

Strategic Plan for the Library, Archives, and Museums of the Society of Antiquaries of London

2023/24 to 2024/25

Governing Body: Council (The Society of Antiquaries of London)

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Plan review procedure: Delivery of the plan will be monitored monthly and reported to the Library & Collections Committee and Council quarterly.

Plan review date: 12 January 2025

Version: 2

This policy will be shared with internal and external stakeholders via email upon request and will be published on our website to ensure availability to users and potential users.

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Introduction

Founded in 1707, the Society of Antiquaries of London is Britain's oldest learned society concerned with the study and understanding of the material past. Today the Society is a registered charity (207237) with over 3,000 elected Fellows and more than 300 Affiliate Members. Drawn from scholars and practitioners around the world working in the fields of archaeology, architectural and art history, museology, conservation, and cultural resource management together with ecclesiastical, documentary, and heraldic study, the Fellowship represents an extraordinary breadth of expertise and scholarship which the Society encourages and fosters for the wider public benefit.

The Society is based at Burlington House, Piccadilly, London where it hosts lectures, seminars, and exhibitions; houses an Accredited Museum, world-renowned Library and archives and publishes learned journals and monographs. The Society's other site is Kelmscott Manor, Oxfordshire, the former summer home of William Morris, designer, craftsman, and conservationist. Kelmscott Manor also houses an Accredited Museum and receives between 20,000 and 30,000 visitors annually. We have recently completed a major NHLF funded project at Kelmscott to broaden our visitor offer and undertake major repairs. The Society employs 33 staff across both sites (see staffing structure charts in the appendices) and receives no direct support from public funds.

This strategic plan aims to take stock of the current challenges facing the Society's Library, archives, and accredited museums both at Burlington House and Kelmscott Manor, and to set out priorities for 2023/24 to 2024/25 to deliver the Society's strategy. Progress will be reviewed and reported quarterly both to the Library and Collections Committee and to Council. The plan is intended to be flexible, and amendments will be made when necessary.

Significance

The Library is at the very heart of the Society representing its history and commitment to conservation, research, and dissemination. With its outstanding collection of ca. 130,000 books

and journals, as well as tracts (historic and modern), 2,000 proclamations, and 1,000 broadsides, it stands as one of the leading libraries on archaeology, architectural history, medieval decorative arts, and other subjects based on the study of the material remains of the past. The result of nearly 300 years of acquisition, it has a wide range of obscure, rare, and hard to find material not available elsewhere.

The Institutional Archives are an unbroken record of the Society's existence and activities since its first formal meeting on 1 January 1718 (with some records dating back to the informal meetings of 1707). They constitute the Society's records of its own creation, governance, management, and administration for over 300 hundred years. The records comprise minutes of the Society's Ordinary Meetings, Council and Committees, financial records, records of elections to Fellowship, lists of Fellows, correspondence files, records relating to the Society's Kelmscott estate, printed notices and circulars, photographs, lantern slides, and records of Society publications, as well as other activities such as conservation and archaeological excavations funded by the Society. The archives collection also comprises some 600 manuscripts, around 300 deposited archives (a combination of personal papers and records of other organisations) and over 45,000 bookplates.

The Accredited Museum at Burlington House contains over 40,000 objects, which include some 25,000 prints and drawings (one of the largest collections of drawings on British topography and antiquities in the country, these were historically managed by the library team), approximately 13,000 monumental brass rubbings, archaeological artefacts spanning from the Prehistoric to the early post-medieval period, a significant collection of Tudor panel paintings, around 11,000 seal impressions, ceramics, and textiles.

At Kelmscott Manor we have an Accredited Museum with a collection of around 800 objects, which represent the applied and decorative arts produced or collected by William Morris, Dante Gabriel Rossetti, as well as Jane and May Morris. The collection also relates to the pre-Morris occupancy of the Manor.

For a detailed description of both museum collections see the appendices in *2023 BH & KM Museum Development Policy*.

The history of the Society and its immense contribution to the study of the past is fully documented throughout the Library, Archive and Museum collections, which are deeply interconnected. As well as matters of Society business, the archives include contemporary accounts and sometimes sketches of archaeological and antiquarian discoveries and objects presented to the Society. Many of these objects were added to the Museum collections, and drawings of them would often be commissioned which are now in the prints and drawings collection. These drawings and accounts of presentations would often be published in *Archaeologia* and *Vetusta Monumenta*. The first copies of publications commissioned by the Society were added to its Library, where they remain, thus completing the circle.

Evidence of the continuing role of our collections as an important tool both for research, education, and the dissemination of knowledge can be found in the high number of enquiries received each month, exhibition loan requests, research and educational collaboration proposals, requests for images from our collections to be included in publications, TV productions, exhibitions, etc., and in the acknowledgements and credits included in many new publications.

Mission, Vision, Strategy

Our Royal Charter from 1751, which acts as a mission statement, encapsulates the Society's purpose:

The encouragement, advancement and furtherance of the study and knowledge of the antiquities and history of this and other countries.

This mission statement informs the Society's new vision for 2023-2033:

To understand how humans live through the things that humans have created.

This vision drives the Society's strategic aims, objectives, and priorities, which are arranged into four pillars: 1 Nourish our current and future communities, 2 Stimulate our sector, 3 Excite the world, 4 Organise to deliver. The strategy for the Library, Archive and Museum falls into pillars 2 and 3:

Pillar 2	Stimulate our sector
Strategic Aim	The global independent forum on heritage
Long term priority	Offer catalysing resources through our library and collections
Mid-term priorities	<ol style="list-style-type: none">1. Progress digitisation and cataloguing programme to ensure that collections and documents are fully accessible, globally2. Ensure our collections are relevant, reviewed regularly and cared for appropriately to inspire the curious and support research3. Create an ecosystem with our community whereby research is supported and encouraged through our collections4. Ensure our professional standards support our ambitions as a key contributor to the sector
Pillar 3	Excite the world
Strategic Aim	The place where exciting new ideas are shared first
Long term priority	Open up our places by opening up BH to the public and expanding our work at KM
Mid-term priorities	<ol style="list-style-type: none">1. Increase our engagement with new audiences as well as Fellows and Affiliates to create a diverse and thriving community2. Amplify recognition as a key player in the sector through exhibitions and loans to museums and galleries worldwide3. Ensure all our communications (tone of voice) and engagement are increasingly modern and inclusive and support the diverse audiences in our community4. Actively collaborate with like-minded organisations to support our strategic aims

Audience development

Burlington House

Since 1874 Burlington House has been home to our outstanding Library, Archive, and Museum collections as well as the venue for regular meetings and lectures. These were aimed primarily at the Society's Fellows, who at the time were older British men, but by the early 20th century women were attending and the first female president was elected in 1959. The Library was opened to external researchers wishing to consult materials not available elsewhere. Occasional summer exhibitions from 2014 onwards allowed the Society to share some of its collections with

the public and monthly public lectures launched at the same time allowed the Society to share the expertise of its Fellows and other professionals active in fields of archaeology, history, anthropology, etc. During the pandemic, all Society lectures were opened to the public (online only at first and then both online and in person). In 2022 the launch of the Affiliate Membership Scheme made membership of the Society accessible to all. Over the last few years, we have also delivered seminars, workshops, and tours for university students and other early career researchers as well as special interest groups. These initiatives have helped the Society to attract more diverse audiences. While we are as committed as ever to nourish our community of Fellows and Affiliates, we are also determined to expand our audience further and, in particular, to reach out to those who have had little or no contact with the Society, i.e. schools and community groups.

HLF Transition funding enabled the Society to commission an audience development plan in 2015. Protracted negotiations over the Burlington House lease, together with Covid restrictions, prevented the implementation of the plan for some years. In 2022 NLFH funding for our Sensing History project finally enabled us to begin making our collections more accessible to the public and reach new audiences. In April 2023 we recruited a Learning and Outreach Manager who delivers regular workshops for school children and community groups. This is a fixed-term, two-year contract and it is vital that we raise the funds, ideally through the Affiliate Membership Scheme income, to make this role permanent.

We also began opening our ground floor to the public on most Fridays and have moved our Library display cases downstairs to enable us to share as many items from our collections as possible. We are now exploring ways of increasing our capacity to curate rotating displays for the visiting public both in terms of staff time and the number and quality of display cases. We are also hosting two 'Courtyard Late' events a year where we combine show & tell of our collections, storytelling, and making workshops.

[Kelmscott Manor](#)

The manor has historically attracted many groups of visitors who study Arts and Crafts alongside many with a general interest. They tend to visit in couples or small groups and have most often come some distance from home within Oxfordshire, Gloucestershire, and Wiltshire. Almost half visit as part of a holiday or break and one in five visitors returns for a repeat visit. An existing interest in Morris, the Arts and Crafts movement, or the Pre-Raphaelites provides the key motivation for the visit in most cases.

The 2015 audience development plan mentioned above led to a more in-depth analysis of Kelmscott audiences in 2018, which provided a forward strategy for transforming the visitor experience at the Manor. With support from the NHLF and many individual donations, the Society embarked on the £6m Kelmscott & Morris: Past, Present and Future (KMPPF) project in 2019 (due to be completed in 2026) which encompasses conservation of the house and its associated buildings as well as a new interpretative approach to recreate the spaces as they would have been in Morris' time. The project also delivered a new learning barn and the recruitment of a Learning and Outreach Officer who runs regular workshops for schools and community groups. This role is also currently on a fixed-term contract, but we expect that the additional income from increased visitor numbers will allow the Society to make it permanent.

Review of previous strategic plan

The *Strategic Plan for the Library and Collections of the Society of Antiquaries of London 2020/21 to 2022/23* set out seven strategic priorities and associated deliverables:

1. Improve online visibility of and access to the collections.

- a. **Provide online catalogues for all collections, both at BH and KM.** We migrated the Library catalogue from Voyager to Koha, greatly increasing its functionality, and acquired EBSCO as a new discovery tool to improve access to e-books and e-journals. We migrated the Museum Catalogue from Mobydoc Micromusée to the web-based Collections Index+ (CI+). We also acquired the Archives module of CI+, providing an online catalogue of our manuscripts and archives for the first time.
- b. **Provide single discovery tool to search across all collections.** We acquired Collections Online, the public portal of CI+ and configured it to search across Library, Archive, and Museum collections.
- c. **Extend electronic resources offer.** We subscribed to over 800 JSTOR journal titles on top of our previous 100 individual e-journal subscriptions and acquired more than 900 e-books (previously we had none). We also subscribed to a few new databases and through EBSCO and Koha facilitated access to Open Access publications.
- d. **Catalogue 'hidden' collections.** Restructured the team to recruit an Archivist and began cataloguing the Archive collections. We now have over 15,000 individual records for Archives and manuscripts on the online catalogue. Fundraised to recruit a temporary Museum Documentation Assistant to catalogue a newly discovered collection of 3,000-4,000 printing blocks at BH. Recruited a temporary Museum Documentation Assistant to catalogue the objects at KM.
- e. **Enhance inaccurate or incomplete legacy records.** This is an ongoing task across the Library, Archive, and Museum.
- f. **Share images of collections via new systems.** Over 4,000 images for museum objects at BH and 10 for objects at KM have been shared so far, with hundreds more ready to be published in 2024.
- g. **Digitize rare or unique resources.** We have fully digitized over a dozen manuscripts as well as the minutes of Ordinary Meetings from 1718 to 1800.
- h. **Continue collection interpretation and promotion via website and social media.** We have curated two online exhibitions on our website. Online promotion across Twitter, Facebook, Instagram, LinkedIn is ongoing.

2. Improve physical access to the collections.

- a. **Improve furniture layout and facilities in Main Library.** Introduced an additional staff desk, self-service photocopier and overhead scanner. Removed card index cabinets (the contents of which had already been digitized) to improve the flow of light and air to the alcoves on the western side of the Main Library.
- b. **Introduce automated circulation of Library books.** Circulation is now fully automated. Fellows and Affiliates can access their library catalogue accounts to view and renew their loans. Around half of the library collections have been barcoded and more than 600 Fellows and Affiliates have been issued library cards.
- c. **Enable ordering of loans via online library catalogue.** Fellows and Affiliates can now place hold requests on Koha.
- d. **Enable ordering of scans/photocopies via online library catalogue.** Fellows and Affiliates can now do this via Koha.

3. Increase research.

- a. **Support research collaborations with external partners.** We have supported a number of research collaborations, including the digital edition of Vetusta Monumenta <https://scalar.missouri.edu/vm/index> and the Beyond Notability project <https://beyondnotability.org/>.
 - b. **Support Affiliate membership scheme.** Since the launch of the scheme in June 2022 we have been delivering monthly inductions for new Affiliates.
 - c. **Explore reciprocal access with academic libraries via SCONUL.** We joined in 2022 and almost 200 Fellows have already taken advantage of the scheme.
 - d. **Support Postgraduate Open Days.** These were suspended during the pandemic and later merged with the Early Career Researcher Conference.
 - e. **Support Early Career Researchers conferences.** As above, suspended in 2020 and 2021 but delivered in 2022. This has now been renamed SAL Collections and Research Day to open it up to wider audiences.
 - f. **Promote resources and services via SALON.** We did this more sporadically in 2020 and 2021 but since 2022 we have been including several pieces on our collections and services in each fortnightly issue of SALON.
- 4. Increase collection interpretation.**
- a. **Prepare online exhibitions featuring items from all collections.** We have curated two online exhibitions.
 - b. **Continue to prepare temporary displays in the Main Library.** This was challenging during the pandemic when the Library was only open intermittently but we managed to prepare five displays. The Library display cases have now moved down to the entrance hall where they can be more easily seen by the visiting public.
 - c. **Prepare displays to accompany events.** We have prepared and presented many displays showcasing the riches in our collections. These have been set up in the Meeting Room, Council Room, Library, Museum Room, and Fellows Room to accompany a range of events, from conferences to seminars, workshops, tours, and group visits.
 - d. **Organise Kelmscott exhibition at BH in the summer of 2020 to highlight the development project at KM.** This was first postponed and later cancelled because of the pandemic. Kelmscott reopened in April 2022.
 - e. **Continue to share lend BH and KM objects to external exhibitions.** The pandemic put most exhibition loans on hold but once restrictions were lifted we resumed our lending programme and many objects from BH and KM were exhibited in museums and galleries across the UK, including two international loans, to France and the USA.
- 5. Improve the management of our collections.**
- a. **Create collection management policies for all our collections.** We updated all our museum management policies but did not manage to update our Library and Archives development policies. This objective has been added to our new plan.
 - b. **Continue to review Library procedures and operations.** Changes to our staff structure, software, facilities, the launch of the Affiliate membership scheme and our inclusion in the SCONUL reciprocal access scheme meant many changes to our procedures and operations. These changes have all been documented in the library manual.
 - c. **Barcode and create item records for all Library material.** The project began in May 2021 and was expected to last only a few months. However, the poor quality of many of our legacy records, many of which required substantial enhancements, made the project much more labour intensive than anticipated. As we are now

about halfway through this is another objective that has been added to our new plan.

- d. Relocate rare books and manuscripts in BH to environmentally controlled store.** There is no space left in the environmentally controlled store. This objective can only be completed if we refurbish BH to provide more environmentally controlled storage, if we store these collections offsite, or if we move to another location.
- e. Develop binding and conservation programme.** This was paused during the pandemic but since 2021/2022 we have begun systematically rebinding monographs and our Arts Society volunteers have resumed their conservation work. Developing a written procedure is an objective that has been added to our new plan.
- f. Introduce records management procedures.** Our Archivist has prioritized cataloguing and digitising our historic archive. The resulting structure will inform our record management procedures, but this is not an immediate priority now.
- g. Relocate contents of Archive Room.** All the modern archives store in the Archives Room which is only accessible via a ladder have been relocated to a more accessible location.
- h. Renew the Accredited status of our Museum Collections. The Accreditation Scheme was paused during the pandemic.** It has now resumed and preparing submissions for BH and KM is one of the objectives of our new plan.
- i. Improve storage of Museum Collections.** We have begun improving the storage of our collection of printing blocks as part of the documentation process. Completing this project is part of our new plan.
- j. Address gaps in Museum documentation.** This an ongoing task. One of the objectives in our new plan is to recruit a part-time Loans Administrator who will also be responsible for addressing gaps in documentation relating to historic long-term loans.
- k. Register unregistered Museum objects and collections.** As above, we have begun registering the unregistered collection of printing blocks. Registering and documenting our collection of prints and drawings (historically managed by the library team) will require additional funding and resources and is another objective that has been added to our new plan.
- l. Review Museum numbering system.** Our Museum Collections Manager has reviewed the system and implemented the necessary changes.
- m. Update collections disaster procedures.** Both BH and KM have emergency plans which include collections salvage protocols but need to be updated again and this has been added to our new strategic plan objectives.
- n. Upgrade environmental monitoring system.** The systems both at BH and KM were upgraded. Real-time readings can now be accessed remotely, and alerts are sent if necessary.

6. Support the Society's potential relocation.

- a. Assess space needs for collections in new location.** Detailed measurements of most of our collections were taken but the work was paused as other tasks took priority and efforts concentrated on reaching an agreement on the lease.
- b. Deaccession duplicate monographs.** Over 1,000 modern monographs have been deaccessioned.
- c. Deaccession some print serials available online.** We have not deaccessioned any serials but have relocated more than 240 boxes to offsite storage. These are

available online or are titles with very low use and they can be recalled within 48 hours.

- d. **Remove non-collections materials from Library stores.** Completed.
- e. **Review arrangements for housing non-SAL libraries and archives.** Work on this has begun but progress has been slow, partly because other tasks took priority, and partly because of the lack of documentation regarding the arrangements. Completing this is an objective in our new plan.
- f. **Contribute to planning new Library, Archive, and Museum and spaces.** This has not begun as efforts have focused on staying at BH.
- g. **Re-classify Library collections.** We have obtained a quote but planning a project likely to cost at least £300,000 and take a year to complete (during which the Library would probably need to close for a significant amount of time) can only begin once we know the outcome of the lease negotiations.

7. Increase participation from Fellows and volunteers.

- a. **Carry out user survey.** We completed the survey in 2022 and implemented several changes as a result. However, we have not yet been able to carry out a trial change in opening hours. This is an objective in our new plan.
- b. **Enable Library purchase suggestions for Fellows via online catalogue.** This is a feature of Koha and we have already processed two dozen suggestions.
- c. **Fellows and other volunteers to assist with cataloguing.** We have had more than 20 volunteers (some of them Fellows) and student placements assist us with cataloguing our Library and Museum collections, but the majority have assisted with cataloguing Archive collections. This will continue and is being extended to include remote volunteering to described digitised elements of the Prattinton Collection.
- d. **Fellows and other volunteers to assist with collection interpretation and promotion.** Fellows have assisted with the curation of one of our online exhibitions and two student placements assisted with the curation of physical exhibitions. Volunteers also assist with Open House Fridays and special events.
- e. **Volunteers/student placements to assist with collection management tasks.** Volunteers and student placements have assisted with conservation, measuring, repackaging, and relocation of collections.

SWOT analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Outstanding and unrivalled collection/breadth & depth of subject coverage with unique and rare material. • Strong and growing online resource offer. • Majority of collections are on-site at BH and large % on open access for Fellows, Affiliates and SCONUL users. • High quality of service to all users. • Variety of users, interests, and specialisms • Library, Archive, and Museum may be only contact non-Fellows have with SAL. • Prestigious central London location. • Membership of SCONUL reciprocal access scheme. • Ownership of refurbished Kelmscott Manor and its collections. • Knowledgeable, professional, and dedicated staff across both sites. 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • BH Archive and Museum collections only partially catalogued online. • BH provides insufficient storage for collections. • Limited public gallery space at BH for displaying collections. • Low number of in-person visits and book loans in comparison to size of Fellowship. • Poor shelf arrangement of library collection is a barrier to navigation and retrieval. • BH is an historic (intimidating?) building, which needs adaptation for a 21st century learned society. • Lengthy lease negotiations have delayed new initiatives. • Overstretched staff – cost of lease stops creation of new posts.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • New vision and strategic direction for the Society with greater emphasis on public benefit and broader public engagement as well as more diverse Fellowship. • Launch of Affiliate membership scheme could increase physical use of collections for research and provide an income stream to support learning and outreach at BH. • Increased visitor numbers at KM could support learning and outreach as well as new initiatives and roles. • Expertise of Fellows as ambassadors for the Society and its collections and mentors of the next generation of Fellows • Technological developments in electronic access and digitisation offers greater exposure and use of collections. • Opportunities for collaboration with other organisations, e.g., academic sector, specialist subject groups for mutually beneficial exploration of our collections • Fundraising for collections projects • Resolution of the lease issue and refurbishment of BH could mean better services and more attractive and practical facilities for Fellows, Affiliates, researchers, and the general public as well as better storage, display spaces, and improved collection management. 	<p>THREATS</p> <ul style="list-style-type: none"> • If we fail to diversify and reach out to new audiences, we could lose relevance. • Budgetary insecurity could continue to have an impact on maintenance and development of collections & services. • Increasing costs of resources could put pressure on provision of resources. • More researchers are relying on electronic resources. • Most of our Fellows are based outside of London and travel is becoming increasingly expensive. • Lack of space could restrict development of collections. • Materials could be damaged through poor storage. • If the Society were required to relocate it would require a great deal of fundraising and planning and moving the collections would be an enormous undertaking and restrict access in the short term.

Forward Plan

To deliver the Society's agreed strategic objectives over the next two years, we will undertake the actions listed in our Forward Plan below. **These will be completed alongside the routine tasks associated with managing, developing, caring for, and documenting our collections, while providing access, responding to enquiries, and contributing to outreach, promotion, and engagement.**

Abbreviations:

BDM: KM Business Development Manager
BIM: Building and IT Manager
CEM: BH Communications and Events Manager
Gen Sec: General Secretary and CEO
HFR: Head of Finance and Resources
HOD: Head of Development
HOLMC: Head of Library and Museum Collections
LOM: BH Learning and Outreach Manager
LOO: KM Learning and Outreach Officer
MCM: BH Museum Collections Manager
TFM: KM Technical and Facilities Manager
VVM: KM Visitor & Volunteer Manager

NB. Kelmscott actions highlighted in blue. Funds in bold already secured/approved – budgets are approved yearly.

Pillar 2. Stimulate our sector				
Long term priority: To offer catalysing resources through our Library, Archive, and Museum collections.				
Mid-term priorities	Actions	Lead	Timescale	Funding source
1. Progress cataloguing and digitisation programme to ensure collections	Barcoding of basement Library collections completed	HOLMC	Mar. 2024	Gravett Projects Fund
	Update SAL entries for manuscript and archive records in The National Archive's Discovery	Archivist	Oct. 2023	Core budget

and documents are fully accessible globally.	Offsite 2 nd batch of Library journals	Librarian	Aug. 2023	Core budget
	Copper plates fully catalogued and digitised	MCM	Oct. 2023	Donations/Grant
	Begin phase 2 of Prattinton Project	Archivist	Aug. 2023	Donation
	Recruit and train 2nd cohort of archives cataloguing volunteers	Archivist	Aug. 2023	Core budget
	Digitisation of Croft Lyons index	HOLMC/Archivist	Jan. 2024	Core budget
	Begin second round of Adopt a Manuscript scheme	Archivist	Mar. 2024	Core budget
	BH and KM museum collection documentation policy updated	MCM	Sept. 2023	Core budget
	BH museum collection documentation plan updated	MCM	Nov. 2023	Core budget
	Cataloguing and digitisation of 1,500 printing blocks	MCM	Mar. 2024	Gravett Projects Fund /Donations
	Complete cataloguing and digitisation of KM museum collections	KM Curator	May 2024	KMPPF Fund
	KM museum collection documentation plan updated	KM Curator	Nov. 2023	Core budget
	Complete cataloguing and digitisation of printing blocks	MCM	Mar. 2025	Gravett Projects Fund/Donations
	Digitise 5% of manuscripts collection	Archivist	Mar. 2025	Donations
	Begin systematic registering, cataloguing and digitisation of Prints and Drawings collection	MCM, HOLMC, HOD	Mar. 2025	Gravett Projects Fund/Donations/Grants

	Barcoding of Library collections completed (excluding rare books and tracts)	HOLMC	Mar.2025	Gravett Projects Fund
	BH historic institutional archive catalogued to top level	Archivist	Mar. 2025	Core budget
	Begin cataloguing and digitising Rassweiler donation	MCM	Mar. 2025	Core budget / Endowment
	Begin scoping cataloguing of KM books	HOLMC/KM Curator	Mar.2025	Core budget / Gravett Projects Fund
	KM archive catalogued to top level	Archivist	Mar. 2025	Core budget
2. Ensure our collections are relevant, reviewed regularly and cared for appropriately to inspire the curious and support research.	Draft collection development policies for Library and Archives	Librarian/Archivist	Jan. 2024	Core budget
	BH and KM museum collection development policy updated	MCM	Sept. 2023	Core budget
	BH museum collection care & conservation policy updated	MCM	Sept. 2023	Core budget
	BH museum collection care plan updated	MCM	Nov. 2023	Core budget
	Rassweiler donation added to SAL collection	MCM	Mar. 2024	Endowment
	Modern archives relocated	Archivist	Aug. 2023	Core budget
	Museum collection development policy updated	MCM	Sept. 2023	Core budget
	Library binding procedure drafted	Assistant Librarian	Jan. 2024	Core budget

	Deep clean of collections	MCM	Mar. 2025	Core budget
	Apply to Woodmansterne grant for Rebecca Minet portrait conservation	MCM	July 2024	Core budget
	Update BH emergency plan	BIM	Nov. 2023	Core budget
	Collections insurance renewed	HOLMC/Gen Sec/ HFR/ Lib & Colls Cttee/ Council	Aug. 2023	Core Budget
	Update KM emergency plan	TFM/KM Curator	Dec. 2023	Core budget
	Complete pilot conservation of Samson tapestry KM257.1	KM Curator	Mar. 2024	Donations/Grants
	KM museum collection care & conservation policy updated	MCM/KM Curator	Sept. 2023	Core budget
	KM museum collection conservation plan updated	KM Curator	Dec. 2023	Core budget
	Entire building sprayed to control insect infestation	MCM	Mar. 2025	Core budget
	Access to remote environmental monitoring extended to collections to HOLMC, Archivist, and Librarian	MCM	Mar. 2025	Core budget
	Begin Samson tapestry conservation project	KM Curator/HOD/Gen Sec/ HOLMC	Mar. 2025	Donations/Grants

3. Create an ecosystem with our community whereby research is supported and encouraged through our collections	Increase use of SCONUL scheme by 10%	HOLMC/Librarian	Mar. 2024	Core budget
	Provide access to Ancestry UK to Fellows, Affiliates, and external researchers onsite at BH and KM	HOLMC	July 2023	Core budget
	Carry out trial of new Library opening hours	HOLMC	May-July 2024	Core budget/Gravett Projects Fund
	Review arrangements for housing non-SAL libraries and archives	HOLMC/ Librarian/Archivist	Mar. 2025	Core budget
	Explore contributing to Archives Hub	Archivist	Mar. 2025	Core budget
	Explore provision of Virtual Reading Room	HOLMC	Mar. 2025	Core budget
	Commercial publication of May Morris' Icelandic diaries	KM Curator	Mar. 2025	KMPFF Fund/External funding
	Set up archive and study room at KM to support research	KM Curator	Mar. 2025	KMPFF Fund/Core budget
4. Ensure our professional standards support our ambitions as a key contributor to the sector	Submit application to renew accredited status for museum at BH	HOLMC/MCM	Dec. 2024	Core budget
	Submit application to renew accredited status for museum at KM	HOLMC/MCM/KM Curator	Dec. 2024	Core budget
	Explore KM Archives Accreditation	Archivist	Mar. 2025	Core budget
	Explore BH Archives Accreditation	Archivist	Mar. 2025	Core budget
Pillar 3. Excite the world				
Long term priority: Open up BH to the public and expanding our work at KM				
Mid-term priorities	Actions	Lead	Timescale	Funding source
1. Increase our engagement with new audiences as well as Fellows and Affiliates to create a	BH museum collection access policy updated	HOLMC/MCM/LOM	Aug. 2023	Core budget
	BH museum collection access plan updated	HOLMC/LOM	Nov. 2023	Core budget
	KM museum collection access policy updated	KM Curator/LOO	Sept. 2023	Core budget

diverse and thriving community	KM museum collection access plan updated	KM Curator/LOO	Dec. 2023	Core budget
	Support programme of workshops for schools and community groups	HOLMC	Apr. 2023	NHLF grant
	Deliver induction tours for new Fellows and Affiliates	HOLMC	Apr. 2023-Mar. 2025	Core budget
	Support 2 Courtyard Late events per year	HOLMC	Apr. 2023-Mar. 2025	NHLF grant
	Deliver workshops, seminars, and visits for university students, onsite conference and offsite promotion	HOLMC	Apr. 2023-Mar. 2025	Core budget
	Continue to deliver formal and informal learning programmes as per KM Activity Action Plan 2021-2025	LOO	Apr. 2023-Mar. 2025	KMPPF Fund
	Deliver tours for groups	KM Curator	Apr.-Oct 2023 Apr.-Oct. 2024	Core budget
	Deliver expertise and engage audiences outside KM through external lectures	KM Curator	Apr. 2023-Mar. 2025	Core budget/External funding
2. Amplify recognition as a key player in the sector through exhibitions and loans to museums and galleries worldwide	Support Open House Fridays by curating 3 themed displays annually and contributing to briefing volunteers	HOLMC	Apr. 2023-Mar. 2025	Core budget
	Recruit part-time Loans Administrator to manage BH and KM exhibition loans	HOLMC/MCM/KM Curator	Jan.-Mar. 2024	Gravett Projects Fund
	Create 'Rituals of Power' online exhibition	Asst. Librarian	Dec. 2023	Core budget
	Curate From 'Behind Closed Doors-Highlights from the Reserve Collection' exhibition	KM Curator	Apr.-Oct 2023	Core budget

	Draft interpretation plan/ exhibition and display strategy	KM Curator	Mar. 2024	Core budget
	Curate 'William Morris and Iceland' in collaboration with the Árni Magnússon collection	KM Curator	Apr.-Oct. 2024	Core budget/ External funding
	Create 'Behind Closed Doors' online exhibition	KM Curator/Assistant Librarian	Sept. 2025	Core budget
	Seek funding for new display cases	HOLMC/MCM/HOD	Mar. 2024	Grants/Donations
	Secure additional support for curating display programme	HOLMC/MCM/HOD	Mar. 2024	Grants/Donations
3. Ensure all our communications and engagement are increasingly modern and inclusive and support the diverse audiences in our community	Refresh BH website to streamline collections pages and include access information	Librarian/Archivist/CEM	Oct. 2023 – Mar. 2024	Core budget
	Introduce Smartify app and QR codes	MCM/CEM	June 2023	Core budget
	Contribute to suite of communications to meet needs of the community (SALON, Fellowship News, social media, etc.)	HOLMC	Apr. 2023-Mar. 2025	Core budget
	Contribute to audio guides for visually impaired visitors	LOM/HOLMC	Feb. 2024	NHLF grant
	Explore methods of telling SAL's story visually rather than through text panels	LOM/HOLMC	Mar. 2024	NHLF grant
	Provide a quiet space for children	LOM	Mar. 2024	NHLF grant
	Make available large print versions of interpretation text	MCM	Jan. 2024	Core budget

	Update visitor feedback forms	LOM/External consultant	Dec. 2023	NHLF grant
	Provide safeguarding training for staff, Trustees, and volunteers	LOM	Mar. 2024	NHLF grant
	Launch new KM website and online shop	CEM	Dec. 2023	Core budget
	Recruit and train at least 10 more volunteers before the 2024 open season	VVM	Mar. 2024	KMPPF Fund
	Provide safeguarding training for staff and volunteers	LOO	Nov. 2023	KMPPF Fund
	Explore alternative ways of sharing inaccessible areas of the collections	HOLMC/MCM/LOM	Aug. 2024	Core budget
	Review Meeting Room layout to improve circulation routes around the display cases	LOM/HOLMC/BIM	Dec. 2024	Core budget
	Provide large print version of interpretation text	KM Curator	Apr. 2024	Core budget
	Provide visitors with accessibility information on arrival	KM Curator	Apr. 2024	Core budget
4. Actively collaborate with like-minded organisations to support our strategic aims	Contribute to joint events with Westminster Abbey, City Lions, We are Beams and, potentially, Classics for All	HOLMC/LOM/External partners	Apr. 2023-Mar. 2025	NHLF grant
	Contribute to Kingston University MA in Museum and Gallery Studies	HOLMC/MCM/External partners	Jan.-Feb. 2024 Jan. Feb. 2025	Core budget
	Contribute to Notre Dame University Archaeology and Ethics and Celtic Art modules	HOLMC/MCM/External partner	Oct. 2023	Core budget
	Contribute to William Stukeley project in partnership with Factum Foundation	Archivist/External partner	Dec. 2023	Core budget

	Contribute to <i>Beyond Notability</i> , an AHRC-funded project in collaboration with the Institute of Classical Studies, the University of Southampton, and the Royal Archaeological Institute	Archivist/Librarian	July 2024	Core budget
	Contribute to <i>Henry VIII on Tour: Landscape, Communities and Performance</i> , an AHRC-funded project in collaboration with Historic Royal Palaces, the University of York, and Newcastle University	HOLMC	Apr. 2024	Core budget
	Collaborate with local history societies to describe digitised Prattinton collection	Archivist	Sept. 2023-Apr. 2025	Donation
	Explore closer collaboration potential with William Morris network	KM Curator/Gen Sec	Mar. 2024	Core budget
	Work with the Árni Magnússon collection for 2024 exhibition	KM Curator	Apr.-Oct. 2024	Core budget/ External funding
	Contribute to William Henry Smyth FSA project in collaboration with the Royal United Services Museum and the Royal Astronomical Society	HOLMC	May-June 2024	Core budget
	Collaborate with Watercolour World and local history societies to digitise and catalogue Prints & Drawings	HOLMC/MCM/HOD	July 2024	Donations/ Grants

Related policies and plans

This strategic plan should be read in conjunction with:

- 2023 BH Museum Access Policy

- 2023 BH Museum Care & Conservation Policy
- 2023 BH & KM Museum Development Policy
- 2023 BH & KM Museum Documentation Policy
- 2023 KM Museum Access Policy
- 2023 KM Museum Care & Conservation Policy
- 2023 BH Museum Access Plan
- 2023 BH Museum Care & Conservation Plan
- 2023 BH Museum Documentation Plan
- 2023 KM Museum Access Plan
- 2023 KM Museum Care & Conservation Plan
- 2023 KM Museum Documentation Plan
- KM Activity Action Plan 2021 – 2025