

If Government inaction on the replacement of PPG16 continues, it may be necessary for the Society to consider a high profile campaign on the issue to ensure that archaeological storage is adequately funded. This may include a statement by the Society that development in the County should be halted until a funding model is created that ensures that archaeological archives can be sustainably preserved. Wiltshire Council should be encouraged to make provision for archive storage in all relevant planning consents and to consider whether Section 106 funding should be used to help tackle the issue.

At a practical level, the current Museum site has few options for expansion to accommodate additional storage, and in reality there is no option but to consider off-site storage in the medium term. Given the financial situation, the development of shared storage is a highly attractive option, as costs can be shared and management overheads minimised. The idea is proposed in the Stonehenge World Heritage Site Management Plan for the development of a 'Research / Resource Centre'. A number of potential options are explored in Appendix I.

Actions

- Seek project funding to alleviate short term storage pressures, such as installing roller racking
- Explore options for a joint storage project with Wiltshire Council and other stakeholders
- Explore the potential for Section 106 funding
- Consider radical approach to location of displays and storage facilities

Targets

- To meet immediate short term needs by 2011
- To have reached agreement on a way forward for a shared storage solution by 2015

Aim : Develop Partnerships

Delivering the Strategic Plan objective can only be achieved by working in partnership with a range of organisations over the next 5 years. As a small organisation, the Society has much to gain by working with others, whether they operate at a local or national level. Over the next few years, flagship projects such as the development of the Stonehenge Visitor Centre offer great opportunities for the Society to reach new audiences, or in promoting the town of Devizes.

Key organisations where the existing relationships need to be strengthened are:-

- English Heritage - Stonehenge Visitor Centre, sustainable tourism, research projects
- Salisbury and South Wiltshire Museum – Stonehenge Visitor Centre, collections management and expertise, exhibition and event programming, fundraising
- National Trust – Stonehenge landscape, Avebury landscape, Stourhead, sustainable tourism
- Wiltshire Council – Local Area Agreement priorities, shared storage
- Devizes Town Council / Devizes Development Partnership / Devizes-based visitor attractions – sustainable tourism, regeneration, economic development
- Parish Councils - sustainable tourism, regeneration, economic development
- Wiltshire Wildlife Trust and RSPB – biodiversity, climate change
- VisitWiltshire – sustainable tourism
- Tour companies – sustainable tourism
- Universities – research projects

Working with this range and depth of partners means that the Society must clearly prioritise its activities over the years, and also that the range of partnerships cannot be sustained without some dedicated effort.

Actions

- Develop Memorandum of Understanding with English Heritage and SSWM
- Support the Wiltshire Council review of Museums Strategy
- Identify Trustees to lead on developing and maintaining relationships
- Support the development of joint projects that bring mutual benefits to all partners

Targets

- Stonehenge Visitor Centre successfully encourages visitors to come to the museum and to Devizes
- Wiltshire Council Museums Strategy supports the work of the museum
- Regarded as a valued partner in partnership projects

Aim : Working effectively

The Society is setting itself challenging targets for progress in a number of areas at the same time. With a small staff, and the support of 200 volunteers, much is already being achieved, and more can be achieved in the future. However, it is clear that future development requires careful prioritisation, investment of time in planning and effective project management. For externally funded activities and projects, this means that each project has to be undertaken on a full-cost recovery basis, ensuring that the project contributes towards overheads. For those activities undertaken using internal resources, the value of the project needs to be balanced with the time needed to carry it out.

In addition, the Society currently has a number of different Committees. These have differing terms of reference, and undertake a range of activities from the regular monitoring of planning applications, and conducting archaeological research to brainstorming future developments. The Society has already identified that the present Committee structure needs to be streamlined, and that the decision-making roles of the committees and of staff need to be clarified. Some Committees no longer meet, and so there is scope to reduce the number of Committees, and to refocus their role. Examples might include an Events Committee or a World Heritage Site Committee that might bring together a number of activities.

Delivering the Strategic Plan will require a Board that is able to support and guide the Director, and also act as powerful advocates for the Society. Trustees can act as 'relationship managers' with partner organisations, and as 'champions for specific areas of activity. This model has worked well for disability and access issues, and should be extended to cover the Aims of the Strategic Plan. In turn, this Strategic Plan then indicates those areas where the Board needs to seek additional expertise when the recruitment of new Trustees needs to be considered. The Board should also ensure that there is effective delegation of responsibility to staff, ensuring that Trustees are able to act as champions, build links with external organisations, and identify funding sources.

The Strategic Plan itself, and particularly its launch, will give an opportunity to market the Society as an interesting organisation to become involved in, and for there to be a forward momentum with which people would like to become involved. The Board should also consider how Board membership can be inclusive and representative of the profile of the membership to which we aspire, and to consider what needs to be done to make sure that this can take place.

Actions

- Ensure projects operate on a full cost recovery basis
- Streamline Society Committees
- Develop person specifications to guide the recruitment of new Trustees

Targets

- Trustees act as effective champions for the Strategic Plan

Aim : Achieving Sustainability

The Society currently has a substantial deficit on operations. While existing investments mean that the situation is not yet a crisis, the current recession and an increasing drain on reserves mean that there is a real risk to the continued operation of the Society. This has long been recognised by the Board, and strenuous efforts have been made to cut costs and to increase revenue. This Strategic Plan identifies that the overarching priority is to achieve sustainability, and each section, in different ways, identifies ways to improve the financial stability of the Society. A detailed look at the operating budget makes it clear costs have been reduced to a level where the focus has to be on raising revenue. Revenue income is derived from 4 main sources - earned income, membership, investments and grants.

Earned income

Increasing the number of visitors to the Museum will increase revenue. Visitors pay admission fees, spend money in the shop, and they can be encouraged to become members of the Society. Launching an Annual Ticket and introducing Gift Aid on admissions will generate additional income, and increasingly effective marketing will encourage repeat visits.

Membership

New members are of great value to the Society, a single member over a 10 year period is likely to provide as much as £1,000 in revenue for the Society. A sustained push to increase the number of members will have a significant impact on revenue.

Investments

The Society has substantial investments, but the deficit faced by the Society and current market conditions have reduced the value of those investments in real terms over the long term. This depletion of capital led the Board to establish an Endowment Fund, which has seen steady growth. A priority must be to continue to build the Endowment Fund to enable it to generate the additional income needed to sustain the Society.

Grants

Local Authority Grants provide an important component of the funding mix. The creation of the Wiltshire Council, and the announcement of a Museums Strategy Review are an opportunity to argue the case for additional grant funding. The Society supports the Wiltshire Local Area Agreement (LAA) in a range of areas (see Appendix 3) and provides museum services where public funding “does not fully cover the costs of storing and curating the archives”, as recognised in the Stonehenge World Heritage Site Management Plan. The museum provides a high quality education service that meets a number of national curriculum requirements, and therefore directly supports Wiltshire Council’s LAA targets. National indicators demonstrate that 57% of adults in the County use museums, a figure above the national average (Appendix 4). This demonstrates that the provision of museum services by independent museums in the County delivers exceptional value for money for Wiltshire Council, and the Society should seek to return grant funding to pre-1996 levels to reflect the additional services that it now provides to support the Wiltshire Council LAA.

Actions

- Use Gift aid on admissions to increase income and to recruit new members
- Continue to encourage legacies and other fundraising for the Endowment Fund
- Establish a working group to seek support for major projects and to generate revenue
- Identify sources of marketing advice and fundraising support
- Seek to return grant funding to pre-1996 levels

Targets

- The revenue budget is in balance by 2013
- Fundraising has enabled investment in new displays

Appendices

Appendix I - Location

It has long been recognised that the Museum is neither in an ideal location, nor has the building been easy to adapt for its current range of uses. Issues include lack of parking, problems of coach access, distance from other visitor attractions, limited space for displays and lack of suitable spaces for storing the collections. However, these issues need to be contrasted with the advantages of the current buildings, which include brand recognition, historical context and a warm, friendly atmosphere that is appreciated by Society members and visitors alike.

A number of potential scenarios can be identified that may develop by 2014.

Collections Store

The storage crisis could be addressed by the development of a new collections store, almost certainly managed in partnership with other organisations. This could provide off-site storage for major elements of the collection, such as archaeological archives, or could be managed as a research centre, integrating museum and library collections. Displays would remain in the current building, and space released by the relocation could be used for other purposes.

- Possible scenarios – St Mary's Church in Devizes, possible Stonehenge Research Centre, Science Museum site at Wroughton, ex-MoD site

Exhibition space

A new landmark building could provide display space that would attract a larger number of visitors, and perhaps contribute to regeneration of the local area, or bring a historic building back into use. Some of the current building could be refurbished to provide high quality storage, particularly by installing roller racking on the large ground floor occupied by the Natural History gallery.

- Possible scenarios – Devizes Assize Courts, landmark development within Devizes, possible Stonehenge Research Centre, landmark building within a World Heritage Site

Current site

Making the best use of the existing building is an option that has substantial costs associated with it. The cost of maintaining historic buildings is high, and while the buildings are currently structurally sound, there is a substantial backlog of minor repairs and maintenance. Part of this backlog can be addressed during larger capital developments, but funding for the basic maintenance of storage areas and office accommodation will be difficult to find, or to include in major funding proposals.

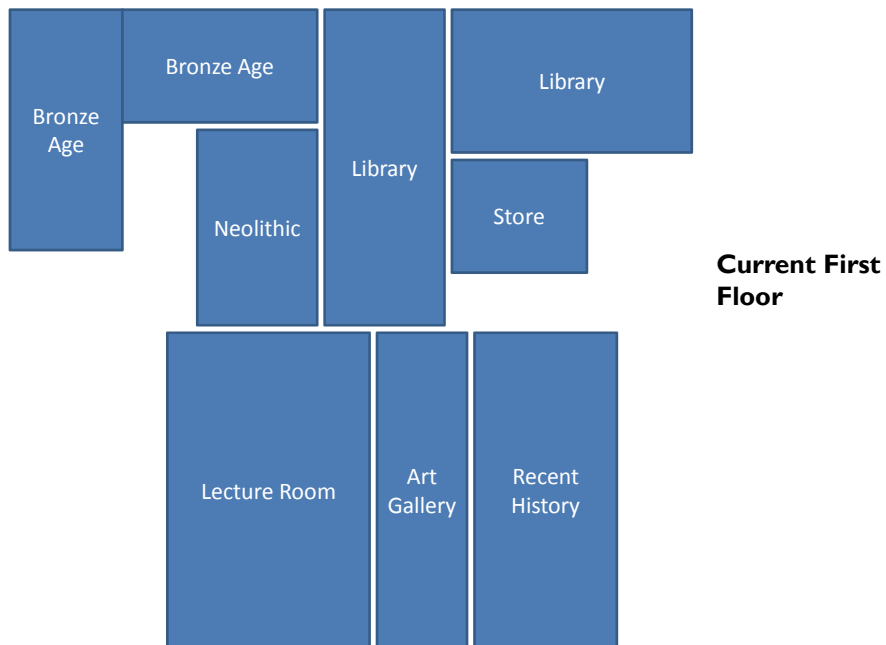
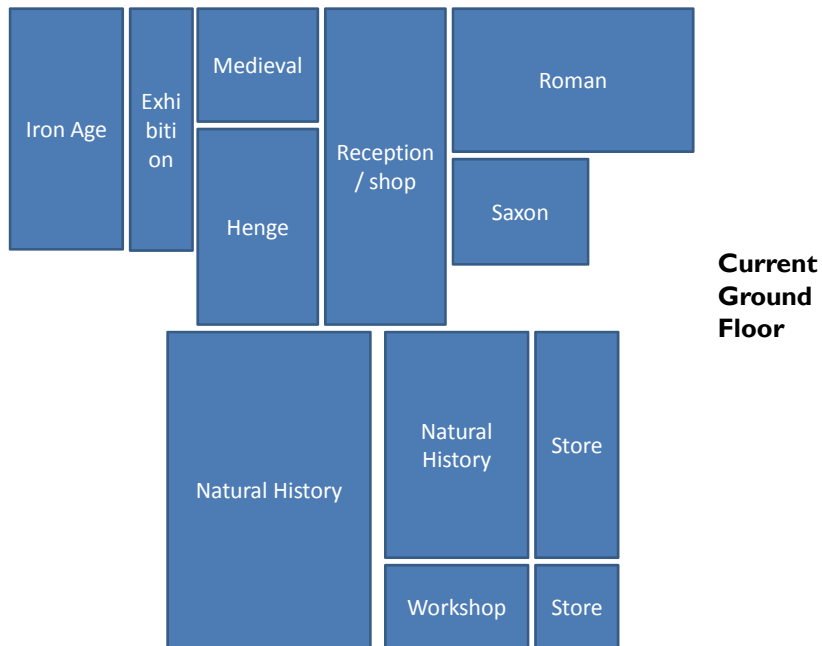
The Society owns the freehold of the current museum site, and this presents a potential opportunity, either for the sale of a capital asset, or to develop a section of the current building for letting on a commercial basis. While it is not possible to predict the property market, it may be possible to borrow capital, or to invest existing funds to refurbish a section of the building so that it could generate letting income at full commercial rates.

Conclusion

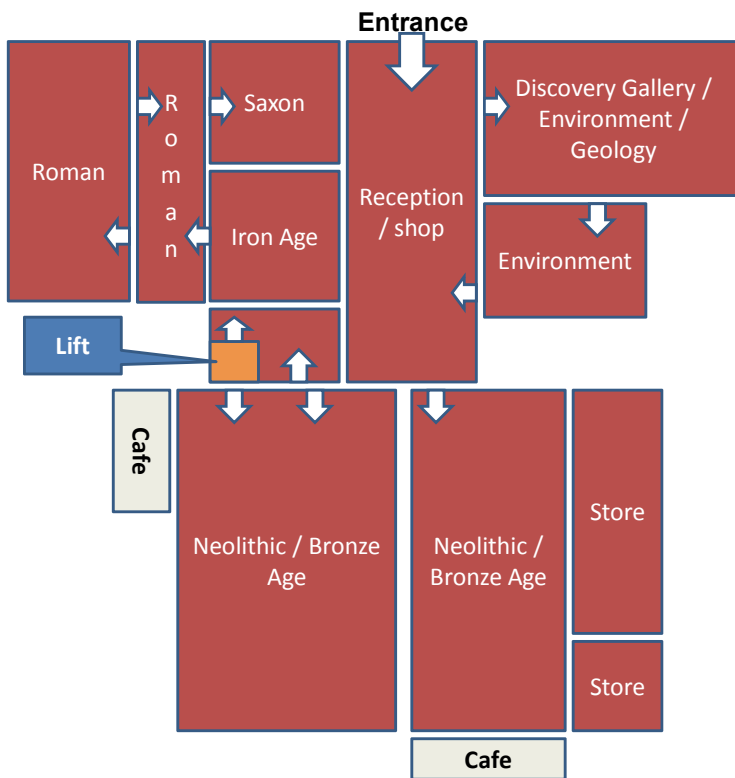
Location has been much discussed over a number of years, and it is clear that, given the current economic climate, the strategy for the Society should be to make the best use of the existing building. However, the Society should also be ready to consider opportunities should they arise, and should develop a simple set of criteria against which to review any potential development.

Appendix 2 – Outline Development Plans

Current Museum Plan

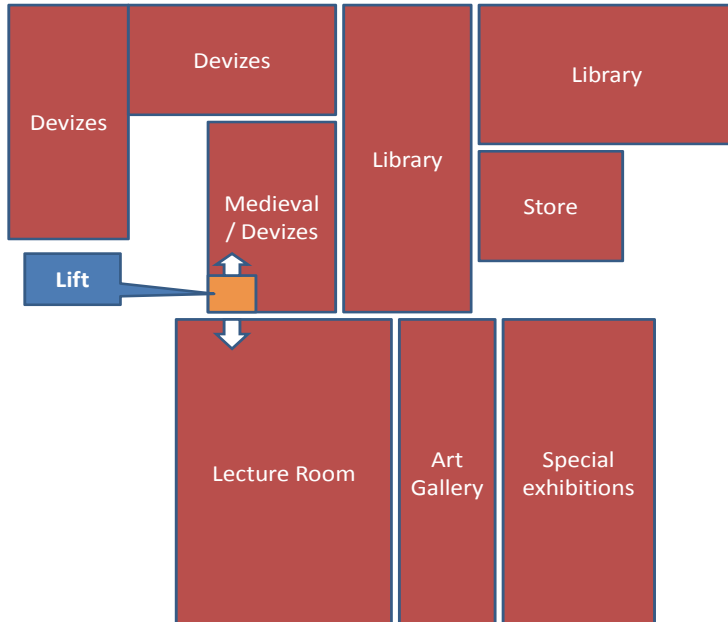


Proposed Circulation



Proposed - Ground Floor.

With 2 alternative positions for cafe / refreshment point



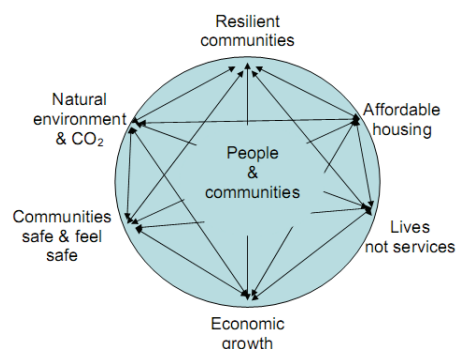
Proposed - First Floor

Appendix 3 - WANHS and the Wiltshire Local Area Agreement

Local Area Agreements (LAAs) form the basis of the relationship between central Government and local authorities. The Wiltshire LAA was agreed in June 2008, and contains indicators and targets that will set priorities for Wiltshire Council.

The LAA is structured around 7 key areas, and delivery depends upon local authorities working closely with a wide range of public bodies (such as Primary Care Trusts) and the voluntary sector. No indicators or targets relate directly to museums, or indeed to the wider arts and culture domain.

The table below identifies the current and potential future contribution of WANHS to the LAA.



Working together to achieve these ambitions

Area	Action	Action	Indicators	WANHS contribution
Resilient communities	Engage communities to ascertain priorities and empower them to be part of the delivery of solutions.	Seek community engagement in intergenerational sport and cultural activities	Percentage of people who believe that people from different backgrounds get on well together Participation in regular volunteering Young people's participation in positive activities	Now: active exhibition, events and workshop programme Future: seek funding to develop additional activities
	Build a vibrant, strong and influential third sector across Wiltshire	Agree a way forward increasing investment and opportunities for volunteering across Wiltshire	Educational attainment measures (including KS3 and GCSE outcomes)	Now: 5700 hours worked by 200 volunteers in 2007-8 Future: increasing range of volunteering opportunities
	Action from the Children and Young People's Plan	Enable young people to participate in a broader range of positive activities		Now: active exhibition, events and workshop programme Future: developing education programme for secondary school age children
Lives not services	Support more people to have independent and fulfilling lives as part of their local community		Satisfaction of people over 65 with both home and neighbourhood	Now: social, volunteering and research opportunities add quality of life Future: develop more intergenerational activities
	Encourage people to make lifestyle changes that will have a positive impact on their health and their families:	Develop a range of community initiatives to encourage people to make healthier choices	healthier eating used as a proxy for long-term improvement re. obesity and thence reduction in diet related	Now: Food exhibition in 2005 Future: Opportunity of Devizes Food Festival to promote awareness of changes in diet and cooking techniques in the past

			pathologies	
	Action from the Children and Young People's Plan	Tackle obesity and improve healthy eating and exercise.	Obesity among primary school age children in Year 6	Now: Food issues included in some education activities Future: consider developing specific education workshops on food-related topics
Economic growth	Produce a sector development plan for Culture and Tourism		Not identified	Now: working with Devizes Development Partnership on tourism promotion Future: tourism potential identified in draft Stonehenge World Heritage Site Management Plan, in conjunction with Salisbury Museum and Avebury
Communities safe and feel safe	Intergenerational work e.g. through leisure and the arts as well as activities for young people.		Perceptions of anti-social behaviour	Now: active exhibition, events and workshop programme Future: seek funding to develop additional activities
Natural Environment & CO²	Increase uptake of energy efficiency and renewable energy measures.		Overall/general satisfaction with local area Participation in regular volunteering	Now: limited Future: energy efficiency measures
	Adaptation to climate change brings opportunities – e.g. domestic tourism	Increase awareness of climate change adaptation	Adapting to climate change Improved local biodiversity - active management of local sites	Now: working with Devizes Development Partnership on tourism promotion Future: tourism potential identified in draft Stonehenge World Heritage Site Management Plan
	Ensure that Wiltshire's exceptionally high quality natural environment is understood, conserved and enjoyed.	Targeted conservation and enhancement of Wiltshire's biodiversity. Ensure high quality biodiversity information is available to decision makers		Now: Public engagement, as the museum has the only natural history displays in the County Future: Investigate options for exporting natural history collections data to Biological Records Centre. investigate options for displays on the impact of man on the Wiltshire landscape
Working together to achieve the ambitions	Implement the new arrangements for the 'family of partnerships'	Thematic delivery partnerships Community Areas		Now: engagement with local authority councillors and officers Future: build LAA-related initiatives into operational planning and Strategic Plan development

Appendix 4 - DCMS, 2008, National Indicators 9, 10 and 11

	Indicator 9	Indicator 10	Indicator 11
Definition	% of adults who have used a public library service	% of adults who have used a museum	% of adults who have attended an arts event or participated in an arts activity
National	48.5%	53.8%	45.2%
Regional	47.8%	52.9%	47.6%
Wiltshire	49.6%	57.0%	49.9%
Swindon	43.9%	43.5%	38.3%

Source: DCMS, 2008, National Indicators 9, 10 and 11: Baselines for local authorities. Active People Survey, Fieldwork April – October 2008.

http://www.culture.gov.uk/reference_library/research_and_statistics/5607.aspx [accessed 22/4/2009]