

Society of Antiquaries of London: Strategic Plan 2011-12

Explanation of "Priority" terms

Core= central to the activities of the Society

Existing= an existing commitment to an activity or project with a foreseeable completion date

Urgent, High and Medium: self-explanatory

Strategic Goal	Strategic Intent	SA No	Strategic Actions	Tasks	Notes	Priority	
	Cost of Generating funds	C.01	Cost of sales of trading subsidiary (Lucerna)	Cost of trading subsidiary (Lucerna)	Cost of Lucerna trading	Core	
		C.02	Development Office	Constitute Development Committee and appoint Head of Development		Existing	
				Produce fundraising strategy	To follow on from the formation of Development Committee & appt. of Head of Development.	High 2011-12	
		C.03	Room hire	Market and develop room hire to generate income from commercial and charity use		High 2011-12	
	SI 1 Engage, enthuse and foster the Fellowship and staff in pursuing the aims of the Society to further our understanding of the past and influence the heritage sector and the general public.	1.01	Publications programme	Antiquaries Journal production			Core
				Production of fully-funded monographs			Existing
				Existing monograph commitments (unfunded)			Existing
				Review of Publications strategy, starting with Bi-centenary Fund .	Underway		Existing
		1.02	Encourage and support research and conservation.	Facilitate research and conservation through the grant programme.	Maintaining and developing the grant programme will be especially important during the present economic climate.	Core	
		1.03	Strengthen the Society through recruitment of more diverse Fellowship	Actively recruit a younger Fellowship. Make relevant to people who are developing their careers through grants and research seminars	Actively seeking out professionals with 10 years experience, Explore graded Fellowship	Medium 2012-13	
		1.04	Engage the Fellowship in the activities of the Society to further the Strategic Aim	Explore provision of other benefits to the Fellowship	Improve presentation of existing benefits to Fellows. Development of Library facilities (inc. online) as package to aid retention of Fellows	Core	
				Plan to allow Fellows to lead on delegated Strategic Actions & public consultations	Write terms of reference for committees and members and job spec for officers. Inductions for committee members.	High 2011-12	
		1.05	Maintain and strengthen Lecture and Seminar programme	Maintain and strengthen Lecture and Seminar Programme and explore Kelmscott Manor as a possible venue	Consider how Kelmscott Manor can be used as a venue for lectures/seminars	Core	
				Make lectures and seminars available electronically to Fellows outside London.	Introduce web-casts of lectures [2011-12]; longer term, explore simultaneous meetings linked by the web.	High 2011-12	
	1.06	Raise profile with the Heritage Sector and general public through communications strategy	First draft of communications strategy produced. Communicates the work of the Society (Fellows, Burlington House and Kelmscott Manor) to the general public.	Produce second draft of communication strategy once Strategic Plan is finalised.	Core		
	1.07	Engage and shape government, public and professional opinion and policy	Respond to consultation and public events.		Core		
			Engage with Local and National Government		High 2011-12		
		Shape stakeholder opinion through seminars, campaigns etc		High 2011-12			

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The Learned Society of Fellows that encourages understanding of the past through Conservation, Research and Dissemination	SI 2 To conserve and develop the research and educational potential of the buildings, collections and library at Burlington House and Kelmscott Manor and to make these resources more accessible to Fellows and the wider public	2.01	Maintain and run the library, its core services and functions	Operational costs of running the library and its core functions of collecting, keeping safe, making available and known its materials and resources		Core
		2.02	Maintain the museum collection at Burlington House and Kelmscott Manor core services and functions	Operational costs of maintaining the museum collection and core functions of keeping safe, making available and known	Maintain housekeeping procedures for the museum collections at Burlington House	Core
				Strengthen collections and curatorial management at Kelmscott Manor	Monitor & measure the impact of extended opening hours on the collections	High 2011-12
		2.03	Ensure the Library & Museum Collections are adequately preserved and housed	Develop Library Refurbishment Plans to RIBA Stage D [dependent on fundraising]	In the short term, make small improvements to the library environment & study facilities. Develop refurbishment plans	Core
				Storage strategy for library and museum collections at Burlington House	Carry out review of serials holdings, looking at options for rationalization & move to online.	High 2011-12
					Rationalise & make better use of current spaces & create additional spaces in RSC basements.	Urgent 2010-11
				Develop more online resources instead of hard copy.	High 2011-12	
		2.04	Raise profile of the Society and improve access to collections through temporary loans and exhibitions	Continue to loan objects from Burlington House & Kelmscott Manor to exhibitions in the UK and abroad.	All loan requests to go through SAL approval procedure and to meet SAL's Standard Terms & Conditions of Loan. Borrowers expected to pay all associated costs, so all loans out should be at zero-cost to SAL.	Core
				Making History USA exhibition (Sept 2011 - June 2012)	Objectives: To raise profile of SAL & platform for fundraising in USA SAL to organize at least one event at each venue SAL representatives to attend opening events Return of objects to SAL in June 2012 . de-framing, re-installation	Existing
				Display strategy for Burlington House	Introduce new labelling for pictures & museum displays in Burlington House.	High 2011-12
		2.05	Strengthen management & development of the library collections	Collections Development Plan for the library collections	Review Library Acquisitions Policy & other existing policies	High 2011-12
					Undertake a library collections audit	High 2011-12
		2.06	Improve & widen access to Library & museum resources & services and make them better known	Access strategy for Library and Museum collections	Target promotion of the Library to post-graduate communities	High 2011-12
					Roll out more online resources for Fellows . also links to SA 1.04.	High 2011-12
					Improve information on library services	High 2011-12
		2.07	Maintain and develop Burlington House as a viable entity and improve the intellectual and financial contribution of the properties to the Society	Day to day operational costs of running and maintaining Burlington House inc. rolling maintenance and small works programme Plan for lease renewal in 2014	Put facilities management at Burlington House on a formal footing	Core
					Conservation Management Plan for Burlington House: implementation and review	Existing
						High 2011-12
		2.08	Maintain and develop Kelmscott Manor as a viable entity and improve the intellectual and financial contribution of the properties to the Society	Develop long term strategic plan for Kelmscott Manor: infrastructure development & fundraising for an endowment	Produce a Conservation Management Plan and Business Plan for Kelmscott Manor	Existing
				Operate Kelmscott Manor through the Interim Business Plan	Interim Business Plan for 3 years. Day to day running costs of operating and maintaining the estate. Review effectiveness of Plan and existing facilities after first year of operation.	Existing

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	SI 3 Ensure the Society remains fit to meet its objectives now and in the future	3.01	Ensure safe running of Burlington House and Kelmscott Manor	H&S audit and action plan	Prioritised action plan to ensure H&S compliance at Burlington House and Kelmscott Manor. Long term H&S management issues	Core
		3.02	Develop a finance and admin system that is able to facilitate the strategic and operational aims of this business plan	Continue the administration and financial management of the Society in accordance with statutes and charity law.		Core
		3.03	Develop Information management strategy	Develop time and cost recording systems, project management systems and integrate with accounts package	Implement time recording coding and project management systems	Existing
		3.04	Administrative support	Administrative Support		Core
		3.05	Ensure efficient management and administration of staff	Complete Kelmscott Staff Review		Existing
				Review HR policies and procedures and establish clear HR management responsibilities and interface with H&S		Existing
				Review of appraisal / performance process		High 2011-12
	3.06	Develop a management culture that looks forward and plans for the long, medium and short terms.	Allocate time for operational and strategic planning over the following three years.		High 2011-12	
	Governance	G.01	Facilitate the aims of the Business Plan	Document the Society's administrative and governance procedures		High 2011-12
				New audit requirements for Heritage Assets	Also comes under Strategic Intent 2 - requirements for documentation & accounting for all heritage assets	High 2011-12
		G.02	Maintain good governance	Constitute committee to review statutes and propose reforms	Underway	Existing
	G.03	Financial & professional regulation	Financial & professional regulation	Audit, tax, accountancy, Finance Manager, legal, bank charges etc	Core	