

# Wiltshire Archaeological and Natural History Society

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



## Strategic Plan 2014 - 2019

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Penny H  
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#### Top Contributor

★ 68 reviews

👤 24 attraction reviews

🌐 Reviews in 26 cities

👍 31 helpful votes

### *"Breathes life into Stonehenge"*

👍👍👍👍👍 Reviewed 27 April 2014

We visited this museum straight after Stonehenge. It's a very different (considerably less expensive!) experience.

The Museum displays grave goods found from digs organised on the burrows & tumuli close to the Stonehenge site. It gives the human side of the Stonehenge story: you see the gold jewellery, the weapons, the beads and the bones of those who were laid to rest there.

Upstairs is very much a work in progress - downstairs is well laid out & well worth seeing. It brings a personal feel to the stones.

Visited April 2014

## Introduction

The Wiltshire Museum is run by the Wiltshire Archaeological and Natural History Society (WANHS), an independent charity founded in Devizes in 1853. The Society was founded by a group of Wiltshire gentlemen following the acquisition of the John Britton library of topographical and antiquarian books and manuscripts. The inaugural meeting resolved to form a society 'to cultivate and collect information on archaeology and Natural History in their various branches and to form a Library and Museum illustrating the History, natural, civic and ecclesiastic of the County of Wilts'.

The Society held exhibitions in various buildings in the town, before moving to the former Grammar School in 1873 and building a new entrance hall before opening in 1874. It acquired adjoining Georgian town houses in 1903 and 1943, and opened a new art gallery extension in 1980.

Over the last 160 years, the Society has built a membership of over 1,000 members and its collections are Designated by Government as being of national significance. The most important is the Stourhead collection, the objects and archives of the excavations undertaken by William Cunnington over 200 years ago, mostly in the Stonehenge and Avebury World Heritage Site.

The Society is an independent charity, and is run by a Board of Trustees. Trustees are elected by Society Members, and two are nominated by Wiltshire Council and one by Devizes Town Council, who both provide revenue grant funding. The Director of Salisbury Museum is also a nominated Trustee, a reciprocal arrangement which ensures that the two museums work closely together. The museum collections are held by the Collections Trust, a linked charity which safeguards the long-term future of the collections.

The major achievement of the last 5 years has been the opening of new Prehistoric Wiltshire Galleries. The Museum has worked with English Heritage and Salisbury Museum to implement the Stonehenge Interpretation Strategy, which has included loaning objects for display at the new Stonehenge Visitor Centre. The new award-winning display of gold from the Time of Stonehenge has led to a significant increase in paying visitors and the £500,000 project was supported by funding from the Heritage Lottery Fund, English Heritage, the Arts Council and a range of other public and private funders and supporters. We have updated a number of other galleries, including a special exhibition gallery, Story of Devizes Gallery and a new Saxon Gallery is nearing completion.

The success of the Prehistoric Wiltshire Galleries has helped to address the key underlying challenge for the museum – that of ensuring financial sustainability. Over the last 5 years the Society has continued to draw on its reserves, while costs have been significantly reduced through a reduction in staffing. The Society is now paying a significant sum to offset a pension fund deficit as well as increased costs for business rates and Council charges. Our core revenue grant funding of £35,500 from Wiltshire Council has remained frozen at this level since 1999.

## **I. Statement of purpose**

The objects of the Wiltshire Archaeological and Natural History Society is 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 is crystallised into our Mission Statement:

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

## **2. Strategic Planning**

This Strategic Plan has been developed following a number of focus group sessions involving staff, volunteers and trustees, beginning in the summer of 2013. An initial draft was discussed extensively by staff and trustees at an awayday event in June 2014, and details have been discussed with a number of potential partners. The Strategic Plan has been developed at the same time as the drafting of the Stonehenge and Avebury World Heritage Site Management Plan for 2015 - 2020, and so the two plans take account of each other.

The Strategic Plan will be used to develop Annual Forward Plans, which will be used to monitor progress and to identify any changes that may be required in the light of changed circumstances or new opportunities.

A key issue for the Museum remains that of economic sustainability and this remains a key risk. We have now developed a detailed risk register that is regularly reviewed at Management Meetings (see Appendix 1). This identifies the core risks for the Museum and the Forward Plan contains a number of actions aimed at tackling those areas of high risk, and particularly that of economic sustainability. We have also developed an Environmental Policy which commits us to sustainability and minimising our environmental impact.

## **3. Situation review**

### **2009 – 2104 Strategic Plan**

Our previous Strategic Plan covered the period 2009 – 2014, and was structured around 8 key aims:-

- Meet visitor expectations
- Market collections online
- Build a wider membership
- Create a learning organisation
- Solve the storage crisis
- Develop partnerships
- Work more effectively
- Achieve sustainability

Each had targets and actions and when adjusted for significance, 37% were met in full and significant progress made against a further 40%. A full analysis is contained in Appendix 2.

The main objective achieved has been to complete the Prehistoric Wiltshire Galleries project, a £500,000 investment that meets visitor expectations and is beginning to provide significant revenue to support the museum. The most significant target that still remains to be achieved is to build a wider membership. This has proved difficult to achieve while also implementing a major project and during a significant economic recession. Our membership numbers have fallen only slightly against an average fall in excess of 10% in the heritage sector.

### **Staff and Volunteers**

During this period staffing levels were reduced by 30% as a result of the decision to freeze a post, some minor restructuring and a reduction in working hours of further posts. In 2009 there were 7.2 FTE, in 2014 there are 5.6 FTE, excluding project-funded staff. Involvement of volunteers has reduced in some specialist roles, with the number of volunteer keyholders able to take full responsibility for the building falling from 5 to 1, increasing pressure on the remaining staff over the period. In other areas, there are fewer volunteers involved in activities such as arranging the lecture and events programme.

Against this background, a real success has been the engagement of volunteers. Volunteering has always been strong at the museum, with as many as 200 volunteers engaged in a wide variety of different roles. In the last 2 years, a new team of volunteers have taken on responsibility for reception and front of house, supported by members of staff. This has enabled staff time to be invested in supporting, training and developing volunteers and expanding and developing the retail offer. Another team of volunteers have been running the library and archive, supporting researchers, cataloguing materials and undertaking preventative conservation work. Other roles developed by volunteers in the last 2 years includes story tellers, gallery guides and making of costumes for children's activities.

The museum could not function without the support of the team of volunteers, but it is important to identify the impact that working at the museum can have. While many volunteers are 'traditional' volunteers who are retired, we have also been working with younger volunteers, who have found volunteering to be helpful to them in developing skills, confidence and in working towards a career (Appendix 3). We have also employed 3 young people as Creative Apprentices, and have also seen them progress to further training or into employment.

### Visitors and Audiences

The previous Strategic Plan identified the need to meet visitor expectations, and this was investigated in detail in our Audience Development work undertaken in preparation for the Prehistoric Wiltshire Galleries Project. We are currently evaluating the impact of this project and the extent to which we have tackled the issues identified in the report. This audience development work also underpins the development of this Strategic plan.

In 2013 – 2014 we have more than tripled the number of paying visitors following the opening of our new galleries. We are aware that many museums have an initial increase in visitors, followed by a slow dropping off as the local market becomes saturated. To address this, we are actively working as part of the Stonehenge Museums Partnership with English Heritage and Salisbury Museum to ensure that the marketing of Stonehenge encourages visitors to Stonehenge to make the journey to the two museums. In 2015 we will be working with the National Trust and other partners on an interpretation strategy for the Avebury part of the Stonehenge and Avebury World Heritage Site.

Evaluation of the new galleries and activity plan is ongoing with visitor surveys and event feedback forms. Visitor reviews on TripAdvisor are still consistently rating the Museum as excellent with particular emphasis on the front of house welcome and new displays and we are currently the 2nd top rated attraction in Wiltshire, after Salisbury Cathedral! (Appendix 4). The visitor comments book is also producing excellent feedback. We have committed to a Customer Charter so that we continue to offer a warm welcome to our visitors.

The initial results from our evaluation work are indicating some of the changes that have taken place with the opening of the new galleries.

	Accessibility		Child friendly		Interpretation	
	Before	After	Before	After	Before	After
Very good	28%	47%	17%	59%	39%	60%
Good	53%	46%	44%	31%	48%	35%
Fair	15%	4%	15%	4%	10%	4%
Poor	4%	0%	8%	6%	4%	0%
Don't know	0%	3%	17%	0%	0%	1%

There has also been a significant change in the motivation of visitors, showing that people are visiting the museum to see the new displays.

Before opening in October 2013		After opening in October 2013	
Choices	Percentage	Choices	Percentage
I was passing and it's something to do	48.15%	Visit was part of an organised group or tour	51.28%
I have a general interest in heritage	29.63%	To see a specific display	37.18%
I have a general interest in archaeology and prehistory	27.78%	I have a general interest in archaeology and prehistory	16.67%
To spend time with friends/family	14.81%	For a talk or event	15.38%
It's something to do with the children	7.41%	Other	10.26%
To see a specific display	5.56%	I have a general interest in heritage	7.69%
To see a specific temporary exhibition	5.56%	To visit the library	6.41%

During Summer 2014 we conducted a street survey in the town, which included non-users and compared directly with that undertaken in Summer 2013 and will inform our development process. When specifically asked about interest in future developments the response was:-

- Display about Wiltshire natural history and environment 42%
- Special exhibitions of art and objects loaned from major museums 56%
- Exhibition about the story of Devizes 78%

We have recently completed an updated Story of Devizes exhibition and are currently offering a geology and fossils exhibition for families, which has proved to be very popular.

## Funding

The Museum has an income of approximately £250,000, which comes from a number of different sources. Approximate figures are:

- Earned income £34,000
- Member subscriptions £30,000
- Investment income £46,000
- Fundraising £20,000
- Public funding £38,500

The Museum is supported by revenue grant funding from Wiltshire Council (£35,500) and Devizes Town Council (£3,000). The level of support from Wiltshire Council has remained frozen at this level since 1999 and if it had increased in line with inflation, this would now represent a grant of over £55,000. Comparison of official Government figures show that in 2004-2009 the average local authority spend per head by similar authorities to Wiltshire was £4.81, in Wiltshire the spending across all museums was 43 pence per head<sup>ii</sup>. While this data is now 5 years out of date, it does demonstrate the funding challenge that the Museum faces.

## The Museum in a Wider context

To help us develop our plans, we have developed both a SWOT and a PESTLE analysis. This usefully summarises a number of the key challenges and opportunities that face the museum over the next 5 years.

<b>SWOT analysis</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• <b>Members</b></li> <li>• <b>Volunteers</b></li> <li>• <b>Place in local community</b></li> <li>• <b>Collections – quality and breadth</b></li> <li>• <b>Reputation in archaeology sector</b></li> <li>• <b>Attracting grant funding</b></li> <li>• <b>High quality displays (PWG)</b></li> <li>• <b>Strong partnerships</b></li> <li>• <b>independence</b></li> <li>• <b>Diversity of funding sources</b></li> <li>• <b>Role in supporting learning</b></li> <li>• <b>Financial reserves</b></li> <li>• <b>Supporting academic research</b></li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• <b>Lack of core revenue funding</b></li> <li>• <b>Lack of resilience</b></li> <li>• <b>Small staff</b></li> <li>• <b>Several out-dated displays</b></li> <li>• <b>Dependence upon project funding</b></li> <li>• <b>Dependence upon success of marketing at Stonehenge</b></li> <li>• <b>Reliance on volunteers</b></li> <li>• <b>Cultural landscape – competing and complementary organisations</b></li> <li>• <b>Ability to boost philanthropy</b></li> <li>• <b>Site within town – distance from centre / lack of car parking / expansion space</b></li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• <b>Localism agenda</b></li> <li>• <b>Section 106 agreements / Neighbourhood Plan</b></li> <li>• <b>Community Infrastructure Levy / Core Strategy</b></li> <li>• <b>Support from HLF and other funders</b></li> <li>• <b>Continuing partnerships (local, regional, national)</b></li> <li>• <b>Stonehenge and Avebury World Heritage Site Management Plan objectives</b></li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• <b>Local authority cuts</b></li> <li>• <b>Pace of building development generating archaeological archives (Core Strategy and Army Rebasing Project)</b></li> <li>• <b>Maintaining a historic building</b></li> <li>• <b>Increasing complexity of operation (legislation, tax, IT) and impact on staffing</b></li> </ul>

<b>PESTLE analysis</b>	
<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Deepening cuts in local authority budgets</li> <li>• Cuts to national organisations</li> <li>• Localism and increasing role of Town / Parish councils</li> <li>• Dualling the A303</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Economic recovery means fewer 'staycations' but may mean more short breaks</li> <li>• Economic recovery means more overseas visitors to UK</li> </ul>
<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Perception that museums are 'free'</li> <li>• Active retired less willing to take on administrative tasks</li> <li>• Increasing 'competition' for volunteers</li> </ul>	<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Increasing dependence upon IT</li> <li>• Budget and staff resources to keep up maintenance and training</li> <li>• Increasing visitor / researcher expectations that cannot be met on existing levels of budget / staffing</li> <li>• Increasing use of mobile</li> </ul>
<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Running a small organisation as complex as a larger organisation (keeping up to date with changes in gift aid, charity reporting, tax, personnel etc)</li> </ul>	<p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>• Increasing energy costs</li> <li>• Costs of waste disposal</li> <li>• Reducing carbon footprint</li> <li>• Implementing fair trade</li> </ul>

## 4. Vision

Over the last 5 years, the museum has become more responsive and public-facing, offering a wider range of services to its public. We have become a valued partner at a County and National level, and have become recognised as one of the major cultural assets in Devizes and in Wiltshire. We will continue to build on this success.

By 2019 we will

- be recognised as one of the most significant prehistory museums in England
- complete a significant redisplay programme of galleries that tell the story of Wiltshire
  - new Iron Age and Roman galleries
  - Discovery gallery
  - Special exhibition gallery able to host objects from national museums
- increase the number of our users, members and supporters
  - build on our success and links with Stonehenge and Avebury
  - run high quality event and lecture programme
- be financially sustainable and resilient, able to adapt to change
  - support fundraising and legacy campaigns
  - develop staff and trustee skills
- be ready to take on more of a leadership role in the sector within the County, in collaboration with Salisbury Museum
- enhance our learning and outreach offer by
  - welcoming families and young people into the museum through interactive and intergenerational interpretation, events and activities
  - providing unique opportunities to support formal and informal learning through the Museum's collections
  - giving young people a genuine voice in the museum and enable them to develop a range of skills
  - linking the schools education programme to the requirements of the National Curriculum

## 5. Strategic Aims

Our strategic aims are to:-

- Increase visitors and audiences
- Increase membership
- Improve collections management
- Improve resilience



## 6. Action Plan

<b>Key Aim 1: Increase visitors and audience</b>						
<b>Specific objective: Develop new displays</b>						
<b>Actions</b>	<b>End date</b>	<b>Lead person</b>	<b>Additional support / involvement</b>	<b>Estimated cost &amp; source of funding</b>	<b>Internal staff time</b>	<b>Performance indicators</b>
Complete Saxon and Society Galleries	March 2015	Director	Curatorial team	External: £60,000 (confirmed) ACE Strategic Fund	40 days (Saxon) 35 days (Society)	Completed
Agree outline Capital Development Plan – including refurbished galleries, new discovery area, learning space, refreshments area, storage and special exhibition space	December 2014	Director	Staff, Trustees	External: £5,000	20 days	Plan agreed at December Board meeting with outline budget
Implement Learning Plan	August 2016	Learning and Outreach Officer	Director, Curatorial team	External: £0 Internal: £5,000	200 days	Progress against targets in Learning Plan
Develop Stage 1 HLF bid to implement Capital Development Plan	August 2015	Director	Staff, Trustees	External : £0 Internal : £15,000 In kind:	40 days	Bid supported by Board and submitted Bid successful
Fundraising for Capital Development Plan	August 2016	Director	Trustees		20 days	Fundraising Plan part of HLF bid Raise £1m match funding for HLF bid
Develop Stage 2 HLF bid to implement Capital Development Plan	August 2016	Director	Staff, Trustees	External: £50,000 (HLF)	50 days	Bid supported by Board and submitted Bid successful

<b>Key Aim I : Increase visitors and audience</b>						
<b>Specific objective: Increase paying visitor numbers (triple paying visitors from 2012 levels by 2016)</b>						
<b>Actions</b>	<b>End date</b>	<b>Lead person</b>	<b>Additional support/involvement</b>	<b>Estimated cost &amp; source of funding</b>	<b>Internal staff time</b>	<b>Performance indicators</b>
Continue joint working with English Heritage to market museum alongside Stonehenge	Annual review	Director	Marketing and Administration Manager. English Heritage		Director: 6 days pa M&AM: 5 days pa	Number of paying visitors visiting as a result of visit to Stonehenge
Develop closer relationship with National Trust to market museum effectively at Avebury	December 2015	Director	Marketing and Administration Manager, National Trust		Director: 4 days pa	Number of paying visitors visiting as a result of visit to Avebury
Continue to play a significant role in the Devizes Area Tourism Partnership	Annual review	Director	Director, VisitWiltshire, Devizes Town Council, Wadworth VC, Kennet & Avon Canal Trust	External: £2,000 pa	Director: 4 days M&AM: 5 days pa Front of house staff and volunteers	Number of coach parties visiting museum Independent travellers visiting museum
Develop museum profile and audience through marketing plan	May 2016	Marketing and Administration Manager	Director, VisitWiltshire, Devizes Area Tourism Partnership	Internal: £1,000 External grants: £3,000 pa	Director: 10 days M&AM: 15 days	Visitor figures
Continue developing 'added value' events – gallery tours, trips, tours, walks, family events	Annual review	Director and Programme Committee	Marketing and Administration Manager	Revenue generating	14 days	Financial contribution Surveys and feedback

<b>Key Aim 2 : Increase membership</b>						
<b>Specific objective: Increase membership by 10%</b>						
<b>Actions</b>	<b>End date</b>	<b>Lead person</b>	<b>Additional support/involvement</b>	<b>Estimated cost &amp; source of funding</b>	<b>Internal Staff time</b>	<b>Performance indicators</b>
Implement member recruitment campaign	December 2014	Marketing & Administration Manager & Membership Services Officer	Staff, Trustees, Volunteers	External : £1,000 (HLF Catalyst) Internal : £1,000 In-kind : £2,000	M&AM: 6 days MSO: 15 days	Net gain of 50 members (worth c £5,000 pa) by 2019
Refocus events programme to support membership development	August 2015	Programme Committee Chair Marketing and Administration Manager	Director, staff, Trustees	External : £0 Internal : £1,000 In-kind : £2,000	Ongoing	15 new members a year recruited from events
Members continue to feel that this is 'their' society	Annual review	Membership Services Officer	Marketing and Administration Manager, Director, Trustees	Internal: £5,000 (Trilithon, WANHM etc)	MSO: 15 days	Retention rate of members
Run high quality programme for members	Annual review	Programme Committee	Director, staff	Revenue generating	Ongoing	Proportion of events run at over 75% capacity?

<b>Key Aim: Improve Collections management</b>						
<b>Specific objective: Maintain and enhance our existing reputation for collections management and research support</b>						
<b>Actions</b>	<b>End date</b>	<b>Lead person</b>	<b>Additional support/involvement</b>	<b>Estimated cost &amp; source of funding</b>	<b>Internal staff time</b>	<b>Performance indicators</b>
Secure CIL / Section 106 funding for joint collections store	2019	Director	Salisbury Museum, Wiltshire Council	External: £500,000 (capital), £15,000 pa (revenue)	2014 : 10 days	Funding secured
Implement Collections Care and Conservation Plan	Annual Review	Curator	Assistant Curator, Volunteers, Wiltshire Council Conservation Service	2014 : £1,000 (internal), £20,000 (in-kind contribution WCCS)	Annual: 15 days (background tasks)	Standards continue to be met at annual review
Maintain support for research <ul style="list-style-type: none"> <li>• Academic / specialist</li> <li>• Members (AFG)</li> <li>• WANHM</li> <li>• Archive and Library</li> </ul>	2019	Curator	Assistant Curator, Volunteers Archive and Library volunteers		Annual: Museum: 25 days Archive and Library: 40 days	Number of researcher visits References in major publications
Improve collections storage and security	2015	Curator	Assistant Curator, Volunteers Archive and Library volunteers	External: £25,000 (ACE Designation)	50 days	Projects completed

<b>Key Aim: Improve resilience</b>						
<b>Specific objective: Income generation and organisational health</b>						
<b>Actions</b>	<b>End date</b>	<b>Lead person</b>	<b>Additional support/involvement</b>	<b>Estimated cost &amp; source of funding</b>	<b>Internal staff time</b>	<b>Performance indicators</b>
Develop fundraising strategy	December 2014	Director	Staff, Trustees	External: £2,000 (HLF Catalyst)	10 days	Plan adopted by Board
Continue legacy campaign to boost revenue / projects and endowment fund	2019	Director		External £1,000 (Catalyst)	4 days	Value of legacies received 2014-2019, compared with 2009-2014
Increase proportion of elected Trustees actively engaged in fundraising	2016	Chairman	Trustees, Director		4 days	% of elected Trustees who have generated or helped to secure over £1,000 during each financial year
Succession planning for Officers and senior staff	2016	Chairman and Director	Staff, Trustees		4 days	Staff and trustee development plan developed and implemented
Ensure building sustainable and maintained fit for purpose	2016	Director	Trustees	External funding: £25,000	5 days 6 days 10 days	Costed Plan developed Funding bids prepared Planned programme delivered
Continue to increase income generation from shop	2016	Retail Services Officer	Marketing & Administration Manager	Self-financing	10 days pa	Spend per head target of £1.50
Recruit, support and develop volunteers	Annual review	Volunteer Coordinator	Staff		45 days pa	Monitoring recruitment, retention and personal development outcomes

## 7. Appendices

### a. Appendix I Risk Log

ID	Current Status	Risk Impact	Probability of Occurrence	Risk Map	Risk Description	Organisational Impact	Symptoms / triggers	Risk Response Strategy	Response Strategy	Contingency Plan	Owner
1	Open	Medium	Medium	Yellow	Inadequate staffing	Impacts on delivery of projects, maintaining visitor service and collections management standards	<b>Stress-related time off, tasks not completed, long hours, annual leave / time off in lieu not taken</b>	Mitigation	Keep under review. Add staffing resources where possible with minimal impact on budget (grant / project funding)		Personnel Committee
2	Open	High	Medium	Red	Long-term staff / trustee absence [finance, strategy, management, company secretary, general]	Impacts on core work of organisation and increases pressure on other members of team	<b>Key person absent for 5 working days, others absent for 7 days</b>	Mitigation	Ensure that more than one person (staff or trustee) understands key areas of work. Director to encourage staff development.		Director and Chairman
3	Open	Medium	Low	Green	Stock market / investment income falls	Reduces income	<b>Sustained fall in stock market</b>	Acceptance	Keep investment strategy under review		Treasurer
4	Open	High	Medium	Red	Physical risks to collections (fire, flood, theft, power cut etc)	Damage and loss of collections	<b>Fire, flood, theft, equipment breakdown</b>	Contingency	Emergency Plan		Curator
5	Open	Medium	Medium	Yellow	Building repairs required urgently	Threat to collections and building, plus inadequate time to find funding sources. Could result in building closure.	<b>Significant building problem</b>	Mitigation	Inspection under way to identify key risks. Include costs in future funding proposals where possible		Director
6	Open	Medium	Medium	Yellow	Replacement of capital equipment delayed [phone, digital printer, IT equipment, alarm systems]	Increased risk of failure plus cost / complexity / downtime / staff time in replacement / collections at risk	<b>Major equipment failure</b>	Acceptance	Balance replacement cycle with likelihood and impact of failure. Maintenance contracts in place. Computer data backed up in cloud / backup routines	<b>Emergency Plan</b>	Director
7	Open	High	Low	Yellow	Reputation threatened by adverse publicity	Removes goodwill and support	<b>Negative press / online / tv coverage</b>	Mitigation	Ensure signed agreements in place, audit trail of decisions, maintain good relations with press, exceeding visitor expectations, training for front of house staff and volunteers		Director and Marketing and Admin Manager
8	Open	High	Low	Yellow	Revenue grant from Wiltshire Council cut	Irreplaceable element of revenue funding	<b>Budget decision</b>	Mitigation	Demonstrate value for money and contribution to WC priorities	<b>Continue advocacy</b>	Director

ID	Current Status	Risk Impact	Probability of Occurrence	Risk Map	Risk Description	Organisational Impact	Symptoms / triggers	Risk Response Strategy	Response Strategy	Contingency Plan	Owner
9	Open	High	Medium	Red	Archaeological storage	Cannot store archaeological archives from developer-funded / research excavations	<b>Collections closed to archive deposition</b>	Acceptance	Work with Wiltshire Council to secure funding from developers. New store brings extra revenue costs.		Director
10	Open	Medium	High	Red	Trustee succession	Inability to broaden trustee base to develop philanthropy and wider support	<b>Difficulty in recruiting trustees, failure to generate income from philanthropy / sponsorship</b>	Mitigation	Person specification agreed by Board. Recruitment proceeding.		Chairman
11	Open	Medium	Low	Green	Wiltshire Conservation Service cut	Removes access to conservation treatment - worth c£10k pa	<b>Budget decision</b>	Acceptance	Ensure Wiltshire Councillors aware of importance of support	<b>Create a budget</b>	Curator
12	Open	High	High	Red	Current location [parking, event space, close to busy part of town, planning issues]	Barrier to marketing / promotion	<b>Visitors find museum difficult to find</b>	Acceptance	Marketing, signposting, limited offer of car parking onsite		Marketing & Admin Manager

b. Appendix 2 Strategic Plan Review

<b>Strategic Plan 2009 - 2014 : review</b> [1 May 2014]		Achieved in full	Significant progress	Some progress	Not achieved	Not now relevant
<b>Meet visitor expectations</b>						
<b>Actions</b>	Initiate audience development research with tourists	☑				
	Deliver a lively and engaging exhibition and events programme		☑			
	Implement a marketing strategy for exhibitions and current displays		☑			
	Develop funding proposals for a significant investment in museum displays	☑				
<b>Target</b>	Open a new Neolithic and Bronze Age gallery	☑				
	Increase visitor numbers to 30,000		☑			
	Prepare a major funding bid for further gallery development		☑			
<b>Market the Collections Online</b>						
<b>Actions</b>	Adopt a 'moving window' policy for the publication of WANHM				☑	
	Register ownership of the Society's publications					☑
	Investigate the potential of mobile technologies			☑		
<b>Target</b>	To have all collections online		☑			
	To complete the cataloguing of library holdings		☑			
	To have digitised most significant manuscripts in the collections			☑		
	To be generating significant revenues from online activity					☑
<b>Build a wider membership</b>						
<b>Actions</b>	Continue the transition of Trilithon to a magazine of general interest		☑			
	Implement social networking on the website	☑				
	Review potential for print-on-demand model for publishing WANHM				☑	
	Review membership categories and subscription levels			☑		
<b>Targets</b>	To expand the membership base to 2,500				☑	
	Establish a Patrons scheme to generate match funding for an HLF bid			☑		
<b>Create a Learning organisation</b>						
<b>Actions</b>	Continue to develop programmes to engage new audiences		☑			
	Develop partnerships with Universities and Learned Societies	☑				
	Encourage delivery of continuing education courses		☑			
	Continue to develop the support and training offered to volunteers		☑			
<b>Target</b>	Achieve Learning Outside the Classroom Quality Badge					☑
	Invited by a University to be a funded partner in a research proposal		☑			



<b>Strategic Plan 2009 - 2014 : review</b> [1 May 2014]		Achieved in full	Significant progress	Some progress	Not achieved	Not now relevant
<b>Solve the Storage Crisis</b>						
<b>Actions</b>	Seek project funding to alleviate short term storage pressures	☑				
	Explore options for a joint storage project	☑				
	Explore the potential for Section 106 funding		☑			
	Consider radical approach to location of displays and storage			☑		
<b>Targets</b>	To meet immediate short term needs	☑				
	To have reached a way forward for a shared storage solution		☑			
<b>Develop Partnerships</b>						
<b>Actions</b>	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	☑				
<b>Targets</b>	Stonehenge Visitor Centre successfully encourages visitors to museum	☑				
	Wiltshire Council Museums Strategy supports the work of the museum					☑
	Regarded as a valued partner in partnership projects	☑				
<b>Working effectively</b>						
<b>Actions</b>	Ensure projects operate on a full cost recovery basis				☑	
	Streamline Society Committees		☑			
	Develop person specifications for recruitment of new Trustees	☑				
<b>Targets</b>	Trustees act as effective champions for the Strategic Plan		☑			
<b>Achieving Sustainability</b>						
<b>Actions</b>	Use Gift aid on admissions to increase income		☑			
	Continue to encourage legacies for the Endowment Fund		☑			
	Establish a working group to seek support for major projects			☑		
	Identify sources of marketing advice and fundraising support		☑			
	Seek to return grant funding to pre-1996 levels					☑
<b>Targets</b>	The revenue budget is in balance		☑			
	Fundraising has enabled investment in new displays	☑				

<b>Scorecard</b>		Met in full	Significant progress	Some progress	Not achieved	Not now relevant
	Actions and Targets - % of total	28	39	13	9	11
	Actions and Targets - % adjusted for impact / significance	37	40	12	5	6

### c. Appendix 3 - Volunteer 'Success' Stories

- C contacted us about volunteering at the Museum in February 2013, after being unemployed for some time. He came on board to help both with front of house and digital photography and was greatly motivated and very successful in both these roles. He then applied for a temporary post as in an administration role. With this experience, he was successful in finding employment in the heritage sector. He is now going to University to complete an MA. It is satisfying to hear that he feels that the Museum has a large part in this story. He gained confidence and vital work experience whilst volunteering here at the Museum and in a relevant field for his subsequent employment.
- P is a 16 year old member of the Museum Youth Panel, which he joined a year ago. He is a very quiet individual, but attending the Youth Panel meetings has boosted his confidence and inspired him to take his interest into things outside the Museum. He has recently started at another heritage site as an Interpretation Volunteer. His parents to have let us know how good his experience at the Museum has been for him.
- S has been working as a Reader Services Volunteer in the Archive and Library for three years now whilst pursuing a part-time MA in Archival Studies. The Museum has enabled her to gain relevant work experience whilst using us as a case study for her course. She was successful in passing this in April of this year and has been working part-time as a records manager.
- J is a 17 year old front desk volunteer who applied for the role to gain work experience whilst searching for employment. Since joining us as a volunteer he learned how to meet and greet visitors and complete sales in the shop. He has gained considerable confidence in dealing with people and enjoyed volunteering here. He has recently contacted us to let us know that he now has a job.

### d. Appendix 4 – Tripadvisor comments

**Jane A**  
Contributor  
★ 14 reviews  
# 4 attraction reviews  
👍 2 helpful votes

*“Not to be missed”*  
★★★★★ Reviewed 24 May 2014

Fantastic little gem. Much more here than you would expect from the outside and well worth putting a couple of hours aside to appreciate the very well laid out museum. Full of very interesting, well presented displays.

Was this review helpful?

**Betsy A**  
Lebanon, New Hampshire, United States  
Senior Reviewer  
★ 6 reviews  
# 3 attraction reviews  
👍 4 helpful votes

*“A gem of a museum”*  
★★★★★ Reviewed 17 May 2014

This little museum packs a big punch in a small space. It illustrates 500,000 years of prehistory and history of Wiltshire, and includes displays as diverse as woolly rhinoceros fossils, Roman jewelry and tools, and Neolithic construction and burials. In addition, it houses an important archive, whose staff are friendly and eager to help researchers. This museum enhanced my appreciation...

More ▾

Was this review helpful?  1

### e. References

<sup>i</sup> Tripadvisor website - [http://www.tripadvisor.co.uk/Attractions-g186412-Activities-Wiltshire\\_England.html](http://www.tripadvisor.co.uk/Attractions-g186412-Activities-Wiltshire_England.html). (Accessed 24 July 2014).

<sup>ii</sup> Figures from DCMS CASE(Culture & Sport Evidence Programme). Investment figures: Department for Communities and Local Government, Year: 2004 – 2009. [www.gov.uk/case-programme](http://www.gov.uk/case-programme) (accessed 24 July 2014).