



**The Samuel Johnson
Birthplace Museum
Forward Plan 2018 – 2021**

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Date of approval by LCC: **To be added**

Date of full review: March 2023

1. Introduction

The Samuel Johnson Birthplace Museum (SJBm) in Lichfield is a Grade I listed 18th century townhouse which has been a public museum dedicated to Samuel Johnson since 1901. The SJBm Forward Plan details the current situation of the museum, reviews the previous plan and states the aims and objectives for the museum over the coming three-year period, drawing upon consultation with users. The plan is approved by the Birthplace Advisory Committee (BAC) of Lichfield City Council (LCC), the minutes of which are then approved by full council (see 6.i). The aims and objectives are updated annually and presented to the Committee, and the full plan updated every three years, or at annual review in the case of any significant changes.

2. Museum Statement of Purpose

The covenant under which the building was purchased by LCC in 1900 remains the fundamental mission of the museum, namely:

“...to remain in perpetuity as a memorial to the life, work and personality of Samuel Johnson, his Lichfield connections and his friends and contemporaries.”

The current service objectives of LCC expand this intention to include users and development:

“...to stimulate wider interest in and understanding of the life and achievements of Samuel Johnson. To safeguard the future and development of the museum and its collection to enable access by all.”

3. Review of Forward Plan 2015-2018

A number of significant developments and goals have been achieved since the last plan was written (see section 8 for full details) including increased staffing, university partnerships, temporary exhibition projects, establishing an external collection store at Donegal House, a number of new clubs and groups, an access audit and the beginning of a major redevelopment project (see section 9). Items which have not been achieved to the timescales initially indicated largely include improvements to displays, research into access and facility improvements, all of which are being addressed within the redevelopment project.

4. Development of this Plan

The SJBm Forward Plan 2018-21 has been updated with consideration of the following sources of consultation: user comments taken from visitor books, comments boxes, exit surveys and online reviews; consultation sessions with Museum Attendant staff; volunteer comments box; report from a young people's 'museum mystery tour'; Access Audit of the Museum, and minutes of the Birthplace Advisory Committee meetings. Feedback from all sources was reasonably consistent and fell into general categories of: developments to existing displays, particularly interactive and sensory elements; improvement of access to building and collections; engaging with local community and improving the number of school and adult group visits.

5. Monitoring this Plan

Progress towards the actions identified in this plan will be monitored in monthly reports by the Museums & Heritage Officer (MHO) to LCC, and at the bi-annual Birthplace Advisory Committee meeting. Implementation of the plan is the responsibility of the MHO and milestones will be set to assist with measuring progress.

6. Situation Review

i) Governance & Organisational Structure

The SJBm building and its collection are vested in the Dr Johnson Birthplace Trust, of which LCC is the sole trustee. The administration of the Museum, including the employment of staff, is undertaken directly by the Council through its powers under sections 144 and 145 of the Local Government Act 1972. The MHO reports to Town Clerk of LCC, and represents SJBm at Birthplace Advisory Committee meetings.

ii) Staff & Volunteers

8 staff members (2.8 full-time equivalent) are employed and recruited directly by LCC: a full-time MHO (37 hours a week); five part-time Museum Attendants for weekday and weekend cover of the entrance and bookshop, and occasional events, tours and school visits (equivalent to 35 hours a week November - February, 45.5 hours March-October) and a cleaner (6 hours a week). In addition, in 2017 a new post of a part-time Museum Administration Assistant (22 hours a week) was created by LCC, acknowledging that there had been no increase to levels of staffing at the Museum since the early 2000s, and that the growing numbers of visitors, activities and partnerships at the Museum impacted on the time available for the MHO to spend on curatorial and development work. A team of 14 active volunteers offer a total of 18-40 hours per week depending on the season, assisting areas such as collections documentation, care and research, running clubs and groups and preparing for special events.

Attendants have completed 'Welcome to Excellence' training and a culture of customer care is maintained through regular informal refresher training and daily checklists. Induction training is offered to all staff and volunteers and any external training available is highlighted; in-house training and development sessions are held for Museum Attendants every four months with training needs identified in consultation. Volunteer role descriptions and agreements are in place and handbooks are provided. A succession plan is in development, and LCC Staff Duty notes detail the main MHO tasks.

iii) Building, Interpretation & Access

The house was built for Johnson's parents in 1707, and is Grade I listed. It remained in Samuel's possession until his death in 1784 and went into private ownership until it was donated to the city in 1900. The last full update of the museum displays was supported by EC funding in 1989/90, developing on adaptations to the building made in the 1970s. The main interpretation scheme and display cases from the 89/90 update are still in use. Since then, developments have been piecemeal: a more prominent entrance on Market Street was re-established in 1992 to improve visitor flow; a new room devoted to Johnson's *Dictionary* opened in 2005; and the Museum bookshop and entrance was updated in 2014. Under the care of LCC the Birthplace benefits from a quinquennial building inspection, and a full repaint of the exterior was last carried out in 2009.

Five floors of displays are open to the public comprising a bookshop and entrance area, two period room displays, an audio-visual room, eight rooms of Museum display and a library area available to researchers by appointment. The interior remains atmospheric with a mixture of interpretation including text panels, interactive and hands-on displays. Improvements to interpretation and developing access to the stored collection are underway as part of a large redevelopment project, in initial review and consultation stage in early 2018 (see section 9)

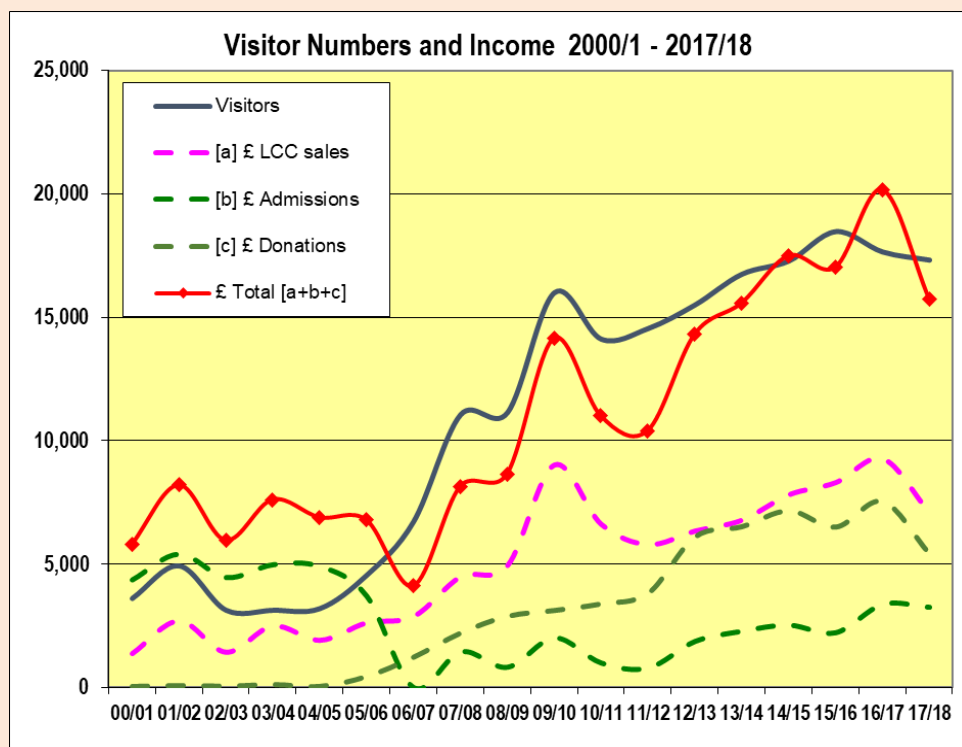
The tall and narrow building has steps to the entrance and many unavoidable stairs. A good provision of audio support and large print information has been established, and an access audit in 2017 has provided a structure for further development. Physical access issues have been addressed to date with a virtual tour available online and an outreach provision, and developments to access are included in the redevelopment project. See the SJBm Access Policy Statement (2017) for more information.

iv) Public Opening Hours & Facilities

The Museum is open to the public seven days a week, currently 10.30am-4.30pm March to October and 11.00am – 3.30pm November to February, with closure only on Christmas Day, Boxing Day and New Year's Day. Opening hours were extended in 2017 to extend the summer season into October and February following visitor demand. The Museum lacks a designated car park, visitor toilets or a refreshment provision. This is compensated by ample car parking within a very short distance, including disabled car parking spaces within fifty metres of the entrance, and cafes public toilets nearby in the city centre. Since 2016 a casual agreement has been in place with neighbouring café Devotea to allow museum visitors access to toilets, but their opening hours are limited. A lack of such facilities in the building is a barrier for family events, evening events and income generation. The SJBM Bookshop attracts regular local users. The Wood Library provides an atmospheric study room for researchers, but the space is also used by volunteers and for storage, and available space is limited.

v) Audience

LCC introduced free entry to SJBM in October 2005, following a consistent decline in visitor numbers to 3,200 in 04/05. Free entry and a reclassification of bookshop users within visitor numbers led to visitor numbers increasing to 11,054 by 07/08. The celebration of Johnson's tercentenary in 2009 saw a large increase to 16,000 visitors. Following an initial slight decline in 09/10 from those unprecedented levels, visitor numbers in the succeeding years have consistently risen and exceeded the tercentenary year since 13/14, with **18,300 visitors** welcomed in the 2017 calendar year.



*('Sales' here refers to gross souvenir and new book sales, not all second-hand sales. Please see table 1 for full net sales figures
Data for the 2017-18 financial year is incomplete)*

SJBM offers users the opportunity to provide feedback and draws data on users through a visitor book, exit surveys and comments cards. Recent visitor data analysis has identified the main user groups as coming from further than 15 miles away (54%, 8% of which were from London), followed by local visitors (27%) and international visitors (19%). Local visitors are therefore the current target for audience development, to be guided by non-user consultation, but this group has seen a 4% increase in the last three years. Over 60s represent the largest visitor group and family groups are increasing. Young people

are the smallest visitor group, but a consultation visit in 2014 has provided excellent feedback to develop new interpretation experiences for this age group which will be considered within the current redevelopment project. Visitors rated their experience very highly, with 91% of respondents rating SJBM 8 or above out of 10. Individual aspects of the Museum were all routinely rated excellent, with the exception of external signage, ease of finding the Museum and access to cafes and toilets, and comments suggesting improvements to the Museum displays.

School visits see a steady average of c.400 pupils a year visiting since the 2012 launch of the programme. It is hoped that the number of visits can be improved. SJBM also offers a range of informal learning activities including a children's book and writing club, adult book, poetry and creative writing clubs, and life-long learning with Latin classes.

vi) Environmental Sustainability

SJBM has made a commitment to reducing its environmental impact, as outlined in the Environmental Sustainability Policy Statement (2018). SJBM has been a member of the West Midlands Green Museums Project since 2012 and has decreased energy use after entering the scheme through light zoning, a replacement boiler and increasing insulation with new window blinds. An 'Environmental Action Plan' is in place and updates are ongoing, and sustainability will be considered during the redevelopment project plans. As much waste as possible is recycled and single-use plastic use is being reduced. SJBM also sources recycled goods where possible, and is a supporter of the local Fair-Trade initiative.

vii) Funding

LCC provides funding directly, or through the Dr Johnson's Birthplace Trust Account, to cover the annual operating costs of the Museum (see Table 1). The expenditure for 2017/18 and the budgeted expenditure for 2018/19 are outlined below (for simplicity, these figures combine both LCC and Trust income/expenditure elements). There is no expectation that this funding will be reduced or withdrawn in the following two-year periods.

Net Expenditure	*17/18 Actual	18/19 Budget
Employee costs	59,619	64,887
Central administration*	12,156	11,070
Repair & Maintenance	3,590	3,810
Energy	3,050	3,150
Rates & Water	1,020	1,050
Supplies & Services*	16,500	12,300
Promotion	2,000	2,000
Sales (net)	-6,820	-6,820
Admissions	-3,280	-3,280
Grants/Donations	-7,730	-7,730
Net Expenditure	80,105	80,437

Table 1: Samuel Johnson Birthplace Museum net expenditure.

*[*2017/18 figures are "revised outturn"]*

*[*Insurance of buildings and collections is included in the Central Administration budget]*

*[*Collection care and conservation work is included in the Supplies & Services budget heading]*

Donations have increased significantly since the abolition of admission charges. The drop in standard museum admissions income has been lessened by the introduction of a calendar of regular special

events with an entrance charge, and admissions income gained from guided tours and schools groups. These charges, in addition to the considerable increase in sales and donations, have meant that overall Museum income has increased considerably since the introduction of free entry, but it is hoped to improve school and group visit numbers.

The Blum Book Fund provides a small purchase fund for book acquisitions and collections care, and the Johnson Society of Lichfield also hold a small fund to which SJBM can apply to support care of the Birthplace collection. LCC also provides a 'Repairs and Renewals' fund in addition to standard SJBM operating budgets to be used for building care projects.

viii) Collections

The Museum collection has been gradually acquired since 1901 and includes over 8,000 items of personalia, fine art, furniture, manuscripts, books and archive material. The collection represents Johnson and nationally important figures from his circle, as well as items associated with the history of Lichfield. The collection is catalogued on a 'modes' database, with a small and decreasing documentation backlog. SJBM can soon move forward to create thorough records with detailed entries and photographs, with a view to public on-line access. For more information see the SJBM Collections Development Policy, Collections Care Policy, Documentation Policy, and the Documentation Procedural Manual and Documentation Plan (all updated 2015).

Only 2% of the collection is on loan to SJBM. 23% is presently on display, and a further 40% is readily accessible in storage on site (mainly library collections in bookcases). Presentation is of a good standard, but beginning to appear dated in some areas. A programme of replacing labels and acquiring new display stands is in place. Members of the public are encouraged to use the libraries in a page on the museum website, and volunteers and attendants are facilitated to undertake research on the collections. The limitations of the museum building have resulted in poor storage and environmental conditions for the collection in some areas, but in 2016 a dedicated store was established at Donegal House. Regular environmental and pest monitoring is in place. A Collections Health Check report formed the basis of the Museum's Collection Care Plan, updated in 2015 and due for renewal in 2019. In the 2015-18 period regular collection cleaning has been established with a new team of volunteers, some key items from the collections have been professionally conserved (including the Museum's clocks), and preparations are underway for the launch of the Museum collection online in 2018.

ix) Security

The building is well protected by a regularly maintained and externally monitored alarm system, CCTV with constant recording on site and a small number of display cases have 'break-glass' style alarms. A full review of the security of the Museum was carried out in 2015 by a crime reduction officer and recommendations were carried out, including an update to the alarm system to add additional motion sensors.

x) Location & Tourism

SJBM is situated in the heart of the historic cathedral city of Lichfield, which has a population of over 30,000 inhabitants. Benefits of the location include: being central among partner tourist attractions; featuring in the city's heritage trail; proximity to the busy Market Square; excellent connection of Lichfield to the national road and rail network and the West Midlands conurbation (approximately 17 miles north of Birmingham).

Lichfield District Council's 'Visit Lichfield' team oversees tourism initiatives for the area, estimating that 5.6 million visitors come to the district's attractions a year. SJBM works closely with 'Visit Lichfield', appearing in the local tourism guides, offering specialist group tour packages and the MHO contributes

to working groups for the city's Heritage Weekend and Christmas Festival Weekends, and is a member of the Lichfield District Tourism Association executive committee and a joint marketing group for local attractions. SJBM is also a partner venue for the Lichfield Festival. LCC is involved in local strategic development such as the City Centre partnership, Neighbourhood Plan and BID, and ensures that SJBM is considered and included where appropriate.

xi) SWOT Analysis

<p>Strengths</p> <p>LCC backing</p> <p>Eye-catching, Grade I listed building</p> <p>Samuel Johnson provides rich and varied subject matter for interpretation and events</p> <p>Accredited Museum with full-time Museum professional input</p> <p>Prime location in Lichfield, close to busy market, major road and rail networks</p> <p>Subject of Museum mentioned on city road signs and city heritage trail</p> <p>Trained, enthusiastic and knowledgeable front of house staff</p> <p>Team of volunteers support activities and development</p> <p>Regular consultation with staff, volunteers and users guiding development</p> <p>Well-stocked second-hand bookshop raising funds</p> <p>Free admission (excluding organised groups)</p> <p>Sustained increase in visitor numbers</p> <p>Growing number of partnership projects, e.g. community outreach, educational development programme, special events and joint marketing projects</p> <p>Good relationship with media and strong local reputation</p> <p>Increasing number of repeat visits from local families</p> <p>Very strong and varied collection</p> <p>Expanding special events programme</p> <p>Interesting mix of interpretation and media within displays</p> <p>Increasing online presence and social media following</p> <p>Good provision of facilities for hearing-impaired visitors</p>	<p>Weaknesses</p> <p>Access problems: building presents physical and intellectual barriers.</p> <p>Size of team restricts growth and development</p> <p>Lack of staff member to focus on education and school visits</p> <p>Lack of facilities, e.g. toilets, café, flexible space for education activities, car parking</p> <p>Environmental conditions and storage not appropriate for the collection in some parts of building</p> <p>Different winter/summer opening hours can cause confusion</p> <p>Limited space for library users</p> <p>Text panels and display cases are beginning to look dated since the last full re-display in 1989/1990</p> <p>Running repairs for an historic building require steady expenditure</p> <p>Pedestrian signage to tourist attractions</p>
<p>Opportunities</p> <p>More partnership working with local Heritage attractions</p> <p>Joint marketing schemes working to make Lichfield a destination for longer stays</p> <p>Introducing online access to collections</p> <p>Planned city centre developments and BID group may attract more visitors to Lichfield</p> <p>Partnerships with local universities could attract younger audience</p> <p>Major redevelopment of the museum displays could be achieved through external funding</p> <p>Number of Heritage attractions in the city attracting visitors</p>	<p>Threats</p> <p>Economic downturn may reduce public leisure spending</p> <p>Dependant on LCC Funding</p> <p>Proposed changes to history Curriculum affecting number of school visits</p>

The Samuel Johnson Birthplace Museum Forward Plan 2018 – 2021

7. Aims & Objectives

The following have been identified as key strategic aims for the Museum to address in the period 2018 – 2021:

i) To operate to a high professional standard, making the best use of available resources

- a) To maintain ACE Accreditation status
- b) To maximise all possible revenue streams
- c) To maximise staff development
- d) To maximise volunteering

ii) To build our audiences and respond to user consultation

- a) To attract more local, family and young visitors
- b) To monitor users and consult non-users
- c) To increase the number of education visits and partnerships
- d) To increase the number of group visit bookings

iii) To develop access to the Museum and collection

- a) To improve awareness of, and access to, all parts of the collection
- b) To update interpretation and displays
- c) To improve facilities for researchers and publicise provision more widely
- d) To assess and seek alternative solutions to access limitations

iv) To care for the Museum building and collection

- a) To improve the storage and care of the collection
- b) To improve the documentation of the collection
- c) To ensure the ongoing protection of the collection against disaster
- d) To ensure the continued maintenance and sustainability of the Birthplace building

8. Work completed in 2015-2018

In addition to tasks identified as ‘ongoing’ and those reported in monthly officer reports to Council, activities specifically relevant to meeting the strategic aims included:

i)	Full Accreditation re-awarded March 2016 Attendant administration shifts trailed from 2015, Part-time Museum Administration Assistant post introduced 2017 New birthplace website introduced
ii)	Existing classroom based outreach activities developed into loans boxes for schools Dedicated area for planning group and schools visits included on new website Staff trained to deliver KS5 Dictionary Workshop, packs created and increased bookings Dedicated school visit, bookclub and family activity volunteers recruited Project with creative writer working with KS3 pupils and new ‘Words Alive!’ club started Increasing social media and mailing list following, integrated into new website Creation of Groups database to market tours and talks

ii) Cont..	Young people on placements contributing to social media feeds Increasing social media and mailing list following, integrated into new website Creation of Groups database to market tours and talks Young people on placements contributing to social media feeds Life-long learning programme: writing, poetry and Latin groups established Annual 6-month student placements started as partner in University of Birmingham 'History in the Workplace' module
iii)	'Object in focus' page on new website to highlight collection items and staff/volunteer work Temporary displays including History of the Birthplace archive material, Sculpture and Garrick 300 exhibition working in partnership with Dr Johnson's House, London New family trail introduced Redisplay of Boswell's bookcase Regular library displays established New object labels developed by Keele University student placement and rolled out across displays Partnership with Keele University focussing on early researchers using collections Review and consultation underway for Museum redisplay
iv)	Redisplay of Boswell's bookcase Continued improvements to Museum storage areas and collection organisation 'Restore and Reveal' project completed (conservation, new storage, online launch) Manuscript collection fully scanned and added to modes (over 1000 individual sheets) Work on backlog of old accession and documentation material nearing completion New collections storage area established at Donegal House Collection clean with volunteer teams Improvements to alarm system following security report recommendations Lighting replaced for LED in Bookshop, Birth Room and London Life Birth Room ceiling and structural works, and redecoration Collaborated with Johnson Society to raise funding for conservation of Garrick prints Structural repairs in the Birth Room, London Life, Introduction Room and exterior completed, repairs to the roof, exterior under canopy clean and Lighting replaced in Introduction Room Access Audit undertaken

9) Redevelopment Project

The last full re-display of the collections and allocation of rooms was completed in 1989/1990, In 2005, the redisplay of the 'Dictionary Room' was undertaken, representing the only significant change since the full re-display (see section 6.ii above) At this time the Birthplace received 3,200 annual visitors. Now with over 18,000 visitors, LCC is keen to ensure that the changing needs and expectations of museum visitors, new approaches to museum interpretation and access, and knowledge about caring for a collection and historic building are represented.

Earlier developments at the Museum did not allow for flexibility to items on display, temporary exhibitions, nor any visitor toilet facilities. A growing programme of events and activities at the Birthplace, including school visits, tests the available space and storage. The museum is entering into an increasing number of University Partnerships and available space for research is limited, and shared with volunteers. Lichfield City Council appreciates and respects the limits of a Grade I listed building, but would like to explore available options and new approaches to access, particularly to the ground floor.

To these ends, in 2016 the BAC committed to a redevelopment project and recommended that an additional budget of £5000 be available to SJBm in the 2017/18 financial year to recruit a consultant.

The MHO prepared a brief in consultation with the LCC Town Clerk, requesting a report reviewing the present Museum and make recommendations to guide future development of the displays, visitor experience and facilities in the historic building (see document 'Lichfield City Council: Brief for review of the Samuel Johnson Birthplace Museum' December 2017). In January 2018 Susan Dalloe Consultancy were recruited to undertake this work, and the report is pending at the time of writing this plan.

It is recognised that the outcome of this report and the resulting development work will affect the fine detail in the 'How to be Achieved' sections of the following plan. However, the redevelopment project seeks to meet many of the broader current objectives in the plan below, in particular:

- i.b) To maximise all possible revenue streams
- ii.a) To attract more local, family and young visitors
- ii. b) To monitor users and consult non-users
- ii. c) To increase the number of education visits
- ii. d) To increase the number of group visits bookings
- iii. a) To improve awareness of, and access to, all parts of the collection
- iii. b) To update interpretive materials and displays
- iii. c) To improve facilities for researchers
- iii. d) To assess and seek alternative solutions to the physical limitations of the building
- iv a) To improve the storage and care of the collection
- iv. g) To ensure the continual maintenance and sustainability of the Birthplace building

10) Current Objectives, Performance Indicators and Resource Plan

The following table gives a detailed plan of actions identified to achieve the strategic aims set out above, and includes a resource plan for these objectives. The 2018-21 strategic aims are largely financed by the everyday running costs of the Museum. (See Table 1, page 4 for a breakdown of the contribution of LCC to the running costs of the Museum, which includes the budget set for 2018/2019, monies raised from sales, admissions and donations). Where additional external funding is referred to, applications could be made to local funds such as Conduit Lands and Swinfen Broun Charitable Trusts, and West Midlands Museum Development grants, or refer to a larger series of grants which are to be identified as part of the current redevelopment project.

Target dates given refer to annual reporting periods, but monthly progress reports are made to LCC and the bi-annual Birthplace Advisory Committee meeting. Where activities are described as ongoing, updates are made in these reports.

i) To operate to a high professional standard, making the best use of available resources

Objective	How to be achieved	Achieve by	Performance indicator	Resource Plan	
				Workforce: who completes*	Financial: relevant budgets
a) To maintain Accreditation status	Maintain Museum policy and procedures in preparation for return application	Ongoing (date of return to be announced)	Accreditation awarded	MHO; Volunteers	Staff; Central Administration
b) To maximise all possible revenue streams	Update stock displays and introduce new souvenir lines, with 10% target increase per year for total spend per head	Ongoing; annual figures reported at October BAC	Rise in sales income	MAA; Attendants	Sales (the cost of new and replacement stock for sale is offset within the amount given in table 1); Staff; Promotion (marketing of events); Central Administration (mainly in-house photocopied publicity); costs of events offset by Admissions
	Maximise donation and the use of gift aid, aiming at 50p average donation per head by March 2021	Ongoing; annual figures reported in October BAC	Rise in donated income	MHO; Attendants	
	Regular programme of a least six special events per year planned, well publicised and profitable or cost-neutral.	Ongoing; season ahead schedule July & December	Rise in admissions income	MHO; MAA; Volunteers; Attendants	
	Increase group and education bookings by 20% per year (see ii.c & d)	Ongoing; annual figures reported in October BAC	Rise in group bookings	MHO; MAA; Attendants	
	Establish an improved online shop area as part of new website plans, and research options for internet second hand book sales for specialist donated stock	March 2019	New website available, sales increasing	MHO; MAA	
	Research possible improvements into facilities for event visitors and hirers, identify possible funding streams	October 2018	Report produced on possible ways forward	MHO, Consultants	
c) To maximise staff and volunteer development	Continuing regular in-house training sessions, make staff & volunteers aware of relevant training possibilities.	Ongoing, 3 sessions held annually	Minutes from training sessions; training log	MHO	Staff; Central Administration; use of free training courses offered by e.g. local MDO network. An element is included in LCC's staffing budget for employee training, or could be resourced from SJBM Supplies.
	Match volunteer and attendant staff interests to appropriate tasks and projects	Ongoing	Museum Attendants taking on varied tasks	MHO; Attendants	
	Creation of 'How to' guides as part of SJBM succession planning, to enable volunteers and Attendants to take on varied tasks and roles	Ongoing	Production of guides, note in LCC report	MHO; MAA	
d) To maximise volunteer input	Liaise with universities, colleges and volunteer recruitment centres	Ongoing	Growth in volunteer database	MHO	Staff; Central administration; Promotion (though advertising would ordinarily be through free of cost channels e.g. local volunteering centre)
	Targeted recruitment for volunteers to work with specific areas and projects when places vacated (especially schools and marketing)	Ongoing	Growth in volunteering numbers, note in LCC report	MHO	

ii) To build audiences and respond to user consultation

Objective	How to be achieved	Achieve by	Performance indicator	Resource Plan	
				Workforce: who completes* Time: for 2015/16 priorities (approx. working days)	Financial: relevant budgets
a) To attract more local, family and young visitors	Develop a targeted 'locals' advertising campaign	March 2019	Analysis of user data	MHO; MAA; Volunteers	Staff; Promotion (though free newspaper editorial is to be sought); Central Administration; costs of events offset by Admissions; LCC planned additional funding for new websites
	Develop special events to appeal to a wide range of audiences, including free of charge events/activities.	Ongoing; season ahead schedule July & December	Events leaflets, note in LCC reports	MHO; Attendants	
	Ensure that the museum and all special events are well and widely publicised locally, maintaining strong links with local media. bi-annual leaflet, posters and press releases 1 month ahead of events.	Ongoing	Note in council reports; increased user numbers	MHO; MAA	
	Make wider use of social networking and social media to advertise museum and connect with younger audiences	Ongoing; 2 posts/tweets per week	Rise in social media users	MHO; MAA; Volunteers	
	Develop interpretation, displays and interactives to appeal to a wide audience, including responding to youth consultation held in 2014 (see iii.b)	Ongoing; to be considered within re-display project	Improved displays, note in LCC report	MHO; Consultants	
	Recruit young volunteers through local schools and colleges to develop areas such as social media (see also i.d)	Ongoing	Increased volunteer numbers and social media users	MHO	
b) To monitor users and consult non-users	Carry out an effective survey to be completed by visitors, and regularly compile statistics	Annually; data compiled in January and reported	Production of statistics	Attendants; Volunteers	Staff; Central Administration (photocopying surveys); Supplies for additional resources for street surveys
	Identify and conduct market research with non-user groups including focus groups, questionnaires and interviews to help shape future plans for the museum	Ongoing, street consultation by March 2019	Production of report on results, note in LCC report	MHO; Volunteers; Attendants	
c) To increase the number of education visits and partnerships	Maintain a database of school contacts and make termly contact to market current offering	Ongoing; quarterly mailout	Increase in bookings	MHO; MAA; Volunteers	Staff; Central Administration; Promotion (though free channels of advertising to be sought); Admissions (cost of additional Staff hours offset by small charge for school visits); Supplies for small items to add to outreach boxes
	Develop upon school visits partnership with Erasmus Darwin House	Ongoing	Increase in joint bookings	MHO	
	Recruit volunteer(s) to assist with development, marketing and delivery of museum education.	Ongoing	Growth in volunteering numbers, note in LCC report	MHO; Volunteers	
	Extend the museum's education provision to also cover Key Stages 3 and 4.	March 2021	Resources produced, statistics on take-up reported	MHO; Volunteers	
	Maintain and develop work experience partnerships with higher education institutions	Ongoing	Regular intake of student placements	MHO	

d) To increase the number of group visits bookings	Produce a range of group-specific literature advertising tours and talks	October 2018	Increase in group bookings	MHO; MAA	Staff; Central Administration; Promotion (for designing and printing leaflets, free channels of advertising to be sought); Admissions (cost of additional Staff hours for tours offset by admission charge).
	Develop the group visits offer	Ongoing	Increase in group bookings	MHO; Attendants	
	Targeted postal and e-campaign to relevant interest groups locally and in Midlands)	Annual	Increase in group bookings	MHO; MAA; Volunteers	

iii) To increase access to the Museum and collections

Objective	How to be achieved	Achieve by	Performance indicator	Resource Plan	
				Workforce: who completes* Time: for 2015/16 priorities (approx. working days)	Financial: relevant budgets
a) To improve awareness of, and access to, all parts of the collection	Programme regularly changing items within permanent displays and small exhibitions or displays to provide access to reserve collections, with one display every summer.	Ongoing; display reported annually	Note in LCC report	MHO; Volunteers	Staff; Central Administration (new website contracts); Supplies (materials for in-house production of display material, or purchase of inexpensive display items);
	Full database of collections made available to public on website and on terminal in house.	October 2018	New facility available, web visitor statistics	MHO; LCC	
	Research possibilities of digital archive interactives (for e.g. manuscript collection), research potential funding available	October 2018; to be considered within re-display project	Report presented to committee	MHO; Consultants	
b) To update interpretive materials and displays	Improve tactile and sensory interpretation provision, beginning with suggestions from 2014 young people report: adjusting existing sound interactives and improving calligraphy table	Ongoing; to be considered within re-display project	Updated displays, note in LCC report	MHO; Consultants	Staff; Supplies; Central Administration; Promotion (cost of printing, family trail and labels to be produced in-house). External grant aid funding to be sought for any more ambitious interpretation materials that cannot be produced in-house.
	Develop low-tech interactive displays, and improving dressing up provision in response to feedback	Ongoing	New resources, feedback	MHO; Attendants	
	Improve interpretation of Museum libraries and bookcases, re-display significant books on open stands.	Ongoing	New resources, feedback	MHO; Volunteers;	
	Assess use of available public space and allocation of rooms in building, research potential funding for large scale redisplay of rooms.	October 2018	Report presented to committee	MHO; Consultants	

c) To improve facilities for researchers and publicise provision more widely	Continue improvements to Wood Library to create a dedicated and user-friendly space for research visitors. Evaluate user experience.	Ongoing	Improved facilities, feedback	MHO; Volunteers; Consultants	Staff; Central Administration; Supplies. Improvements to library also depend on developing storage for collection (see iii,a) for which external funding may be sought.
	Raise academic profile of Museum through forging and maintaining links with universities, research institutes and libraries	Ongoing	Increased number of research visits	MHO	
	Establish regular volunteer-led library sessions and publicise with local interest groups.	October 2019	Feedback, noted in council report	MHO; Volunteers	
d) To assess and seek alternative solutions to the physical limitations of the building	To implement actions arising from 2017 Access Audit	Ongoing plan produced by October 2018;	Improved facilities, noted in LCC report	MHO; LCC	Staff; Central Administration; additional funding to be identified and sought.
	Research possible solutions for information at pavement level.	October 2018	Report presented to committee	MHO; Consultants	
	Assess how the building limits our services through active consultation with specialist non-user groups, and/or obtaining an external access audit of the building	October 2018	Report from Focus Group or Access Audit	MHO; Consultants	
	Liaise with English Heritage over new approaches to adapting listed building access, and research potential funding streams.	October 2018	Report presented to committee	MHO; Consultants	

iv) To care for the Museum building and collection

Objective	How to be achieved	Achieve by	Performance indicator	Resource Plan	
				Workforce: who completes* Time: for 2015/16 priorities (approx. working days)	Financial: relevant budgets
a) To improve the storage and care of the collection	Carry out a full storage audit and improve and reorganise current storage use within the building.	October 2019	Note in LCC report, improvements planned	MHO; Volunteers	Staff; Supplies; Blum collection care fund; Johnson Society fundraising.
	Prioritise collection care tasks within SJBW work plans, carrying out tasks and projects as specified in the SJBW Collection Care Plan (update due in 2019)	Ongoing	Improved access to collections. Note in report. Updated Plan	MHO; LCC Volunteers	
	Carry out a full collections review and plan rationalisation	October 2019	Note in LCC report	MHO; Volunteers	
	Identify key items requiring conservation and work with Johnson Society (Friends fund) to raise funding for work.	Ongoing	Note in LCC report	MHO; Volunteers	

b) To improve the documentation of the collection	Complete actions identified in the SJBM Documentation Plan	March 2019	Plan produced, note in report	MHO	Staff; Central Administration (minor administrative costs); Promotion for voluntary positions (though free channels of advertising to be sought).
	Maintain numbers of volunteers who regularly work on both the collection database and paper records	Ongoing	Full volunteer rota, report	MHO	
	Improve records and add images to collection database.	Ongoing	Note in LCC report	Volunteers	
	To produce an overall Collection Management Plan & Framework	March 2019	Plan produced, note in report	MHO	
	Clear backlog of old accession and provenance information and enter into database.	Ongoing, completed March 2019	Note in LCC report	Volunteers	
f) To ensure the ongoing protection of the collection against disaster and damage	Ensure that all staff are fully trained in the Museum Emergency plan procedure	Ongoing; annual testing	Periodical trials, note in report	MHO; LCC	Staff (staff training to be conducted in-house); Supplies; LCC R&R budget could be used for e.g. CCTV and heating improvements
	Fully analyse environmental monitoring data and produce report with recommendations	March 2019	New equipment, note in report	MHO; LCC	
	Research further improvements into heating system controls to address specific issues raised in environmental monitoring report	October 2018	Report presented	MHO; Volunteers	
g) To ensure the continual maintenance and sustainability of the Birthplace building	Conduct regular visual checks of the building and report any issues promptly	Ongoing, fortnightly checks	Note in council report	MHO	Staff; Repair & maintenance; LCC R&R budget for larger works.
	Implement improvements outlined in the SJBM Environmental Action Plan, with replacement of lighting for LED and low energy alternatives as priority	Ongoing, lighting by 2021	Works completed, note in LCC report	MHO; Volunteers	
	Programme all works recommended in the 2016 quinquennial inspection	Ongoing	Works completed, note in LCC report	MHO; LCC	

* Key to abbreviations used in tables:

LCC	Lichfield City Council (where LCC appears in the 'who completes' column, this refers to support and decision making from LCC's Town Clerk and/or Deputy Town Clerk)
MHO	Museums & Heritage Officer
MAA	Museum Administration Assistant
SJBM	Samuel Johnson Birthplace Museum