

D.H. Lawrence Birthplace Museum Forward Plan Summary 2017 - 2021



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Introduction

This Forward Plan shows Liberty Leisure Limited's ambitions for the work of the D.H. Lawrence Birthplace Museum over the five years leading up to 2021 and reflects the objectives, as agreed with Broxtowe Borough Council, to provide a high quality, accessible tourism and heritage facility based around the D.H. Lawrence portfolio. This Plan will help to guide our work and demonstrate our intentions to stakeholders and partners. It also demonstrates that we comply with the forward planning element of the national Museums Accreditation Scheme administered by Arts Council England.

This Plan is likely to evolve over its lifetime; plans will be reviewed every year and the action plan will be updated in response to any new priorities or opportunities that may arise.

Monitoring and Review

This Forward Plan will guide the work of the Museum over the next five years. Progress against this plan will be monitored by the Museum & Collections Officers who will review progress with the Cultural Services Manager every six months. The Action Plan will be formally reviewed and updated annually, and changes brought in where appropriate.

A full review of the entire plan will be completed during the latter half of 2021 if events have not required significant changes before that date.

Statement of Purpose - why we exist

The D.H. Lawrence Birthplace Museum exists to protect, promote and share the heritage and legacy of D.H. Lawrence.

Vision - where we are going

We are a thriving museum with D.H. Lawrence at its heart, with a reputation for quality and friendly engagement.

Key Aims - how we will get there

1. To care for and protect the D.H. Lawrence Birthplace building and its collections as the gateway into his life and works
2. To raise the profile of D.H. Lawrence & the D.H. Lawrence Birthplace Museum
3. To develop the museum as a successful tourist destination
4. To give a high quality, credible and accessible service to facilitate learning & enjoyment
5. To manage the Museum effectively and in accordance with the national Museums Accreditation Standard

Who is the Museum's Audience?

Although we are a museum operated by Liberty Leisure Limited and wholly owned by Broxtowe Borough Council the majority of our visitors are not locals but tourists. User evaluation suggests a very high level of visitor satisfaction, particularly with the high level of customer service.

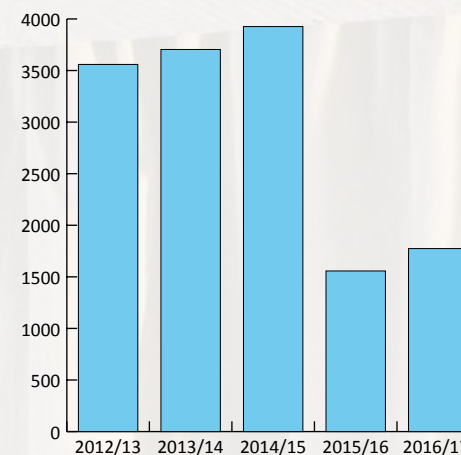
We have both repeat and new school visits throughout the school year. Our education offering is predominantly geared towards key stage 1 and 2 age groups, but is also adaptable for the higher key stages, with extra resources available. When we do receive feedback from schools on their visits it is overwhelmingly positive.

The museum also gets visits from people with varying disabilities and

access barriers we currently approach these as for any visitor, through a tailored tour. Arts Council funding was also obtained through MDEM to create a multi-sensory resource box, to enable adults with learning difficulties to engage with our collection better. The resource box is also a valuable tool for all users.

The museum has a number of actual and potential audiences due to the national and international nature of the appeal of D.H. Lawrence. As we are rebuilding our service following the closure of the Heritage Centre we will be concentrating on our key audiences during the next five years: 1) general tourists 2) people from our home county and neighbouring towns and 3) school children.

Visitor Figures



What do Visitors say about the Museum?

There is a high degree of visitor satisfaction at the Museum. It was awarded a Visit England 'Hidden Gem' award in 2017 with special mention of the high quality customer service.

Customer satisfaction is captured by a variety of formal or informal means. Below is a selection of comments that were written into our Visitors' Book or posted on the Trip Advisor website during 2016/17:

- *An absolutely wonderful tour, thanks to Gwen and altogether a rewarding visit and an emotional one too – one that I've longed to make for many years.*
- *We visited the museum on Tuesday and were enchanted as soon as we walked in. Our guide, James, was very knowledgeable about the history of the building and Lawrence's family life. The tour was very interesting and informative and we thoroughly enjoyed the visit. I would recommend this tour to anyone staying near Eastwood*
- *Even if you're not familiar with the author, you can get a fascinating insight into his life and works by visiting the house where he was born. We were the only people there and so were given a private tour by the enthusiastic and very knowledgeable James Cleverley. Highly recommended.*
- *'Excellent tour really enjoyed it – our guide was very good – friendly & knowledgeable.'*
- *Excellent / interesting / informative / fascinating / wonderful*

There is also a customer feedback questionnaire available to visitors at the end of their museum visit. The way that we collect and analyse feedback from users and non-users of the service is due to be updated as part of this forward plan.

How does the Museum Forward Plan Link to the Wider Service?

The Forward Plan is linked to both the Liberty Leisure Limited Business Plan which is in turn linked to the Broxtowe Borough Council Corporate Plan, and the Health Business Plan, which details the projects and activity undertaken in support of the Council's Corporate Plan 2016 - 2020 priority of Health. The main objective that the museum links into is to: Increase the number of people who have active lifestyles (He1) The particular service objective for the Museum here is to: "Provide high quality, accessible tourism and heritage facility based around the D.H. Lawrence portfolio"

Succession Planning

In the event of political change through elections, or through a change in Chair of Broxtowe Borough Council's Leisure & Environment Committee, or any alteration in governance structure, the new Chair or alternative governance role will receive a briefing about the D.H. Lawrence Birthplace Museum as appropriate, from the Managing Director and Cultural Services

Manager within two weeks of their appointment. If appropriate the Museum will be part of their induction tour and they will receive a specific invitation to attend an event or asked otherwise to visit the Museum and staff within three months of their appointment.

Expenditure and Income

The museum receives all of its revenue funding from Liberty Leisure Limited's centralised budget that is derived from a management fee agreed with Broxtowe Borough Council.

What are the Museum's Plans for 2017-2021

KEY AIM 1 - To care for and protect the D.H. Lawrence Birthplace building and its collections as the gateway into his life and works

Objectives	Actions	Outcome	When	Responsible Officer(s)
Ensure the building is sympathetically maintained & cared for	Regular monitoring and improvements in line with listed building regulations	Cared for heritage building maintained in line with listed building regulations	2017-2021	Museum & Collections Officer
Continue to improve collections care in the museum	Work to current Care and Conservation standards and update when expired. Consider benchmarking	Collections are preserved and protected	2017-2018	Museum & Collections Officer
Strong levels of protection & security	Continue to implement, review and update Emergency Planning, Security Planning and Risk Assessments.	Safe and secure museum. Staff trained in case of emergency	2017-2021	Museum & Collections Officer Health and Safety Officer (Broxtowe Borough Council) Museum & Collections Officer Cultural Services Manager
Strong framework for long term planning for the future of the building & site	Consider developing a Conservation Management Plan	Safeguarding the ongoing future of the Grade II listed Museum building and understanding the scope for improvement and change	2018-2021	Museum & Collections Officer Cultural Services Manager

What are the Museum's Plans for 2017-2021

KEY AIM 2: To raise the profile of D.H. Lawrence & the D.H. Lawrence Birthplace Museum

Objectives	Actions	Outcome	When	Responsible Officer(s)
Develop successful partnerships	Build on existing partnerships and identify new opportunities for mutually beneficial working Maximise opportunities with existing regional or national festivals & literary events	Successful partnerships, and advocates in the local community and beyond to promote the service to a wider audience	2017-21	Cultural Services Manager
Take, support & promote the Lawrence narrative beyond the physical museum	Exhibitions created in-house loaned to alternative venues & published online Website and social media are up to date and fit for purpose. Maximise media opportunities.	Increased awareness of Lawrence and the Museum. Website and social media reflect the high standards of the physical museum service 2017-21	2017-21	Cultural Services Manager Museum and Collections Officer Duty Officer
Identify, and build strong relationships with tourism organisations in the East Midlands to support promotion of the museum	Develop a promotional campaign and maximise opportunities by engaging with tourism organisations	Museum included in tourism marketing campaigns, raising awareness and visitor numbers	2017-21	Cultural Services Manager Duty Officer

What are the Museum's Plans for 2017-2021

KEY AIM 2: To raise the profile of D.H. Lawrence & the D.H. Lawrence Birthplace Museum

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Objectives	Actions	Outcome	When	Responsible Officer(s)
Develop local reputation of the Museum	Engage with local businesses and societies, and offer promotions to Broxtowe residents	Good feeling in the community, positive advocates & increased local support for, and enjoyment of, the museum.	2017-21	Cultural Services Manager
Get support of celebrities	Get support of celebrities/patrons	Museum publicly supported by advocates with a strong public following	2017-18	Cultural Services Manager
Develop wider reputation of the Museum	Apply for appropriate awards and accolades	An independently assessed mark of quality, improved reputation and awareness of museum	2017-21	Museum Team

What are the Museum's Plans for 2017-2021

KEY AIM 3: To develop the museum as a successful tourist destination

Objectives	Actions	Outcome	When	Responsible Officer(s)
Increase visitor numbers	Carry out non-user visitor analysis Develop a targeted and concise Marketing Strategy	Better understanding of potential visitor expectations and a clear and focussed marketing approach	2017	Cultural Services Manager
Engage visitors with wider local area	Develop a wider itinerary of activities to complement the museum visit, including self guided walks and the concept of Lawrence Country	Incentivise visitors to come to the museum, increase dwell time in the area	2017-19	Cultural Services Manager and Museum Team
Increase space & facilities for the museum	Investigate potential use of nearby buildings to increase space available for visitors, exhibitions and education	More space to provide service elements lost by closure of Heritage Centre	2017-21	Cultural Services Manager Museum and Collections Officer
Gain a full awareness of visitors' needs & expectations & how the visitors engage with the museum	Develop and carry out visitor analysis; monitor and review then feed into service improvements	Better understanding of current visitor experience in order to develop audiences and implement service improvements	2017	Cultural Services Manager Duty Officer

What are the Museum's Plans for 2017-2021

KEY AIM 4: To give a high quality, credible and accessible service to facilitate learning & enjoyment

Objectives	Actions	Outcome	When	Responsible Officer(s)
Well presented & maintained building/ facilities	Building cleaned on a regular basis and decoration/facilities refreshed as appropriate Regular cleaning of museum rooms to conservation standard and closure for annual conservation deep clean	Museum that is always presented to a high standard for visitors. Good Visit England (VAQAS) report (quality rose mark)	2017-21	Museum and Collections Officer
Make the Museum as accessible as possible	Review and implement recommendations of 2016 Access Audit	Make museum as accessible as possible within the scope and resources of the site and service	2017-21	Museum and Collections Officer
Increase interpretative scope & narrative of museum	Develop a new Interpretation Plan, create new in-house exhibitions, consider digital and online options and explore partnerships with other organisations Explore funding/grant opportunities e.g. HLF or ACE to support particular aspects of the Interpretation Plan	Improved interpretation filling gaps in narrative, lost through closure of Heritage Centre, encouraging repeat visits Improved access to museum collections Funding for museum based projects	2017-21	Museum and Collections Officer

What are the Museum's Plans for 2017-2021

KEY AIM 4: To give a high quality, credible and accessible service to facilitate learning & enjoyment

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Objectives	Actions	Outcome	When	Responsible Officer(s)
Strong, clear & targeted educational programme, building strong relationships with local educational establishments	Review current education plan (in light of reduced space since Heritage Centre closure). Plan a revised education offering linking to the new curriculum, monitor and review. Promote new education offering to educational establishments	Workable & relevant education offering, within scope & resources of site, which appeals to schools & colleges & encourages them to visit	2017	Duty Officer
Maintain VAQAS accreditation by ensuring site & service is excellent	Continue high standards or customer service, monitor and review and implement improvements when appropriate	Consistent high standards in customer service by staff. Satisfied customers, who will advocate for the museum service	2017-21	Museum Team
Successful retail operation & welcoming shop & reception area	Continue to develop retail and reception area. Create Retail Plan implement, monitor and review	Increased income Enhanced visitor experience	2017-18	Duty Officer
Making it easy for visitors to get to us	Improve road and pedestrian signage to the Museum Ensure travel information is up to date on literature and website	Museum is easy to find	2017-18	Cultural Services Manager Duty Officer

What are the Museum's Plans for 2017-2021

KEY AIM 5: To manage the Museum effectively and in accordance with the national Museums Accreditation Standard

Objectives	Actions	Outcome	When	Responsible Officer(s)
Remain an Arts Council Accredited Museum	<p>Ensure that museum governance structure meets the requirements of Arts Council Accreditation</p> <p>Complete 2017 Accreditation return following provisional status & complete returns thereafter for the duration of this Forward Plan</p> <p>Update all Policies and Plans relating to Accreditation to take account of change to Liberty Leisure Limited</p>	<p>Maintain status of Accredited Museum</p> <p>Eligible for grant funding including ACE and HLF/ good reputation and confirmation that the museum and collections are correctly managed and cared for</p>	Sep-17	Museum and Collections Officer
Have well documented, catalogued & stored collections	<p>Continue to develop collection in line with Collections Development Plan</p> <p>Continue to work to tasks and deadlines in the Documentation Plan</p>	<p>Strong and Growing collection</p> <p>Museum Documentation up to date and in line with Accreditation standards</p>	2017-20	Museum and Collections Officer

What are the Museum's Plans for 2017-2021

KEY AIM 5: To manage the Museum effectively and in accordance with the national Museums Accreditation Standard

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Objectives	Actions	Outcome	When	Responsible Officer(s)
Review & rationalise collections	Carry out Heritage Centre rationalisation plan Carry out collections review and rationalisation at the Museum and review storage needs accordingly	Identify key collection items and redistribute non-relevant items Improve accessibility, care, storage, context and public benefit for collection objects	2017-19	Museum and Collections Officer
Ensure collection is appropriately insured	Keep insurance inventory up to date and ensure collection is valued every 10 years	Up to date insurance cover	2017-21 and 2026 (valuation due)	Museum and Collections Officer
Skilled & motivated team with shared vision	Regular, structured operational team meetings. Regular staff appraisals, clear objectives and personal development plans, with appropriate training and development identified and implemented	Engaged & motivated team with a shared vision and clarity on how their role contributes to the vision Skilled, trained staff with development needs met	2017-21	Cultural Services Manager and Museum Team

What are the Museum's Plans for 2017-2021

KEY AIM 5: To manage the Museum effectively and in accordance with the national Museums Accreditation Standard

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Objectives	Actions	Outcome	When	Responsible Officer(s)
Effective group of volunteers to support the service	Continue to build volunteer database and project bank within manageable levels Train volunteers according to service needs and recognise and celebrate volunteer achievements and service	Valued, skilled and committed volunteer workforce supporting paid staff to achieve service objectives	2017-21	Duty Officer
Environmentally aware museum	Continue to seek ways to minimise the environmental impact of the Museum Review museum environmental monitoring system & replace if required	Reduce environmental impact and costs Ensuring we have the best system within the scope & resources of the service, minimising damage to building and collection	2017-21	Museum Team
Increase amount of income generation	Identify opportunities to generate additional income through promotions, sponsorships, donations and funding	Maximise opportunities for additional funding and donations	2017-18	Cultural Services Manager and Museum Team



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