

The Samuel Johnson

Birthplace Museum & Bookshop



Forward Plan 2021 - 2024

The Samuel Johnson Birthplace Museum Forward Plan 2021 – 2024

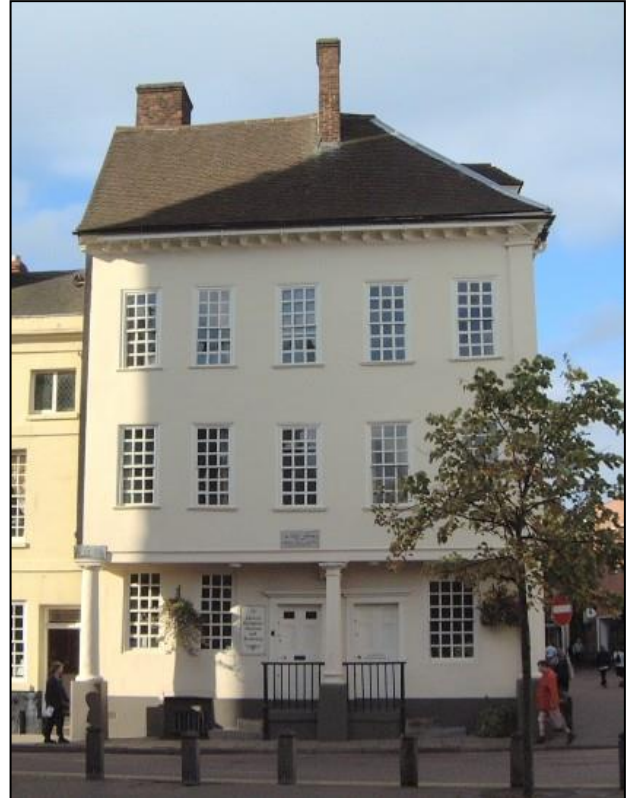
Date of approval by LCC: **To be added**

Date of full review: March 2024

1. Introduction

1.1 Introduction to the Forward Plan

The Samuel Johnson Birthplace Museum (SJB) in Lichfield is a Grade I listed 18th century townhouse which has been open to the public as a museum dedicated to Samuel Johnson since 1901. The SJB Forward Plan details the current situation of SJB, reviews the previous plan and states the aims and objectives for SJB over the coming three-year period, drawing on consultation with users. The plan is considered by the Johnson Birthplace Advisory Committee (JBAC) of Lichfield City Council (LCC), the minutes of which are approved by full council (see 4.1). The aims and objectives are updated annually and presented to the Committee, and the full plan updated every three years.



1.2 Museum statement of purpose

The covenant under which the building was acquired in 1900 remains our fundamental mission: ***“...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 Birthplace Trust, established in 1974, expanded this to refer to the care of the building and provision of a public service: ***“...to preserve the Birthplace as a place for historic interest and to maintain the same as a public museum and for public exhibitions.”***

1.3 Development of this Plan

The SJB Forward Plan 2021-24 has been updated using the following sources: previous Forward plans, external reports including access audits and consultant's review and action plan (incorporating volunteer and committee consultation); user comments taken from visitor books, comments boxes, exit surveys and online reviews; consultation session with Museum Attendant staff, and minutes of JBAC meetings.

1.4 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 JBAC meeting. Implementation of the plan is the responsibility of the MHO and milestones will be set to measure progress.

1.5 Related Documents

Related SJB policy, procedure and plans are identified in this document. Documents are checked annually and updated on a rolling programme. Policy items requiring governing body approval to meet Accreditation guidelines are periodically presented to the JBAC.

2. Review of Forward Plan 2018-2021

2.1 The Impact of Covid-19 in 2020-2021

SJBM had two periods of closure in 2020-2021: March 18 – July 13 and November 5 onwards. In the 20-21 reporting period the Museum was open for 98 days, 27% of normal annual opening. 1,653 visitors attended during the open period, 18.5% of visitor numbers attending in the same period in 19-20 and 8% of normal annual numbers. Lost income was uplifted by receipt of closed business grants which represented 62% of the anticipated generated income. SJBM staff members worked from home during closure and continued to engage with audiences virtually. However, it is recognised that closure and restricted numbers had a significant impact on progress in several strategic areas, particularly in the timetable for the Birthplace Development Project (see 3) and in activities such as increasing bookshop income, hosting events and increasing numbers of guided tours and school visits.



2.2 Work completed since 2018

Selection of key projects implementing last plan, grouped by Strategic Aim:

Operate to a high professional standard, making the best use of available resources	<p>First full reporting period with Administrative support post</p> <p>New digital cash register for bookshop</p> <p>New volunteering and placement relationships with South Staffordshire College, Landau Forte Academy Tamworth and Netherstowe School and attendance at 16-21 volunteering fairs</p> <p>Increase in visitor numbers (before COVID-19 closure) and in school and group visits</p> <p>Selected as a finalist in the West Midlands Museum volunteering awards 2018</p> <p>Funding awarded for membership to Association of Cultural Enterprises</p>
Build and diversify our audiences and respond to user consultation	<p>New advertising literature for Group bookings</p> <p>Significant growth in social media use and audience, and introduction of Instagram presence</p> <p>Venue partner in L2F Folk Festival, Lichfield Literature Festival and Lichfield Library summer family activities.</p> <p>Bronze award for 'Best Small Visitor Attraction' at Enjoy Staffordshire awards, 2019</p> <p>AHRC Funded Book History Project Weekends in collaboration with Keele University</p> <p>Collaborative Doctoral Award Project with North West Consortium (Keele and Liverpool University partners) from 2020-2023</p> <p>Equality, Diversity and Inclusion Champions training and Welcoming Neurodivergent visitors access audit</p>
Develop access to the Museum and collection	<p>Significant progress on Birthplace Development Project</p> <p>Online collection search and blog launched</p> <p>Wood Library project with Keele university placement and new resources for researchers</p> <p>Loans to Lichfield Cathedral exhibitions</p>
Care for the Museum building and collection	<p>Minor repair works identified in Quinquennial inspection carried out</p> <p>Off-site collection store established at Donegal House, significantly improving collection care, storage and workspace</p> <p>Documentation Plan targets to meet basic standards completed</p> <p>Conservation undertaken on selected library items and the Museum clocks</p> <p>Upgraded CCTV system and additional pump added to heating</p>

3. Development Project

The last full re-display of the Birthplace was in 1989/1990. In 2005 the Dictionary Room was redisplayed, representing the only significant change to interpretation in the last 30 years. In 2005 the Birthplace received 3,200 annual visitors. Now with over 20,000 visitors in a normal year, 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.

In 2016 the JBAC committed to a redevelopment project and LCC provided funding for the recruitment of a consultant to review the Birthplace. Susan Dalloe Consultancy carried out this work in 2018-2019 and provided a report which formed the foundation of a planned programme of development. In 2019-2020 further LCC funding supported initial Architects plans and conversations were held with Historic England and the local Conservation Officer, the MHO gathered quotations to build a project budget and made an initial approach to the National Lottery Heritage Fund, who recommended further work on the project proposal. In 2020-2021 an updated proposal was approved, shortly before the Heritage Fund closed during the COVID-19 pandemic. In November 2020 a new approach to the project, divided into stages, was approved by the JBAC and LCC provided funding for a toilet block to be built and pilot room redevelopment undertaken in 2021/22. Subject to further funding being approved, phases in 22/23 and 22/24 will see wheelchair access to the ground floor established and related adaptations to the bookshop, and the introductory film presentation relocated to the Parlour. The library and research spaces will be refurbished using Birthplace Trust funds (see 4.2). Fundraising and planning to redisplay the remaining rooms will also be undertaken within the scope of the current Forward Plan.

The Development project contributes significantly to all four of SJBM's Strategic Aims by increasing sustainability and income generation opportunities, creating new opportunities for community involvement and increasing appeal to local visitors, improving access to and care of collections, and caring for the long-term future of the Museum.

Specifically, the project will:

- **Create wheelchair access** to the ground floor, virtual access to upper floors and an accessible toilet.
- **Replace Museum displays** to enable better care of collections (removing acidic mounts and adjusting light levels) and to allow more of our collection to be seen, including local history and diverse stories (e.g. women's history, Johnson's health, and his Jamaican heir Francis Barber)
- **Develop the Kitchen and Bookbinding workshop displays** into interactive spaces in collaboration with users with learning disabilities.
- **Create an education programme** for secondary age students, review our existing primary visit, and improve our library study area.
- **Improve our event, education and hire space** to ensure that we will be more resilient.
- **Develop a programme of events** in consultation with users and non-users to appeal to local audiences.
- **Train staff and volunteers** on welcoming disabled and neurodivergent audiences.
- **Diversify our team** and involve our community by creating new, flexible volunteering opportunities.
- **Improve our external appearance** contributing positively to the local street scene.



4. Situation Review

4.1 Governance & Organisational Structure

The SJBM building and its collection are vested in the Dr Johnson Birthplace Trust (registered charity 500046), 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 Museums & Heritage Officer (MHO) reports to the Town Clerk of LCC and represents SJBM at Birthplace Advisory Committee meetings.

4.2 Funding & Income generation

LCC provides funding to cover the annual operating costs of SJBM (see Table 1). There is no expectation that LCC funding will be reduced or withdrawn in the further periods covered by the current Forward Plan.

Dr Johnson's Birthplace Trust has a separate account containing funds ring-fenced for collections projects. This comprises remaining monies from the Blum Book Fund established in the 1990s, plus a further gift received from the Blum family in 2020 to be used for book acquisitions, collections care and library projects. The balance in March 2021 was £13,483. The Johnson Society of Lichfield also holds a small amount of funds to which SJBM can apply, transferred from the dissolved Friends of the Johnson Birthplace in 2013. £700 remained in March 2021.

	Budget	Revised Estimate	21/22 Budget
Employee costs	72,813	88,010	93,378
Central administration (inc. insurance)	13,871	11,491	12,380
Repair & Maintenance	7,870	7,870	8,030
Energy	3,350	3,440	3,420
Rates & Water	670	320	690
Supplies & Services	17,970	10,290	17,970
Promotion	2,000	1,000	2,000
Project Development	7,500	7,500	0*
Sales (net) income	-6,710	-3,017	-6,710
Admissions income	-3,280	-0	-3,280
Grants/Donations income*	-7,730	-14,343	-7,730
Net Expenditure	108,324	112,561	120,148

* £75,000 budget for Development Phase 1 included in separate R&R budget
 ** includes £11,003 in closed business grants received during COVID-19 pandemic

Free admission for standard entry was introduced in 2005 and donations and events admissions quickly surpassed income generated from the Museum admission charge. SJBM also runs a book and souvenir shop, in the same room from which the Johnson family bookshop operated from 1708. In 2019/20 the average spend per head overall was £1.06 (70p shop sales, 36p donations). Although Museum income has increased considerably in recent years, a number of goals remain for increasing income generation (see Section 5.1a)



4.3 Staff & Volunteers

7 staff members (2.8 full-time equivalent) are employed by LCC. SJBM is led by a full-time MHO for 37 hours a week, supported by a part-time Museum Support Officer (MSO) for 22 hours per week (extended to 29 hours by a two-year fixed-term contract in 2020). The MSO post was created in 2017, acknowledging that there had been no increase to levels of staffing at the Museum since the early 2000s despite significant growth to visitor numbers, activities, and partnerships.

A rota of five part-time Museum Attendants welcome visitors and staff the bookshop during public opening hours (equivalent to 35 hours a week November - February, 45.5 hours March-October) plus occasional cover at events, tours and school visits. A cleaner is contracted for 4.5 hours per week. A team of 10 volunteers support SJBM for an average of 20 hours in total per week, assisting with collections documentation, care and research, running clubs and groups and special events such as

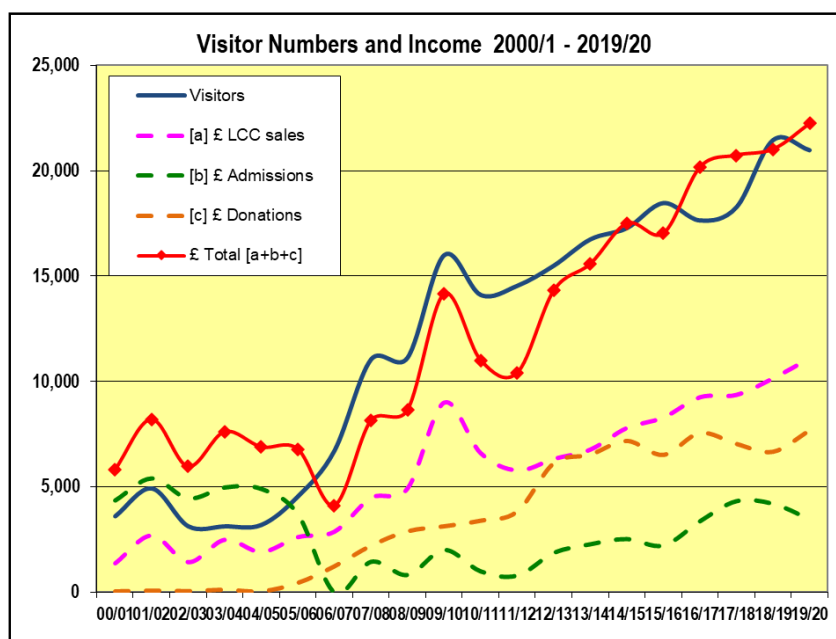
family activity sessions. Role descriptions, a Volunteer Agreement and handbook are provided.

Attendants complete induction training, 'Welcome to Excellence' training and a culture of customer care is maintained through regular informal refresher training, checklists and a customer care charter. In-house training sessions are held periodically with training needs identified in consultation with team members. The Deputy Town Clerk at LCC is the organisational lead for Health and Safety matters, and SJBM staff are supported by the employment policies of LCC, including LCC's Equal Opportunities Policy.

4.4 Audience

LCC introduced free entry to SJBM in October 2005, following a decline in visitor numbers to 3,200 in 2004/05. 16,000 visitors attended during Johnson's tercentenary year celebrations in 2009. After an initial slight decline, numbers have consistently risen since then reaching 21,472 in 2018/2019 and 20,994 in 2019/2020, when the Museum was closed before the end of the reporting period. (See Section 2 for the impact of COVID-19 on visitor numbers)

Visitor data is gathered from the visitor book and exit surveys. In 2019, visitors to represented a diverse age range. 25% of visitors live within 15 miles of the Museum, however only 5% were from Lichfield itself. 58% visited from elsewhere in the UK, and 17% from overseas in 2019.



Age	Percentage of Visitors
0-4	2%
5-10	13%
10-15	14%
16-24	7%
25-44	15%
45-64	25%
65-74	18%
75+	6%

Visitor exit surveys reveal a good level of visitor satisfaction. On a scale of 1-10, 93% of visitors rated their visit over a score of 8, with 53% choosing 10. Visitor satisfaction dropped slightly during Covid-19 measures in 2020: 90% still rated their visit over 8, but only 34% gave the highest score. No scores under 7 were given. Satisfaction in customer care is evident: 91% of visitors rated Staff as 'Excellent' and the remaining 9% 'Good'.

Organised school and adult group tour visits are increasing. In 2019/20, 485 pupils attended as part of an organised visit, an increase of 14% on the previous period, and 144 adults attended as part of an organised group visit. This was an

increase of 83% on the previous year but represents an opportunity for growth. SJBM also offers informal learning activities such as a children's book club, adult book, poetry and creative writing clubs, life-long learning Latin classes, and talks to local groups.

SJBM has a growing digital audience. In 2019/20 there were 18,200 digital visitors. A digital visit is counted as a visit to the Museum website or blog site, receiving an e-newsletter, or directly engaging with a post on social media by liking, sharing or commenting on Instagram, Facebook or Twitter. This number increased by 84% to 33,300 in 20/21.



4.5 Building & Interpretation

The Grade I listed house was built for Johnson's parents in 1707-8. It remained in Samuel's possession until his death in 1784 and went into private ownership until it was purchased by Alderman John Gilbert and donated to the city in 1900.

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 and interactive displays. The main interpretation scheme and display furniture dates from the last full update of the displays in 1989/90. Further piecemeal developments include: a more prominent entrance on Market Street re-established in 1993; a re-display of the Dictionary Room in 2005, and the Museum bookshop/entrance area was updated in 2014 (See Section 3 for more information about planned developments to interpretation)



Under the care of LCC the Birthplace benefits from a quinquennial building inspection and a Repairs and Renewals budget available to meet any urgent building care needs. The building and contents are insured under a policy with Ecclesiastical.

4.6 Access

The tall and narrow building has steps to the entrance and many unavoidable stairs inside. A good provision of audio support and large print information has been established, and access audits in 2017 and 2019 have provided a structure for a planned programme of further development. Physical access issues have been addressed to date with a virtual tour available online and an outreach provision, and developments to access including full wheelchair access to the ground floor are at the heart of the current development project (See Section 3). See also the SJB M Access Policy Statement.



4.7 Location & Tourism

SJB M is situated in the heart of the historic cathedral city of Lichfield, which has a population of over 33,000. Lichfield is approximately 17 miles north of Birmingham and benefits from excellent connection to the national road and rail network. Lichfield District Council's 'Visit Lichfield' team oversee tourism initiatives for the area, estimating that 5.6 million visitors come to the District's attractions a year. SJB M works closely with 'Visit Lichfield' and the MHO is a member of the Heritage Weekend working group, Group Tourism Partnership and the independent Lichfield District Tourism Association executive committee. SJB M is a local partner venue for Lichfield Festival, Lichfield Literature Festival and Lichfield Arts 'L2F' Festival of Folk. LCC is involved in local strategic developments such as the City Centre partnership, Neighbourhood Plan, Streetscene and 'Place' board, and ensures that SJB M is considered and included where appropriate.

4.8 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. SJBM lacks a designated car park or a refreshment provision, but this is compensated by ample provision within the city centre, including accessible parking directly outside. There are no toilet facilities, but an accessible visitor toilet with baby-changing facilities is planned for 2021-22. 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, so this provision is limited.

4.9 Collections

The Museum collection has been gradually acquired since 1901 and includes over 8,500 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. Public online access to collections was introduced in 2018.

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 displays are beginning to appear dated. A dedicated area of the SJBM website provides information to encourage members of the public to use the libraries, 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 moving into a dedicated store-room off-site above the LCC offices in Donegal House has enabled significant improvements. Regular environmental and pest monitoring is in place. In 2017 regular collection cleaning was established with a dedicated team of volunteers and annual programme. [Related Documents: SJBM Collections Development Policy, SJBM Collections Care Policy, SJBM Documentation Policy, SJBM Documentation Procedural Manual, SJBM Emergency Plan and SJBM Documentation Plan]



4.10 Security

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

4.11 Environmental Sustainability

SJBM has made a commitment to reducing its environmental impact. SJBM joined a West Midlands Green Museums Project in 2012 and decreased energy use through switching to energy saving bulbs, a replacement boiler and increasing insulation with new window blinds. As much waste as possible is recycled, single-use plastic has been reduced and a carrier bag charge was introduced in April 2021, with a paper alternative to be introduced. Low-impact and recycled goods are sourced where possible, local suppliers are

preferred and SJBM is a supporter of the local Fair-Trade initiative. Sustainability will also be considered during the Development project.

4.12 SWOT Analysis

Strengths LCC backing. Eye-catching, Grade I listed building. Samuel Johnson provides rich and varied subject matter for interpretation and events. Accredited Museum led by qualified Museum professional. Prime location in Lichfield, close to market, major road and rail networks. Subject of Museum mentioned on city road signs and city heritage trail. Trained, enthusiastic and knowledgeable front of house staff. Team of volunteers supporting activities and collections work. Regular consultation with staff, volunteers and users Well-stocked second-hand bookshop raising funds. Free admission (excluding organised groups and events). Growing number of partnerships. Strong and well-documented collection, available online. Increasing online presence and social media following. Provision for hearing-impaired visitors and virtual tour available	Weaknesses Access challenges with physical and intellectual barriers. Size of team restricts growth and development. Lack of facilities, e.g. toilets, café, flexible space for education activities and events. Current interpretation includes few diverse narratives. Environmental, display and storage conditions not appropriate for the collection in some areas. Limited space for library users. Text panels and display cases appear dated. Running repairs for an historic building require steady expenditure. Poor visitor feedback on pedestrian signage to tourist attractions around City. Generate 16% of annual running costs.
Opportunities Partnerships with local Heritage attractions and groups. Joint schemes working to make Lichfield a destination for Group Tourism. Planned city centre developments. Partnerships with local universities could attract younger audience. Major development of the museum displays could address many of the identified weaknesses Number of Heritage attractions in the city attracting visitors. Working with local schools, colleges and universities.	Threats Uncertainty of tourism sector in years following COVID-19 pandemic. Reduction of overall footfall to Lichfield. Dependent on continued LCC Funding. Changes to National Curriculum affecting number of school visits.

5: Key Strategic Aims 2021-2024

The following have been identified as key strategic aims for the period 2021 – 2024.

- 1. Operate to a high professional standard, making the best use of available resources**
- 2. Build and diversify our audiences, responding to user consultation**
- 3. Develop access to the Museum and collection**
- 4. Care for the Museum building and collection**

The tables below outline the Current Objectives, Performance indicators and the resource plan to meet these aims.

5.1 Operate to a high professional standard, making the best use of available resources

Objective	How to be achieved	When will be achieved	Performance indicator	Resource Plan*	
				Workforce	Budget
5.1a To maintain Accredited status	Maintain and update policy and procedures Prepare and submit return Arts Council England Accreditation application	November 2021 and annually Invitation to re-apply due in 2022	Updated Policy documents Accreditation Award Certificate	MSO ; MHO MHO/MSO , MAs Vols.; LCC	Staff; Supplies (related minor purchases to meet standards)
5.1b To maximise available income streams	Remove poor-selling lines and introduce new products: Target increase of 10% per year for total spend per head. Increase group and education bookings income by 10% per year (see also 5.2c and 5.2d) Introduce new donation boxes and improved online donation options, Target of 50p average donation per head by March 2024. Regular programme of a least six special events per year planned. Launch online shop and specialist second-hand book online sales. Improved facilities for Private Hire (e.g. toilet, meeting space) Increased audience for Bookshop with provision of disabled access and related adaptations of Bookshop area	Annual report to BAC (Nov) Annual figures reported at Autumn BAC March 2023 Season ahead launched June & November Strategy by Dec 2021, shop launch in 2022 Toilet by March 2022; Funding plan for Birth Room facilities by March 2023 Summer 2023	Sales records Group visit records Donations records Admissions records Report, Transactions records New facilities, funding plan available New access, visitor number records	MSO MSO ; MAs MSO ; MHO; MAs MSO/MHO ; MAs, Vols. MSO ; MAs; Vols. MHO ; Contractors MHO ; Contractors	Sales (stock offset within the amount given in Table 1); Staff; Promotion; Supplies; costs of events offset by Admissions; LCC Project Funding; Bookshop updates dependant on further funding.
5.1c To maximise staff and volunteer development	Establish a regular joint meeting of staff and volunteers (to be held in March & September) for updates and feedback Annual training event (e.g. expert speaker, outing to relevant sites and collections) available to staff and volunteers Review individual training needs of staff members in annual personal reviews	First event in September 2021 First event in March 2022 Annually, March	Minutes from meetings Event scheduled, Officer report Training Log	MHO ; MSO MHO ; MSO MHO	Staff; Supplies for training costs; use of funded training courses offered by West Midlands Museum Development
5.1d. To maximise volunteer input	Creating short-term volunteer roles and projects aimed at engaging college students and young people, including remote volunteering opportunities. Liaison with universities, colleges, and volunteer recruitment centres to promote volunteering roles Review and update all volunteer role documentation Establish additional volunteering opportunities in Donegal House store Accessible volunteering opportunities in ground-floor displays introduced	September 2021 March 2022 September 2021 March 2022 September 2023	New role outlines available New volunteers recruited Revised documentation available New volunteers recruited New volunteers recruited	MSO MSO MHO ; MSO MHO ; MSO MHO ; MSO	Staff; Supplies; Promotion (though mainly free of cost channels e.g. local volunteering centre)

5.2 Build and diversify our audiences, responding to user consultation

Objective	How to be achieved	Achieve by	Performance indicator	Resource Plan*	
				Workforce	Budget
5.2a. To increase the number of visitors from our local community <i>See also 5.1d re: volunteer input and 5.3 re: accessibility</i>	Special events organised to appeal to range of visitors and encourage return visits, including free of charge events/activities. Assess and plan improvements to exterior appearance of the Museum Promote the use of bookshop as a local resource through offers, sales and street presence. Regular presence on Lichfield Market Square to promote the Museum Engage with local partnerships, events and groups Redevelopment of the Museum and displays to include diverse stories and elements of local history	Season launched June & November September 2022 Sale in Summer and winter seasons Annual stalls (July and September) Ongoing, re-organised plans for Festival and Society of Artists events TBC First new displays by March 2022	Events publicity; visitor data. Report presented Sales records Outreach number records Visitor numbers; Officer report New displays, visitor data	MSO, MHO & MAs & Vols MHO, LCC MSO, MAs MSO, MAs MHO, MSO, MAs & Vols MHO, LCC	Events, sales etc funded by: Staff; Supplies; Promotion; costs offset by Admissions; LCC Market stall in-kind.
5.2b. To monitor users and consult non-users	Introduce additional options for completion of the SJBm visitor exit survey (e.g. online, easy access QR codes) Conduct street surveys with local people to gather data from non-users Establish community engagement mailing list of Development Project	March 2022 March 2022, then twice yearly June 2021	New platform available; Visitor data Visitor data Mailing list data	MSO; MAs, Vols. MHO; MSO	Staff; Supplies
5.2c. To increase the number of education visits and partnerships <i>See also 5.1d. re: student volunteering and 5.3d re: higher education partners</i>	Annual update to database of school contacts and periodic promotion to schools by email and post Train additional Museum Attendant staff members and volunteers in delivery of education programme Update Primary school visit to reflect changes to Bookbinding workroom. Recruit a consultant to review schools offering and devise a planned programme for extending to Key Stage 3 & 4.	Database updated in August. Mailouts in September, January and May March 2022 March 2022 March 2024	School visit booking records Trained staff; Officer report Revised visit available Report presented	MSO; Vols. MHO; MSO; MAs MHO; MSO; MAs MHO	Staff; Supplies; Promotion; Admissions (cost of additional Staff hours offset by small charge for school visits); Funding to be identified for consultant
5.2d. To increase the number of group visit bookings	Introduce 'pop-up' tours aimed at daytime coach group visitors Annual update to groups database and mailout Work with other local attractions to promote group visits as a member of LDC's Group Tourism Partnership Train additional Museum Attendant staff members and volunteers in delivery of guided tours and community talks.	March 2022 (restrictions permitting) Database updated in August. Mailouts in September, January and May Ongoing; Bi-monthly meetings March 2023	Group visit records Group visit records Minutes; Officer report Trained staff; Officer report	MSO; MAs MSO; Vols. MHO MHO; MAs	Staff; Supplies; Promotion; Admissions (cost of additional Staff hours for tours offset by admission charge).

5.3 Increase access to the Museum and collections

Objective	How to be achieved	Achieve by	Performance indicator	Resource Plan*	
				Workforce	Budget
5.3a. To seek alternative solutions to the physical limitations of our Grade I listed building	Create wheelchair access into Bookshop by street level lift, throughout ground floor and to accessible toilet, subject to planning approval	Summer 2023	New facilities; report to JBAC	MHO; LCC; Contractors	Staff; Supplies; building works dependent on funds from LCC in 22/23 and 23/24 or grant funding.
	Establish digital access to upper floors at ground level	Summer 2023; interim option available ahead	New facilities; report to JBAC	MHO; Contractors	
	Seek expert advice and consultation with users at all stages of development	Ongoing, first consultation by September 2021	Report from consultation	MHO	
	Investigation options for remote online access to in-house events	Initial report by March 2023	Report to JBAC	MHO; MSO	
5.3b. To improve awareness of, and access to, all parts of the collection	Regular programme of small display-case displays highlighting stored collection	Published programme launched June & November	Events publicity	MHO; Vols.	Staff; Supplies; (materials for in-house production of display material, or purchase of inexpensive display items); LCC project funding
	Maintain SJBm blog with monthly collection-based posts	Monthly, published on or before the 15 th	Online visitor data	MHO; Vols.	
	Digital access to collections relating to Michael Johnson within Workroom development	March 2022	New display available	MHO; Contractors	
	Implement actionable items from 2020 Neurodiverse Visitors audit and update SJBm Access Plan to include future actions.	Initial items by March 2022, others incorporated into long-term develop plans	Noted in Officer report	MHO/MSO	
5.3c. To update interpretation and displays <i>See also Section 3 (page 4) for further details on Development plans for displays.</i>	Production of an SJBm Interpretation Plan	September 2021	Plan available	MHO	Staff; Supplies; LCC project funding
	Redisplay of Michael Johnson's workroom to become a hands-on accessible space covering history of family business, book trade and binding.	March 2022	New displays installed	MHO; LCC; Contractors	
	Relocation of Introductory AV area to Parlour and associated re-display	March 2023	New displays installed	MHO; LCC; Contractors	
	Re-organisation of current displays to incorporate items removed from Michael Johnson's workroom and Parlour.	March 2022	New displays installed		
	In-house update to Kitchen display to introduce low-tech interactives for trial and monitoring ahead of full redisplay.	March 2022	New displays installed	MHO	
5.3d. To improve facilities for researchers and publicise provision more widely	Refurbish Wood Library, incorporating the Blum Study area.	March 2023	Improved facilities	MHO; LCC; Contractors	Staff; Supplies; Blum library funding; Keele CDA funded by the Arts and Humanities Research Council; Keele funding for 2022 event
	Raise academic profile of Museum, through links with higher education partners, including continued support of Keele Collaborative Doctoral Award.	Current Keele CDA to end 2023; emerging researcher event planned Spring 2022.	Events held; research visitor records	MHO; partners	
	Establish regular volunteer-led open library sessions and publicise with local interest groups.	March 2024	Research visitor records	MHO; MSO; Volunteers	

5.4 Care for the Museum building and collection

Objective	How to be achieved	Achieve by	Performance indicator	Resource Plan*	
				Workforce	Budget
5.3a. To improve the storage and care of the collection	Complete 'Benchmarks in Collection Care' Checklist and update SJBm Collection Care Plan	September 2021	Plan available	MSO/MHO	Staff; Supplies; Blum collection care fund; Grant funding of £800 obtained from West Midlands Museums Development for collection care projects in 21/22.
	Complete planned programme identified in updated SJBm Collection Care Plan	Ongoing; rolling schedule	Noted in Officer report	MHO ; MSO Vols.	
	Re-organisation of book storage to facilitate Blum Library move	Plan March 2022; move March 2023	Noted in Officer report	MHO ; Vols.	
	Undertake annual Collection Clean	January to March 2022 and annually	Noted in Officer report	MHO ; Vols.	
5.3b. To improve the documentation of the collection	Undertake programme identified in the SJBm Documentation Plan	Ongoing; rolling schedule	Report to JBAC	MHO ; Vols	Staff; Supplies; (computer available at Birthplace site to relocate)
	Establish computer terminal for database access at DH store	September 2021	New facilities available	MHO ; Vols.	
	Programme of photography and scanning of collection established, with eventual target to have a photograph to accompany every non-library record.	Workspace set up by March 2022	Number of improved records reported	MHO ; Vols	
5.3c. To ensure the ongoing protection of the collection against disaster and damage	Update SJBm Emergency Plan	July 2021	Updated plan available	MHO ; LCC	Staff; Supplies; Some collection care improvements (e.g. window film and displays cases dependent on project funding)
	Ensure that all staff are trained in the Museum Emergency plan procedure	September 2021, and annually	Noted in Officer report	MHO ; MAs	
	Complete planned programme identified in updated SJBm Collection Care Plan	Ongoing; rolling schedule	Report available	MHO ; Vols.	
	<i>See also Section 3 (page 4) for further details on improving display conditions</i>				
5.3d. To ensure the continual maintenance and sustainability of the Birthplace building	Conduct regular building checks and resolve or report issues promptly	Weekly building check undertaken	Inspection Log; Officer report	MHO ;MSO; MAs.	Staff; Repair & Maintenance; Additional LCC funding allocation in Quinquennial year; LCC R&R budget for immediate large repairs
	All supplies sourced with consideration to sustainability	Ongoing	Officer report	MSO/MHO	
	Ensure Quinquennial inspection of the Birthplace carried out and any recommended works to be scheduled.	Next inspection due 2023	Noted in Officer reports	LCC ; MHO	

* Key to abbreviations used in Workforce (bold indicates lead responsibility). Budgets refer to headings (See Table 1, page 5)

LCC Lichfield City Council (refers to support and decision making from LCC's Town Clerk and/or JBAC)

MHO Museums & Heritage Officer

MSO Museum Support Officer

MAs Museum Attendants

Vols. Museum Volunteers

SJBm Samuel Johnson Birthplace Museum