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museum of archaeology
and anthropology

University of Cambridge Museum of Archaeology and Anthropology

Forward Plan 2014-17

(2016)

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Contents	Page
1. Introduction	3
1.1 Role of the Forward Plan	3
1.2 History of the Museum	3
1.3 Statement of Purpose	4
1.4 Strategic Aims	5
2. Situation Review	6
2.1 Recent Achievements	6
2.2 Review of Previous Forward Plan	7
2.3 The Museum Today: SWOT	11
<i>Strengths</i>	11
<i>Weaknesses</i>	12
<i>Opportunities</i>	13
<i>Threats</i>	14
2.4 Staffing	15
2.5 Consultation and Planning	17
2.6 Future Plans	18
2.7 Governance, Management and Finance	20
4. Operational Plan	21
 Appendices	
A Visitor Figures 2007 – 2013	28
B Arts Council England’s priorities for the Museum sector	29

I. INTRODUCTION

I.1 Role of the Forward Plan

This Plan summarises the Museum of Archaeology and Anthropology's (MAA's) vision for its work over the next three years and should be seen as a process, not a set of absolute commitments. It will be reviewed every year when the Action Plan will be updated to reflect past progress and any new priorities that may occur. If a substantial revision is not required before 2017 it will be carried out then.

The Plan has been based on the results of the following tasks:

- A review of the Museum's aims, objectives and activities in the light of progress over the period of the last Forward Plan and changes in the operating environment.
- A review of our current position, to establish a baseline from which to assess future priorities and targets.
- A review of the broader strategic context within which we operate.
- Ongoing research into the views of users, non-users and stakeholders.

I.2 The History of the Museum of Archaeology and Anthropology

The origins of the Museum of Archaeology and Anthropology lie in collections of the Cambridge Antiquarian Society (CAS), which began collecting local archaeological material in 1840. In 1844 the CAS applied to the Vice-Chancellor to accept its growing collections as property of the University, but it took 40 years of sustained campaigning until the University's Museum of General and Local Archaeology was established in 1884.

Initially based in Little St Mary's Lane, behind Peterhouse College, the Museum's principle founding collections included that of the CAS; a substantial collection of Fijian material donated by Sir Arthur Hamilton Gordon (Governor of Fiji 1875 to 1880) and the Museum's first curator Baron Anatole von Hügel; as well as objects acquired from Alfred P Maudslay, a pioneer of Central American archaeology.

The late 19th century was a vital period for the development of modern human sciences and MAA benefited from an extensive network of Cambridge scholars whose collaborators included local antiquarians, missionaries, travellers, and colonial officials, who together gathered objects, images, and information relating to people and their histories from all over the world.

Although anthropology was not yet taught in the University, and archaeology was largely restricted to Classical antiquity, research in these fields was fast developing. The 1898 expedition to the Torres Strait laid the foundations for the development of anthropology as a modern, field-based discipline, at the same time bringing many artefacts and photographs to the Museum. The expedition's leader, Alfred Cort Haddon, led the development of anthropological teaching at the University, and encouraged students to collect for the Museum as a crucial aspect of their ethnographic fieldwork.

During the late 19th century, the Museum was also the base for and the beneficiary of archaeological excavations in Cambridge, notably of two local Anglo-Saxon cemeteries: Girton College (1886) and St John's College cricket field (1888). As the discipline of archaeology expanded beyond Classics in the 20th century, it was the Museum's Honorary Keeper of Stone Age Collections, Miles Burkitt, who delivered the first lecture on prehistory to the University in 1916.

The Museum's rapidly expanding collections soon outgrew the space available, and Von Hügel started to raise funds for a new and much larger building. The foundation stone of the present Downing Street building was laid by his wife in 1910 and the old Museum began to be vacated in 1913, although due to the Great War, the Museum's new displays could not be completed until the 1920s. From 1921 onwards, the Museum became closely involved with teaching undertaken as part of the University's newly established tripos in Archaeology and Anthropology.

Today, material collected in the course of the disciplinary histories of archaeology and anthropology has acquired additional significance as an extremely rich resource documenting aspects of the history and heritage of the people amongst whom it was collected. In the case of the Torres Strait, a number of research projects, publications, and exhibitions have developed in partnership with Torres Strait Islanders. At the same time, the Museum remains an important repository of material relating to the local history and archaeology of the Cambridge region.

1.3 Statement of Purpose

The primary purposes of the Museum of Archaeology and Anthropology are to:

Care for and enhance the outstanding collections of art, material culture, photographs and documents

Make the collections accessible to audiences locally, regionally, nationally and internationally, including especially to members of originating communities

Exhibit the collections, in the Museum itself, via the web, and through collaborations with other museums, within the UK and internationally

Research, interpret and publish the collections; lead innovative and ambitious research programmes related to the intellectual challenges that they raise

Present engaging public programmes and increase participation in our diverse cultural offer, in particular by individuals who do not currently engage with museums or have limited opportunities to do so

Provide and support teaching and research using the collections

1.4 Strategic Aims

MAA has adopted twelve strategic aims around which to structure its ambitions for the years 2014 - 2017. While this may seem a long list, it is composed of three sections. The first three strategic aims represent major new areas of work, for which we anticipate the need to locate significant additional resources. Strategic aims 4-6 represent existing areas of work in which we are keen to significantly raise standards through the adoption of coordinated and organised programmes of work. The final six strategic aims represent areas of the Museum's work that we regard as extremely important, but these are areas in which we believe we are already performing at a high standard. These aims represent our intention to sustain and strengthen our work in these areas.

1. Secure funding and support to enable the external store to be relocated to a suitable facility
2. Secure funding for the redisplay of world archaeological collections on the second floor and associated improvements
3. Develop the Museum's workforce to better support conservation and collections management, in order to increase access to the collections
4. Improve and develop collections documentation, with a view to enhancing the Museum's digital presence
5. Raise standards of collections care by implementing a programme of improvements, identified through the Benchmarking on Collections Care exercise
6. Establish and implement an Audience Development Strategy for MAA that will consolidate and give a strategic focus to the Museum's public engagement activities
7. Sustain and strengthen the Museum's innovative and ambitious research programmes, and its capacity to lead museological debate
8. Sustain and strengthen the Museum's educational activities, including University teaching
9. Continue to present innovative exhibitions arising from Museum research and research collaborations
10. Sustain our innovative programme of acquisitions
11. Continue and strengthen our working partnership with other members of the University of Cambridge Museums consortium (UCM)
12. Maintain appropriate standards of governance and museum management

2. SITUATION REVIEW

The twelve strategic aims set out in the previous section have been arrived at through a process of reviewing MAA's situation in relation to past, present and future strengths, weaknesses, opportunities and threats. Recent achievements have been considered in relation to the Forward Plan for the Museum, compiled in 2007 and updated in 2009. MAA's current situation has been considered in relation to the impact on the Museum of wider political, economic, social, technological and environmental forces, as well as in relation to the outcomes of various consultation exercises. MAA's future plans have been considered in the light of the challenges they raise, particularly in relation to the availability of resources.

2.1 Recent Achievements

Over 2010-12, with support from the University, the Li Ka Shing Foundation and the DCMS/Wolfson Museums and Galleries Improvement Fund, the Museum underwent the most significant redevelopment since the move into the present Downing Street site in 1913. For the first time, the institution has a welcoming street entrance leading to a fully refurbished ground floor. This features an attractive reception area, shop and temporary exhibition gallery, as well as a long-term display dedicated to the archaeology of the Cambridge region.

The success of the redevelopment and the engaging qualities of the new displays and public programmes associated with them was reflected in the Museum's shortlisting for the Art Fund Prize for Museum of the Year 2013. Although the award went to the William Morris Gallery, the Finalist status was of enormous value in building wider awareness of MAA and attracting new audiences locally.

Following a successful submission to Arts Council England (ACE) in November 2011, the University of Cambridge Museums (UCM) consortium, of which MAA is a prominent member, was awarded just under £4.5 million through the Major Partner Museums (MPM) programme, 2012-15. This has had far-reaching impact; it has fostered an unprecedented level of collaboration across the UCM, and has strengthened staffing at MAA, particularly through the establishment of shared marketing, conservation and public engagement appointments.

In addition to these transformative developments, the Museum has continued to develop other aspects of its work:

- Ambitious temporary exhibitions, including 'Unlimited Global Alchemy', 'My Hair: Black Hair Culture, Style and Politics' and 'Chiefs and Governors: Art and Power in Fiji', drew new and diverse audiences and raised the profile of the institution.
- For the first time, we also generated a major exhibition for another institution, 'Tapa: Barkcloth paintings from the Pacific', which was shown at the Ikon Gallery, Birmingham (May-July 2013).
- MAA is currently trialling Sunday opening. Having identified opening hours as a major barrier to access, the Museum has nearly tripled its opening hours in less than ten years, from 12.5 hours a week in 2005 (2 to 4:30pm, Tuesday to Saturday), to 34.5 hours a week today (10:30am to 4:30pm, Tuesday to Saturday and 12pm to 4:30pm on Sunday).

2.2 Review of Previous Forward Plan

MAA's previous Forward Plan, dated 2007, was included in an updated form as part of the last Accreditation Submission to MLA in 2009. Although this has been updated regularly through the creation of amended Strategy Statements, work during the final phases of MAA's redevelopment formed a continuation of Strategic Aims that were set in the 2007 Forward Plan. The current Forward Plan represents the first major review of what has been achieved in relation to the 2007 document, and an attempt to refocus the Museum's work following what has been accomplished.

Strategic Aim 1: Relocate the entrance to the Museum, and renovate internally to create new galleries, improve existing galleries, and update other facilities

As has been outlined in section 2.1, the specific objectives relating to this Strategic Aim that had not been achieved by 2009 (1.3.3, 1.3.4, 1.3.5, and 1.3.6) were all completed as part of the redevelopment programme between 2010 and May 2012. While 1.3.3 referred to new galleries on the ground and second floor, funding constraints mean that a full programme of redevelopment was not possible on the second floor, and this has become the focus of Strategic Aim 2 in the current Forward Plan.

Strategic Aim 2: Increase visitor numbers, strengthen the Museum's public engagement, and increase public access to collections and services

This is another area of considerable achievement. Following the extension of opening hours in May 2007 (2.1.4) visitor numbers increased considerably from 23,600 in 2005-6 to a peak of 71,434 in 2008-9 (See Appendix A). Gallery closures resulting from the redevelopment impacted on visitor numbers in subsequent years, and while visitor numbers in the first year since redevelopment have not recovered to the peak levels in 2008-9, they are still nearly double the level achieved in 2006-7 (29,621) at 58,621. It is also worth noting that a different method of counting visitor numbers was instituted following the development, and this may have had a small impact on overall recorded visitor numbers.

Interim marketing and outreach strategies (2.1.2 & 2.1.3) proved useful documents, but the additional capacity brought to MAA by the appointment of the UCM Marketing and Press Coordinator now necessitates the creation of an integrated Audience Development Strategy, Strategic Aim 6 in the current Forward Plan. This will build on a range of evaluation work (2.1.5) undertaken by the Museum and the UCM consortium, but also on MAA's experience of marketing the Museum to University staff and students (2.1.6) as well as to schools and colleges in Cambridgeshire (2.1.7).

A new Museum shop was created as part of the redevelopment (2.1.8), and while this is slowly building revenue, we anticipate that the appointment of a new Deputy Head Attendant (advertised in January 2014) will enable the shop to operate more effectively and efficiently.

As part of the redevelopment, a new logo and house style were adopted (2.2.1), new signage was installed (2.2.4) and a new website and literature were produced in 2013 (2.2.6 & 2.2.3). The creation of an MAA Facebook account during redevelopment has been extremely successful, while an e-newsletter and Twitter account were launched in 2013. Completion of a general Museum leaflet (2.2.2) is awaiting the finalisation of the Sunday opening trial. A number of community projects have been developed and delivered (2.3), while the Museum's engagement with originating communities has been sustained and strengthened (2.4). Opportunities for learning have been improved (2.5) through the creation of a number of worksheets and handling materials as well as through participation in regular events such as Science Festival and the Big Draw.

Engagement with Cambridge area schools has been considerably increased (2.6), particularly after reopening when there was a four-fold increase in the number of taught groups hosted by the Museum. A range of volunteer and placement students have been hosted by the Museum (2.7) while research access to the Museum's collections has also been sustained (2.8).

Strategic Aim 3: Sustain and strengthen the Museum's research programmes

The Museum's research activities have been sustained (3.1) through the completion of work on a number of major research grants. MAA was also successful in the development of a number of funding applications (3.2), resulting in the *Artefacts of Encounter* (ESRC) project and the *Fijian Art Research Project* (AHRC), which concluded in 2013 and 2014. A major five-year ERC project, *Pacific Presences*, began in 2013. A number of scholarly and collaborative books have also been completed (3.3). We anticipate that our performance in this area will be reinvigorated by the appointment of three new Senior Curators (in 2012, 2013 & 2014), following significant staff changes.

Strategic Aim 4: Sustain and strengthen the Museum's teaching activities

Teaching for the University at graduate level has been maintained (4.1.1), and the M.Phil in Archaeological Heritage and Museums, to which MAA's curators make a significant teaching contribution, remains the single most popular graduate course in Archaeology. The Museum's new website draws attention to the graduate and undergraduate teaching that is offered by academic members of the Museum's staff (4.1.2). The Museum's programme of collaborative collections-based teaching using the Keyser workroom's teaching collection (4.2), particularly for undergraduates in archaeology, has seen a 90% increase in activity between 2009-10 and 2013-14. The Museum has been successful in obtaining funding from UCM to assess current needs in relation to the teaching collection, to develop new resources for other academic departments, and has recently been successful in obtaining ongoing funding from the School of the Humanities and Social Sciences to support a part-time Collections Assistant to coordinate and facilitate these increasingly popular teaching sessions. The teaching collection has also been the focus for learning and training opportunities outside the university (4.3), hosting teaching sessions for school and community groups, widening participation programmes (such as the Sutton Trust) and students from other universities.

Strategic Aim 5: Enhance the Museum's web presence, particularly in ways that reflect our innovative research programmes and collaborations with originating communities

MAA's new website (5.1) was launched in 2013, offering considerably more flexibility through the adoption of a content management system. A range of new content has been produced, but the Museum has also now accepted that the creation and maintenance of web content is ongoing work that needs to be integrated with all aspects of the Museum's work (5.3). The Museum adopted a new Collection Management System in 2007 (5.2), but in practice has found that managing a bespoke Open-Source, web-based system in-house poses considerable technical and resourcing challenges. MAA has now recognised the need to adopt a more sustainable and low-tech approach to data management.

Strategic Aim 6: Continue to present innovative exhibitions arising from Museum research and research collaborations

Following the success of the Pasifika Styles exhibition (6.1), MAA has continued to sustain an ambitious and interesting temporary exhibition programme (6.2). Many exhibitions build on collaborative research projects, a particular highlight being the interdisciplinary *Assembling Bodies*, March 2009 – November 2010, and this was at least partially responsible for the peak in visitor numbers before the Museum closed for redevelopment. Recently, research projects have continued to drive MAA's exhibition output, with *Chiefs and Governors*, MAA's current major exhibition, being a major output of the AHRC-funded Fiji Art Research Project. The upcoming *Buddha's Word* exhibition results from a collaboration between MAA and three Cambridge-based projects on Tibetan and Sanskrit scriptures.

The work of improving and refurbishing permanent galleries (6.3.) was given considerable impetus by the redevelopment project, with a number of improvements implemented while the Museum was closed. Additional work in 2013 was funded by the DCMS/Wolfson Museums & Galleries Improvement Fund to upgrade lighting in the galleries, and refurbish a number of the historic cases on the second floor. The need to continue this work, in particular through the development of a World Archaeology gallery, is highlighted in Strategic Aim 2 in the current Forward Plan.

MAA has sustained an extremely active programme of national and international loans (6.4), but has also recognised that its procedures for processing and dealing with loans need to be streamlined, with more costs recovered, in order to enable this area of activity to be more sustainable in future.

Strategic Aim 7: Maintain and enhance our high standards of collections management and documentation, and develop the Museum's conservation facilities

The volume of work undertaken as part of the redevelopment project had a significant impact on the work of curatorial and collections management staff, with knock-on effects in this area of the Museum's work. Preparing an Accreditation submission has provided an opportunity to reassess this area of work, with the result that this Strategic Aim has been expanded and upgraded into Strategic Aims 3, 4 & 5 in the current Forward Plan. A new Documentation Procedural Manual (7.1.1) has been produced that is compliant with SPECTRUM guidelines (7.1.4 & 7.4). New Conservation and Collections Care Policies and Plans have also been produced (7.1.3 & 7.3), while procedures for dealing with artefact photography (7.1.5) and human remains (7.1.2) are in the process of being updated. Accreditation has also provided an opportunity to reassess the documentation backlog (7.2), with the result that a new approach has been adopted and a backlog plan has been created. The recent appointment of a UCM-funded Organics Conservator on a short-term basis has been transformative in terms of enhancing MAA's capacity to address the need for a sustainable approach to conservation and collections care. The precarious funding position of this and other short-term posts supporting Collections Management has underlined the need to seek recurrent and sustainable funding for staffing in this area – addressed in Strategic Aim 3 of the current Forward Plan. We have also used donations to support recent work in this area and have applied for DDF funding to take this forward.

Strategic Aim 8: Maintain appropriate standards of governance and museum management

Maintaining staffing at levels to enable the Museum to operate more efficiently and respond effectively to opportunities and demands that present themselves (8.1) remains a

considerable challenge. A review of staffing in the museums embedded within the School of the Humanities and Social Sciences in 2013 identified a number of critical shortfalls in administrative support, conservation, front-of-house staff, and other areas. It is hoped that over time funding will be identified from within the University or elsewhere, to enable the highest priority positions to be filled, and there has been some progress in obtaining short-term funding for gallery staff (8.1.3) and the Outreach Organiser (8.1.5) through the UCM MPM programme.

Work towards improving the work environment for staff (8.2) has been ongoing, with the result that there have been a number of enhancements in terms of office space, but with an expanding staff the issues remain ongoing.

Development of an IT policy is also ongoing (8.3) with considerable recent progress towards the centralised storage of files. Staff development (8.4) is another area in which the need for improvement is ongoing and continuous, as is the need to review funding arrangements and seek to increase revenue (8.5). A Friends group has been established (8.5.6) and fundraising has been carried out in collaboration with the University Development and Alumni Relations office (8.5.2), and both have resulted in considerable donations for the Museum. Establishing procedures for more regular reviews of the Forward Plan remains an important area of activity to implement (8.6), but the current exercise has proved extremely valuable in refocusing the strategic aims of the Museum after seven years of highly productive and highly successful activity.

2.3 The Museum Today: SWOT

Strengths

- The redevelopment project has created a welcoming, attractive new entrance to the Museum, ground floor temporary exhibition gallery, and gallery of Cambridge archaeology
- Shortlisting in the Art Fund Prize for Museum of the Year 2013 provided a major boost to MAA's public profile
- MAA is attracting approximately 65,000 visitors a year, almost three times the number before the extension of opening hours
- MAA has built a strong visual identity through its new logo and house style, and incorporated this in its new website
- There has been a significant increase in marketing activities, including a particularly engaged Facebook following of over 6,000 likes
- MAA hosts an active and lively programme of events and activities
- The Museum has seen a significant increase in demand from School groups
- Museum-based research is internationally recognized, and entails wide-ranging collaborations with scholars and communities in many countries
- Successful collaborative projects have built on the research excellence of colleagues in the Department of Archaeology and Anthropology
- Research and curatorial projects have been distinguished, in particular, by sustained and pathbreaking engagements with originating communities in Australia, the Pacific, North America, South Asia, and elsewhere
- Curatorial staff have received many prestigious grants for research, collections care, and acquisitions
- MAA continues to be an active centre for University teaching
- Demand for collections based teaching sessions has nearly doubled over the last four years
- MAA's archaeology teaching collection is an attractive resource for widening participation activities and community groups
- MAA now has an established track record of producing innovative exhibitions arising from research and research collaborations
- MAA's Designated Collections are internationally renowned.
- Objects are regularly requested for major exhibitions by institutions throughout the world
- MAA has been highly successful in gaining support for new accessions, partly through a major award from the Art Fund for the RENEW programme

Weaknesses

- Maintaining adequate storage conditions for the collections is currently MAA's most significant weakness
- Galleries on the upper two floors of the Museum are in need of redevelopment
- Visitor numbers have not recovered to the peak level in 2008-9, following the closure period
- Lack of marketing expertise has meant that we have not always gained the exposure the Museum needed for some of our activities
- Audience development activities have not always been as coordinated and targeted as they might have been
- The new shop is not yet generating a significant source of revenue for the Museum
- The e-newsletter has not been highly publicised and sign-up opportunities are not available in the gallery
- The potential for expansion in graduate student numbers in anthropology is limited by departmental capping
- The current Collection Management Systems poses significant challenges in terms of upkeep and useability
- The number of exhibitions generated since reopening has put a strain on resources
- The number of loans poses similar challenges in terms resources, and the Museum has not always been able to accurately estimate and recover costs related to these
- Standards of documentation and collections care have been impacted upon by the redevelopment project
- Funding for a number of important positions in collections care, collections management, outreach and marketing is precarious and short-term
- There are also critical shortfalls in staffing for administrative support, front-of-house staff, and other areas
- The Museum has struggled to gain support for some areas of its work from the School of the Humanities and Social Sciences, in which it is embedded
- Staff development and training needs investment so that the Museum can help staff to perform at the highest possible levels
- While the Friends group have generated considerable income in the form of donations, it is not self-sustaining, thereby constituting an additional demand on the Museum's resources
- Commitment to major projects has impacted on the regularity with which the Forward plan has been reviewed

Opportunities

- ACE funding for the University of Cambridge Museums as a Major Partner Museum presents the most significant opportunity for MAA, enabling staff to engage more closely with other UCM staff through cross-UCM projects and sharing skills
- The MPM programme's support for appointments in Outreach, Evaluation, Conservation and Marketing creates an opportunity to develop a professional and strategic approach to these areas
- The appointment of three new Senior Curators provides an opportunity to take forward other areas of the Museum's work, including the redevelopment of the upper galleries
- The appointment of three new core members of Front of House staff provides the opportunity to rethink MAA's approach to developing a culture of customer care and the management of the FOH team, including volunteers and temporary staff
- The appointment of a new Deputy Head Attendant creates an opportunity to develop the shop as a source of revenue for the Museum
- The establishment of a new tripos in Archaeology in 2017 creates an opportunity to rethink the use made of the museum's teaching collection
- Sunday opening provides an opportunity to develop new resources and activities focused on family visitors
- Accreditation has created an opportunity to refocus the attention of collections staff around Documentation and Collections Care, following the redevelopment
- The relocation of the offsite store creates an opportunity to carry out collections care assessments, and to conduct an audit of the stored collections
- The need to reassess MAA's approach to data management creates an opportunity to develop a new system that is better integrated and more effective
- MAA's new website, and increased digital presence across a number of platforms, creates an opportunity to create and host additional resources that highlight areas of the collections that are rarely on display, such as the photographic collections
- The 'impact agenda' has meant that funding bodies are more prepared to fund activity that results in exhibitions, and has increased the willingness of researchers to collaborate with the Museum
- The established working relationship with colleagues within the Department of Archaeology presents a significant opportunity in terms of developing research collaborations
- The allocation of the AHRC CDA PhD fellowships to particular institutions creates an opportunity to develop strong partnerships with national museums
- The University of Cambridge's commitment to widening participation activities provides an opportunity for the Museum to take advantage of some of the funding available for these activities
- Both the MAA Friends organisation and the Development and Alumni Relations office provide an opportunity to develop a group of committed supporters for the Museum and an ongoing stream of income

Threats

- While the biggest opportunity is presented by the UCM MPM programme, the biggest threat is that funding for this is not renewed in 2015, or that there is a significant reduction in the funding available
- There is a threat that insufficient funding becomes available for the relocation of the offsite store
- Inability to obtain sufficient funding and support to take forward gallery redevelopments poses a threat
- While the appointment of three new Senior Curators is an opportunity, it also poses a threat since it may take some time before they are able to generate sufficient research grants to sustain MAA's research programme
- Other new appointments also pose threats if it is not possible to appoint suitable candidates, or the candidates appointed do not achieve what is anticipated
- Sunday opening also poses a threat due to the increased staff costs, and the difficulty of finding volunteers prepared to work in the galleries on Sundays
- The 'impact agenda' also poses a potential threat since it may lead to increased expectations of what the Museum can offer, and attempts to use the Museum to stage impact 'outputs' that do not relate to the Museum's collections or contribute to planned programmes
- Recurrent reorganisation of the University's departmental structures, in which MAA is situated, creates a situation of instability with the potential to disrupt MAA's institutional support structures, but also to impact on the Museum's access to planning, decision and resource allocation bodies within the School of the Humanities and Social Sciences
- Integration of the University Archaeology and Anthropology tripos into Human, Social and Political Sciences poses a threat in terms of the numbers of undergraduate students
- The reduction in funding opportunities of masters courses poses a threat in terms of MAA's supply of graduate students
- Larger scale political and economic changes also pose potential threats to the Museum in terms of what funding is available, and in terms of the priorities for its allocation

2.4 Staffing

The Museum hosts increasing numbers of postdoctoral fellows associated with collaborative research programmes, many of whom contribute to curatorial as well as research activities. We approach education, public programming, marketing and conservation with increasing professionalism.

Staff

Established staff:

Director	Professor Nicholas Thomas
Senior Curator (Anthropology)	Dr Anita Herle
Senior Curator (Anthropology)	Dr Mark Elliott
Senior Curator (Archaeology)	Dr Chris Wingfield
Senior Curator (Archaeology)	Dr Jody Joy
Collections Manager (Anthropology)	Rachel Hand
Collections Manager (Archaeology)	Imogen Gunn
Manager, Photographic Collections	Dr Jocelyne Dudding
Teaching and Collections Assistant (Archaeology)	Eleanor Wilkinson
Administrator	Wendy Brown
Accounts Clerk / Clerical Assistant	Vacant
Senior Computing Technician	Jon Dawson
Head of Workshop	Matt Buckley
Workshop Technician	Marcus Miller
Head Attendant	Lynsey Coombs
Deputy Head Attendant	Lilja Kupua Addeman
Gallery Attendants (part-time):	Julia Norman
	Lavinia Fulea

Research staff:

Senior Research Associate (Pacific Presences)	Dr Lucie Carreau
Senior Research Associate (Pacific Presences)	Dr Alana Jelinek
Research Associate (Pacific Presences)	Dr Alison Clark
Research Associate (Pacific Presences)	Dr Erna Lilje (from 9.3.16)
Research Associate (Cambridge Rivers Project)	Zilan Wang
British Academy Postdoctoral Fellow	Dr Johanna Zetterstrom-Sharp
Clerical Assistant (Multiple Modernism – part-time)	Georgina Amos

University of Cambridge Museums funded staff based at MAA:

Outreach Organiser / UCM Gallery Evaluation Project Officer	Sarah-Jane Harknett
Education & Outreach Assistants (part-time):	Lorena Bushell
	Dr Trisha Biers

UCM Organics Conservator(MAA part-time)	Kirstie Williams
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Short-term funded positions:

Collections Assistants(Anthropology):	Remke van der Velden
	Olivia Maguire
Gallery Attendant (part –time)	Samuel Humphris

Honorary staff:
Honorary Assistant Curator (American Archaeology)
Von Hügel Fellow

Mary Hill Harris
Jonathan King

2.5 Consultation and Planning

Stakeholder Consultation

MAA reports to the General Board Museums Committee, chaired by Professor Eilís Ferran, Pro-Vice-Chancellor for Institutional and International Relations), and this provides an opportunity for consultation, particularly in relation to University strategy, with the central administration of the University of Cambridge. It is in this context that there is strategic consultation with local authorities in Cambridgeshire in relation to cultural provision by the University's museums.

In addition, MAA is represented on the University of Cambridge Museums Steering Group, alongside the seven other museums which form part of the UCM consortium. These are key partners, and consultation in relation to MAA's work and plans takes place through monthly meetings, as well as more informally in relation to particular projects. Together, the UCM have created a Strategic Plan 2013-16 (included as part of MAA's Accreditation submission).

MAA also feeds into the Planning activity of the School of the Humanities and Social Sciences, of which it forms a part. As part of the Strategic Plan update produced for the period 2013/14 to 2017/18 (included as part of MAA's Accreditation submission), reference is made to MAA at a number of points, in particular through a recognition of the urgent need for better quality storage facilities (p.8-9).

Stakeholders within the Department of Archaeology and Anthropology, including Faculty members and students, as well as the Cambridge Antiquarian Society and the Fitzwilliam Museum, are represented on the Museum Committee. Regular termly meetings provide an opportunity for consultation and input in relation to the Museum's activities and future plans.

In addition to these formal consultation mechanisms built into MAA's planning processes, the Museum has established an Archaeology Advisory Group, with whom it consults in relation to developments related to the archaeology displays on an annual basis. This includes archaeologists from the Department, but also from the County Council, local Archaeology units and the wider sector.

User and Non-User Consultation

Through its membership of the University of Cambridge Museums consortium, MAA has been involved in a number of commissioned consultation processes, including a programme of Visitor Research by The Audience Agency (2013 Benchmarks summary submitted as part of MAA's Accreditation submission). This programme of user and non-user consultation has fed into the development of a UCM-wide *Audience Development Strategy* (included as part of MAA's accreditation submission), commissioned from Wafer Hadley.

Strategic Aim 6 of the current Forward Plan will build on this work and its recommendations to develop an audience development strategy that is tailored specifically to MAA, by taking into account and building on what distinguishes MAA's audience from that of our UCM partners - we typically have a younger audience, including a higher proportion of domestic and international tourists. There is also a mismatch between those visitors who say they intend to return when interviewed and the low proportion of return visitors among our audience.

In general, consultation has also been integrated as a core part of the development process of new projects at MAA. Work on the 2010-12 redevelopment involved a rigorous consultation process, (first implemented in the development of 'Assembling Bodies' in 2008). Local stakeholder groups such as schools, special interest groups, the local branch of the

Young Archaeologists Club, local history societies and non-users were consulted on the content and form of the proposed displays. A variety of consultation styles were used including focus groups, exit interviews, meaning maps, visitor tracking and questionnaires. We were subsequently invited to present this consultation and evaluation work as a case study in Maurice Davies and Christian Heath's recent 'Evaluating Evaluation' project.

Such formative evaluation is being rolled out to other University of Cambridge Museums in a major summative evaluation programme led by MAA staff. This UCM-wide project seeks to better understand visitor engagement with University of Cambridge museum displays through tracking and exit interviews. This work is feeding into redevelopment projects, funding applications and redisplay at other UCM museums, and will form a major part of the development of the new World Archaeology gallery at MAA (Strategic Aim 2).

2.6 Future Plans

The 2010-12 Development Programme represented only the first stage in the Museum's redevelopment. Plans for the future come under four headings: improved collections care, new displays, improved documentation and new audiences. These cover:

Improved collections care

- Storage problems are affecting our ability to care for our collections. Most critically, the external store at High Cross is overcrowded and no longer fit for purpose. One roof area has been subject to leaks for many years and remedial work has never fully resolved this problem. There are also concerns about the fabric of other parts of the building and the need to vacate certain areas and move material into aisles has made it impossible for us to offer access to research visitors and students. Given that the effort to unlock the potential of the collections for students, researchers and wider audiences is central to our aims, and those of the UCM consortium, a new external store is the highest priority for the Museum.
- Raising standards of collections care across the board will be enabled by the adoption of a *Collections Care and Conservation Plan*, and by embedding improvements to collections care in all planned storage and re-display projects.

New displays

- A new World Archaeology Gallery is our highest priority for the main site. This is on the second floor and we shall be seeking support from the Heritage Lottery Fund and other agencies in 2015.
- The World Anthropology Gallery, on the first floor, has been responsive to current research since its opening in 1990, with sections being updated intermittently throughout its life (most recently a new introduction and Asian sculpture display in 2012). However, we envisage a major redisplay that will present our research, our collections and their stories in an engaging and coherent way, appropriate to the twenty-first century and mindful of our institution's rich history.

Improved documentation

- Although the bulk of the collections are catalogued, ongoing research projects, and the recent redevelopment project, have revealed undocumented or incompletely documented collections, largely the result of historic understaffing over many years. Adopting a *Documentation Backlog Plan* will enable MAA to resolve the majority of this issues over the next five years.

- In addition to an unexpected historic documentation backlog, the Museum's research and acquisition programme continues to generate new collections that need cataloguing.
- Existing cataloguing systems for different collection areas require consolidation and improvement to enable improved collections management procedures.
- The functionality and accessibility of the public catalogue portal needs to be improved; and tens of thousands of existing images of artefacts in the collections need to be uploaded to the system and rendered accessible.
- The recent redisplay, as well as several major recent research projects,¹ have demonstrated that the Museum archives are extraordinarily rich, and give MAA the capacity to generate diverse narratives around specific artefacts and collections. Access to relevant documents, however, is essential to this work, and a programme to digitise key resources has begun. Further external funding is currently being sought to provide dedicated short-term staffing to continue this important work, which will enable more efficient discrepancy checking, as part of the *Documentation Backlog Plan*, following completion of an updated inventory in 2016.

New audiences

- With the support of the UCM consortium, we plan to develop a strategic approach to marketing and publicity; ensure our exhibitions and public programmes are more widely promoted and better targeted, addressing the needs of tourists to the city as well as local residents.
- Continue to expand the range and reach of MAA's public programmes; identify and develop current users whilst reaching out to new and diverse audiences.
- Consolidate and sustain a solid base of committed supporters of the Museum, including developing a more active Friends group.
- Increase training opportunities for gallery staff to develop a stronger culture of customer care.
- Improve provision for groups from formal learning institutions, including schools and further education establishments.
- Produce an integrated audience development plan.

¹ Funded by the Arts and Humanities Research Council, the Economic and Social Research Council, the European Research Council, and other agencies.

2.7 Governance, Management and Finance

MAA's governing body is the University of Cambridge, with responsibility for the Museum falling to the Faculty of Human, Social, and Political Science. The Faculty Board has delegated the administration of the Museum to a managing committee. The Museum Committee meets once per term as a committee of the Faculty of Human, Social and Political Science.

The roles of this committee and of the Museum's director and curators are defined by the Statutes and Ordinances of the University of Cambridge.² Discussion and decision making within the Museum take place through Strategy Meetings (normally weekly), Curatorial Group Meetings (normally monthly), Staff Meetings (normally monthly) and through dedicated sub-committees and project working groups. Most staff are line-managed by either the Director, Curators, or the Museum Administrator.

The Museum's recurrent University ('Chest') funding is delivered through the School of the Humanities and Social Sciences. The Museum participates in the School's planning and resource allocation processes.

Museum activities are also supported by a wide range of other funds, including a University-managed endowment, the Crowther-Beynon Fund, HEFCE Museums, Galleries and Collections Fund, and ACE's Major Partner Museums award, managed by the UCM, through the Cambridge Museums Steering Group. Research grants, overheads, donations and trading income are all significant and are managed within the Museum, with the support of the Research Operations Office, the Faculty Finance Office, and the Development and Alumni Relations Office.

² Available at: <http://www.admin.cam.ac.uk/univ/so/2013/chapter09-section5.html#indexterm-d2e7307>

4. OPERATIONAL PLAN

Strategic Aim	Actions	Staff	Resources	Completion
1: Secure funding and support to enable the external store to be relocated to a suitable facility	Identify alternative storage site and quantify build / refit costs and timescales	NJ, WB, Estates Dept	Staff time. Contractors' fees	30.07.2016
	Work with other University teams to identify preferred solution and quantify move costs	NT, WB, Curators	Staff time Consultancy Fees	30.6.2017
	Identify funding sources and apply for funding for fit-out, collections move and conservation	NT, Curators	Staff time	30.12.2017
	Prepare for capital programme	NT, WB, AH, ME, CW, IG, RH	Staff time Budget	2017-2021
	Begin packing stored collections in preparation for move, conducting collections audit and conservation assessments as part of the packing process	Conservator, Project Team, Volunteers	Staff time Budget Volunteer time	31.12.2019
2: Secure funding for the redisplay of world archaeological collections on the second floor and associated improvements	Develop project plan and quantify costs	CW, IG, SJH, WB	Staff time	31.3.2015
	Review consultation and audience research	SJH, CW	Staff time	31.3.2015
	Apply for HLF Stage 1 funding	CW	Staff time	6.8.2015
	Investigate other funding sources	CW, NT	Staff time	31.12.2015
	Apply to other funding sources	CW	Staff time	31.12.2016
	Research and develop gallery content during initial development phase of project	CW, IG, SJH, Project team	Staff time Budget Consultants	14.4.2017
	Implement gallery project	CW, IG, SJH, Project team	Staff time Budget Consultants	From 1.10.2017

Strategic Aim	Actions	Staff	Resources	Completion
3: Develop the Museum's workforce to better support conservation and collections management, in order to increase access to the collections	Create role descriptions for a Conservation Coordinator, an Administrative Assistant whose duties will include processing loan and photo reproduction requests, and a generic Collections Assistant role.	NT, WB, Curators, UCM Conservation team	Staff time	31.12.2014
	Build University support and recognition for the crucial importance of these positions	NT, WB, Curators	Staff time	30.6.2017
	Quantify potential revenue streams, such as that generated by loan and reproduction fees, or research grants to work on the collections, and the potential for these to increase with additional capacity	NT, Curators, WB	Staff time	30.6.2016
	Establish source of additional funding, gain university support and recruit for positions	NT, WB	Staff time Budget	31.12.2016
4: Improve and develop collections documentation, with a view to enhancing the Museum's digital presence <i>Documentation Policy, Documentation Backlog Plan & Documentation Procedural Manual</i>	Review current procedures, updating <i>Documentation Policy, Procedural Manual and Documentation Backlog Plan</i>	Collections Managers, CW, ME	Staff time	31.1.2014
	Create <i>Invitation to Tender</i> for the creation of an integrated Filemaker system to upgrade current systems, including web interface	CW, JD, ME	Staff time	30.6.2015
	Upload existing digital imagery to database	Project staff	Budget / Volunteers	30.06.2016
	Recruit volunteers and begin process of conducting collections audit	Collections Managers	Staff time	30.08.2014
	Continue to document collections in accordance with agreed procedures	Collections Managers	Staff time	Ongoing

Strategic Aim	Actions	Staff	Resources	Completion
5. Raise standards of collections care by implementing a programme of improvements, identified through the Benchmarking on Collections Care exercise <i>Conservation and Collections Care Policy Plan & Benchmarks in Collections Care documents</i>	Maintain collections condition assessments	KW, Collections Managers, MB	Staff Time	Ongoing
	Maintain lists of conservation priorities	KW, Collections Managers, MB	Staff Time	Ongoing
	Install new Environmental monitoring setup	MB, JD, CW	Staff Time, Budget	31.3.2014
	Upgrade window film in public display areas	CW, MB, WB, Estates Dept	Staff Time, Budget	31.12.2016
	Maintain environmental control and monitoring, IPM and inspection programme	CW, MB, JMD, KW, Interns	Staff Time	Ongoing
	Progressively implement programme of Collections Care improvements identified by Benchmarking exercise	CW, MB, KW, Collections Managers	Staff Time, Budget	Ongoing
	Coordinate Conservation student placements	KW, UCM team	Staff Time	Ongoing
6: Establish and implement an Audience Development Strategy for MAA that will consolidate and give a strategic focus to the Museum's public engagement activities <i>Wafer Hadley UCM Audience Development Strategy, Audience Agency Benchmarking</i>	Evaluate the results of consultation exercises, existing evaluation and marketing activities	SJH, LC	Staff Time	31.12.2014
	Develop an Audience Development Strategy for MAA, on the basis of consultation	SJH, LC	Staff Time	30.6.2015
	Develop local partnerships, consult governing bodies and participate in city-wide initiatives that address priorities for local residents and tourists, in partnership with UCM	NT, UCM	Staff Time	Ongoing
	Develop marketing programme on basis of Audience Development Strategy priorities	UCM, Audience Dev. Gp.	Staff time Budget	Ongoing
	Develop outreach programme on basis of Audience Development Strategy priorities	SJH, LB	Staff time Budget	Ongoing

Strategic Aim	Actions	Staff	Resources	Completion
7: Sustain and strengthen the Museum's innovative and ambitious research programmes, and its capacity to lead museological debate	Sustain progress on major collaborative research programmes	NT, Curators	Staff Time, Research Grants	Ongoing
	Develop funding applications to enhance/extend support for major areas of research	NT, Curators	Staff Time	Ongoing
	Work towards completion of individual scholarly books and collaborative works	NT, Curators	Staff Time	Ongoing
	Further develop MAA's interpretative research programme	SJH, Curators	Staff Time	Ongoing
8: Sustain and strengthen the Museum's educational activities, including University teaching	Maintain and develop graduate university teaching	Curators	Staff time	Ongoing
	Fill new post to develop and maintain collections-based university teaching sessions	CW, WB, IG, New post	Staff time	30.9.2014
	Enhance learning and training opportunities, particularly for widening participation, further education & student placements	SJH, IG, EW, Curators	Staff time	Ongoing
	Plan for the creation of an education room at MAA, and begin fundraising effort	NT, WB, Curators	Staff time	20.12.2014
	Review National Curriculum relevant resources in light of 2014 changes and produce new teaching plans for Key Stage 2 history	SJH, LB	Staff time	30.8.2014
	Continue to review and update learning materials (worksheets etc) to encourage informal learning	SJH, LB	Staff time Budget	Ongoing

Strategic Aim	Actions	Staff	Resources	Completion
9: Continue to present innovative exhibitions arising from Museum research and research collaborations <i>Exhibition Proposal Form and Guidance, Exhibition and Loan planning document</i>	Maintain three-year planning horizon for the two main temporary exhibition galleries (Li Ka Shing gallery and South Lecture Room), including robust exhibition proposal process	NT, Curators	Staff time	Ongoing
	Continue to raise funds for temporary exhibitions, partly through funding exhibitions through research collaboration	NT, Curators	Staff time, Budget	Ongoing
	Continue to evaluate audience response and feed this into future exhibition planning to ensure that interpretation meets user needs	SJH, Curators	Staff time	Ongoing
	Continue active programme of national and international loans	Collections Managers, KW	Staff time	Ongoing
10: Sustain our innovative programme of acquisitions <i>Collections Development Policy</i>	Continue to develop collections on the basis of current research	NT, Curators	Staff time Budget	Ongoing
	Continue programme of collecting contemporary art relevant to the collections	NT, Curators	Staff time	Ongoing
	Remain informed of about significant local finds through Treasure Act and Portable Antiquities	IG, Arch Curators	Staff time	Ongoing
	Raise funds to support strategically important acquisitions	NT, Curators	Staff time	Ongoing
	Develop storage and research facilities to accommodate existing and new types of material, including particularly the large collection of prints acquired during the RENEW programme	NT, WB, Curators, Collections Managers, Estates Dept	Staff time External contractors Equipment Estates Department	30.06.2016

Strategic Aim	Actions	Staff	Resources	Completion
I 1: Continue and strengthen our working partnership with other members of the University of Cambridge Museums consortium (UCM) <i>UCM Strategic Plan</i>	Support the development of a UCM application for Major Partner Museum 2, 2015-8	NT, Curators	Staff time	17.3.2014
	Support joint projects, such as Discoveries Exhibition, Culture Finder App, and Curating Cambridge shared season	NT, Curators, Collections Managers	Staff time	Ongoing
	Contribute to common working groups as a way of sharing skills and raising standards	All Staff	Staff time	Ongoing
	Contribute to shared programmes such as Museums at Night, Festival of Ideas, Science Festival	SJH, LB, Volunteers, FOH staff	Staff time Volunteer time	Ongoing
	Initiate joint projects that take advantage of synergies between collections and the potential for sharing resources	NT, Curators, Collections Managers	Staff time	Ongoing
I 2: Maintain appropriate standards of governance and museum management	Develop a briefing sheet for new Members of Museum Committee, with the offer of an induction meeting; invite Museum Committee members to events	WB, JJ	Staff time	31.9.2016 Ongoing
	Operate induction process for all staff and volunteers, providing information on museum policies and procedures, including security and emergency, but also providing basic training in collections care and customer care	WB, MB, Curators, Collections Managers	Staff time	Ongoing
	Operate regular staff review and	NT, Curators,	Staff time	Ongoing

	development strategy, identifying relevant training opportunities for staff	WB		
	Develop front-of-house training to ensure all visitors are treated with appropriate care and respect, that a clear complaints procedure is maintained, and that those with additional needs are appropriately assisted	LC, LA, WB, SJH	Staff time	31.12.2014
	Apply for and obtain VAQAS certification for the Museum	LC, WB	Staff time	31.12.2016
	Maintain Emergency Plan, ensuring that all staff are briefed and trained	WB, MB	Staff time	Ongoing
	Implement recommendations of Security Review esp. improved access and key control, additional security cameras	WB, MB, Estates Dept	Staff time Budget	31.06.2016
	Undertake Annual Review and updating of the Forward Plan	NT, Curators, All Staff	Staff time	Ongoing

Appendix A

Visitor Figures 2007 – 2015

Visitor numbers are reported in the Museum's annual report, according to the financial year, which runs from October to September.

October 2006 – September 2007	29,621 ³
October 2007 - September 2008	61,493
October 2008 - September 2009	71,434
October 2009 - September 2010	64,745*
October 2010 – 6 November 2010	7,140*
6 November 2010 – 25 May 2012	Museum Closed
25 May 2012 – September 2012	24,596 ⁴
October 2012 - September 2013	58,621
October 2013 – September 2014	67,987
October 2014 – September 2015	60,888

* NB. Ground floor of the Museum closed from early spring 2010 until November 2010 when the whole Museum was closed until 25 May 2012.

³ Opening hours were extended to 30 hours a week in May 2007.

⁴ Since reopening visitor figures have been counted using manually operated clickers, rather than beam counters (before reopening). The new figures are highly accurate, but not directly comparable with those before 2012.

Appendix B

National Strategic background for Museums

Arts Council England's priorities for the Museum sector

Goal 1: Excellence is thriving and celebrated in museums

Feedback from our conversations suggests that for museums, as much as for the arts, it is the quality, range and relevance of the offer, and the imaginative programmes that involve and engage people with it that is the foundation of their ongoing success. Some of our museums are recognised as being among the finest in the world and we want all our museums to take their place with the finest. But as with the arts, excellence does not just happen; it requires a steadfast commitment, particularly at times of economic hardship. Without this commitment, the achievements of museums would diminish and audiences would suffer.

Goal 2: More people experience and are inspired by museums

Museums enrich people's lives. They play a critical role in creating empowered and informed citizens and they hold an incalculable importance within places and communities, promoting understanding and cohesion and inspiring pride. Everyone should have the right to benefit from the collections and knowledge that public funding supports within museums.

Goal 3: Museums are sustainable, resilient and innovative

Public investment in museums is reducing and there are many changes happening in the communities they serve. The future growth and success of museums depends on them adapting to these changes. It depends on the Arts Council working in partnership with co-funders to make the case for proper future investment.

Goal 4: The leadership and workforce are diverse and highly skilled

Unless the museums workforce is diverse and highly skilled, it will not reach its potential. To make an enduring contribution to civic life, museums must be staffed by people who both reflect and can inspire the communities that they serve. Diversity in the workforce is important to museums building diverse collections and developing new perspectives. And the ongoing development of an ever-wider range of skills is essential to enabling these sectors to adapt to change.

Goal 5: Every child and young person has opportunity to experience the richness of museums

Museums contribute to the development and well-being of children and young people. They provide learning resources and experiences that can fuel children's curiosity and critical capacity, as well as helping them to challenge and understand their place in the world. Access to the knowledge, experiences and treasures within our museums is every child's birthright. This is essential to inspiring future audiences and the next creative generation.