



mansfieldmuseum

Mansfield District Council

Creating a District where People can Succeed

Mansfield Museum Forward Plan 2013-2016

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1. Introduction

1.1 Forward planning process and review

The aim of this Forward Plan is to inform the work and development of Mansfield Museum for the period January 2013 – December 2015. The Action Plan and Specific Objectives will be reviewed annually and a full review of the Plan will be completed by 31 March 2015.

The following tasks were undertaken in the process of developing this Forward Plan:

- The current position of the Museum was determined to establish a baseline from which to ascertain the desired level and direction of development required to enhance the service provided by the Museum.
- The results of research into the views of users and non-users of the service were analysed.
- The broader strategic context within which the Museum is currently, and will be, operating was reviewed. This included a review of relevant documents produced by Mansfield District Council, other community and business initiatives and the wider museum community.
- The views of staff and other stakeholders were obtained.
- A range of actions that will help deliver the aims and objectives for the Museum over the next five years was defined.

1.2 Statement of Purpose

Mansfield Museum seeks to collect and interpret items that celebrate the history of Mansfield District and is committed to encouraging participation in cultural activities by local communities and visitors, for the benefit and enjoyment of all.

Breaking this down, the Mission Statement sets out the purpose of the Museum as follows:

- To collect, preserve and display items relating to Mansfield, the surrounding area and its people
- To provide exhibitions and events
- To carry out projects and outreach work
- To help promote lifelong learning

The aims of the Museum are:

- To provide an enjoyable experience
- To provide a learning experience
- To provide access for all regardless of age, background and ability
- To address the cultural, creative and intellectual needs of the local community

1.3 Key achievements of Mansfield Museum in the last five years

Year	Achievement
2012	Nottinghamshire Heritage Awards – Best Exhibition for Metal Box Best Event for SpooF Tours
2011	Guardian Family Friendly Museum of the Year Increased on-line presence – Twitter, Facebook, YouTube etc. Metal Box exhibition
2010	Renaissance East Midlands Nottinghamshire Heritage Awards - Best Exhibition for Pop Goes Mansfield Renaissance East Midlands Regional Heritage Awards – Highly Commended for Pop Goes Mansfield
2009	Establishment of Cool Choirs event. Launch of ourmansfieldandarea community website
2008	Renaissance East Midlands Nottinghamshire Heritage Awards - Best Exhibition for Golden Sands and Museum of the Year. Friendship Matters – Film project with British and Polish young people from All Saints School
2007	Renaissance East Midlands Nottinghamshire Heritage Awards – Inspiration Award for Education Service Golden Sands Exhibition – record summer visitor numbers with over 16,500 visitors compared to 10,000 for the same period the previous year. Achieved Museum Accreditation
2006	New interactive website launched, funded through the Heritage Lottery Fund – April 2006 VAQAS (Visitor Attraction Quality Assured Service) Accreditation secured – May 2006

Summary of achievements:

Mansfield Museum has achieved local, regional and national recognition over the last five years, the highlight of which was the Guardian Family Friendly Museum of the Year award in 2011.

The most important measure of the Museum's success is however its ability to continue to attract visitors by providing the community with high quality and improving services that they wish to use. Despite annual fluctuations, the visitor figures in 1.4 below show that average numbers over the last five years exceeded 47,000, a figure that the Museum did not reach at any time in the preceding five year period.

A summary of progress against the Aims set in the Museum's Forward Plan for 2007 – 12 can be found in Appendix II and it will be seen that Mansfield Museum has achieved substantial progress in all areas of its work over this period and is in a good position to continue to provide further improvements between 2013 and 2016.

1.4 Visitor figures

Museum Visitor Figures				
Year	Visitor numbers		Year	Visitor numbers
2002/03	37,831		2007/08	54,912
2003/04	39,102		2008/09	48,613
2004/05	33,699		2009/10	42,995
2005/06	36,199		2010/11	43,096
2006/07	45,101		2011/12	46,417

2. Situation Review

2.1 Mansfield District Council

The Museum is part of Mansfield District Council and works to and supports the Council's wider policies, plans and partnerships. It contributes to the following Vision, Values and Priorities.

2.1.1 Mansfield District Council Corporate Plan

Vision: We want to create a positive image of Mansfield which supports people, businesses and investment in the area, and improves confidence, pride and dignity so that everyone can enjoy a good quality of life in their neighbourhood.

Values:

Quality

- Excellent quality and value for money services that meet the needs of all our communities and are accessible to everyone.
- Develop new opportunities for partnership working to improve, expand and build upon the services we provide.
- Manage and help support employees, Members, partners and communities through change efficiently and effectively.

Respect

- Consult, listen to and understand the views of our communities, partners and employees.
- Meet the needs of our communities, partners and employees through consideration and empathy for their emotional and physical wellbeing.
- Encourage good employment practice, effective employee development and a positive and enthusiastic workforce.

Openness

- Strive to be open, honest, transparent and accountable.
- Promote a culture of effective and consistent communication with and between employees, Members, partners and communities.

Priorities:

Regeneration and Employment

Revitalising our District, town centres and neighbourhoods, encouraging inward investment and creating a climate for job creation and growth.

Reducing crime and disorder

Making the District a safer place to live, work and visit by working with partners to reduce crime and antisocial behaviour.

Vulnerable People

Supporting the most vulnerable people in our District to help them live independent and fulfilled lives.

Other Plans:

Creating a City Centre for Mansfield 2009-19

Our aspiration focuses on ensuring that Mansfield remains an attractive and thriving place to live, work, socialise, do business, shop and above all – enjoy!

2.2 Mansfield Museum Today

Mansfield Museum is located in the heart of the town, presenting a number of permanent displays illustrating the social, industrial and natural history of Mansfield and the surrounding area. Admission to the Museum is free and it is currently open from 10 – 5 Monday to Saturday with the exception of Bank Holidays.

2.2.1 Permanent exhibitions

The permanent exhibitions include a significant collection of 18th century porcelain and a number of late Victorian watercolours by A.S. Buxton that are of particular local significance. Virtual access to some of Buxton's watercolours is available on the Mansfield Museum website and on the ourmansfieldandarea community website. In the entrance arcade there are displays featuring the social history of Mansfield District. The most recent permanent exhibition is the XplorActive interactive gallery which was funded by the Heritage Lottery Fund and opened in 2004. This is targeted particularly at education and learning groups and has led to a big increase in the number of children visiting the Museum both in organised school groups and with their families. The Museum's website provides on-line games relating to the exhibition that children can play pre and post visit.

2.2.2 Temporary exhibitions

In addition to the permanent displays, Mansfield Museum has two large temporary exhibition galleries and a smaller space in the arcade where a changing programme of exhibitions is displayed. These range from the major summer exhibition created in house, through local societies and the college to nationally touring exhibitions.

2.2.3 Education

Mansfield Museum's education programme allows school groups to explore important areas of the National Curriculum within a Museum environment. The Education Officer offers a choice of eleven different sessions which are mainly aimed at Key Stages 1 and 2. The sessions last a full day and can accommodate up to 35 pupils. A charge of £30 per class was introduced from the summer term 2011 and was increased to £60 in 2012.

2.2.4 Outreach

In order to address the Council Regeneration and Vulnerable People priorities and provide a service to the widest possible audience Mansfield Museum has delivered a wide ranging outreach programme over the past four years, primarily funded by Renaissance East Midlands. Projects have included work with hard to reach communities such as incoming Polish migrants, isolated older people on the Bellamy Road Estate and people recovering from serious mental illness. This type of work will be difficult to sustain if grant funding opportunities are reduced in the future. Alternative sources of funding and ways of working will need to be investigated.

2.3 Range of Collections

2.3.1 The Collections

At present the Museum holds the following collections:

Category	Collections
Natural History	<ul style="list-style-type: none">• Whitaker Collection of birds and animals• Webb collection of birds• Foreign birds• Birds eggs• Butterflies and moths
Ceramics	<ul style="list-style-type: none">• Porcelain relating to William Billingsley• Manners collection of Lustreware• Tagg collection of ceramics
Fine Art	<ul style="list-style-type: none">• Watercolours by Albert Sorby Buxton• Watercolours by Seddon-Tyrer• Additional paintings by local artists or of local scenes/people• Limited collection of prints and drawings.
Social History	Collections of items from <ul style="list-style-type: none">• Domestic and personal life• Trade and industry• Leisure and social life• Local government and amenities
Photography	<ul style="list-style-type: none">• Collection of photographs and negatives of the local area including a major collection of negatives donated by the local paper, The Chad.
Archive	<ul style="list-style-type: none">• A collection of paper based items relating to the District.

The Museum also holds small collections of firearms, coins, archaeology, costume, geology and palaeontology.

2.3.2 Collections Development Policy

The former Acquisitions and Disposal Policy was reviewed in Spring 2012 in line with the new Accreditation Standard. It has been re-titled as the Collections Development Policy, to comply with the guidelines and was adopted by the Portfolio Holder for Regeneration on 6 November 2012. The Collections Development Policy states that the Museum should restrict its collecting to the following categories:

I. Social History.

The Museum collects objects, including photographs pertaining to the life of the people in the District. These are:-

- a) Household and personal items.
- b) Items related to local trade and industry.
- c) Items related to social and leisure industry.
- d) Items relating to local government and amenities.

In most cases archival material should be stored at the Nottinghamshire Archives in Nottingham which already has much of the material relating to Mansfield District Council.

II. Ceramics.

The Museum will collect items of porcelain/pottery with associations with the area. The famous porcelain decorator William Billingsley lived in Mansfield for a short period of his life and therefore examples of his work, from any factory he worked at, will be collected. Other ceramic objects related to the town, such as commemorative mugs or plates, will also be collected.

III. Archaeology.

The Museum currently holds a small amount of its own archaeological material together with material belonging to the Sherwood Archaeological Society, which is held under a long term loan agreement. The Museum will continue to house the collections of the Sherwood Archaeological Society under the terms of the loan agreement, which is reviewed every five years.

There is currently no trained Archaeologist on the Museum staff, and without the relevant expertise, it is the Museum's policy not to actively collect new archaeological material. The only exception to this would be in the case of significant local finds, unearthed in the process of an official dig carried out by a recognised group of professional archaeologists. These items would be accepted in to the Museum's collections, subject to the following terms:

'The Museum will not acquire by purchase objects in any case where the Curator or Portfolio Holder for Economic Regeneration has reasonable cause to believe that the circumstances of their recovery involved the recent unscientific or intentional destruction or damage of ancient monuments or other known archaeological sites, or involved a failure to disclose the finds to the owner or occupier of the land or the proper authorities in case of a possible Treasure Trove.'

IV. Fine Art.

The Museum has a fine collection of watercolours by Albert Sorby Buxton. The majority of these were given to the Museum by Mrs. Buxton in 1938, and since then the collection has been added to by the kind donations of local individuals and occasional purchases from the Museum's acquisition fund. The collection currently numbers around two hundred, of which the majority are on permanent display. The Museum will continue to add to this collection by this important local figure.

Paintings by Seddon-Tyrer, another well-known local artist, will also be collected.

The Museum also has a varied collection of other paintings some of which are relevant to the town while others are not. It is the Museum's policy only to collect works that are either by local artists or of local scenes/personalities.

V. Digital Material

This area of collecting was new to our Collections Development Policy in 2012. It is area of collecting that will grow in the future and new means of storing the material will need to be employed.

Collecting is limited to items from or associated with the Mansfield District Council area.

2.4 Partnerships with other organisations

In the recent past the Museum has had extremely close links to Renaissance East Midlands and has been part of the Audience Development Specialist Panel. This was a mutually beneficial partnership and it is disappointing that the Renaissance programme has been reduced. It is hoped that partnerships at a regional level will be re-established once the new model of working has been defined by Arts Council England.

The Museum is a member of the Group of Small Local Authority Museums (GoSLAM) and regularly attends meetings. The Group consists of 10 local authority museums within the East Midlands who meet to share information and to receive briefings from regional museums support agencies. The role of the Group may well alter over the next year to enable it to meet the challenges currently being experienced by its members. However it will continue to mutually support developments and act as an umbrella body for the securing of grants.

The Council is a member of the East Midlands Museums Service and attends meetings.

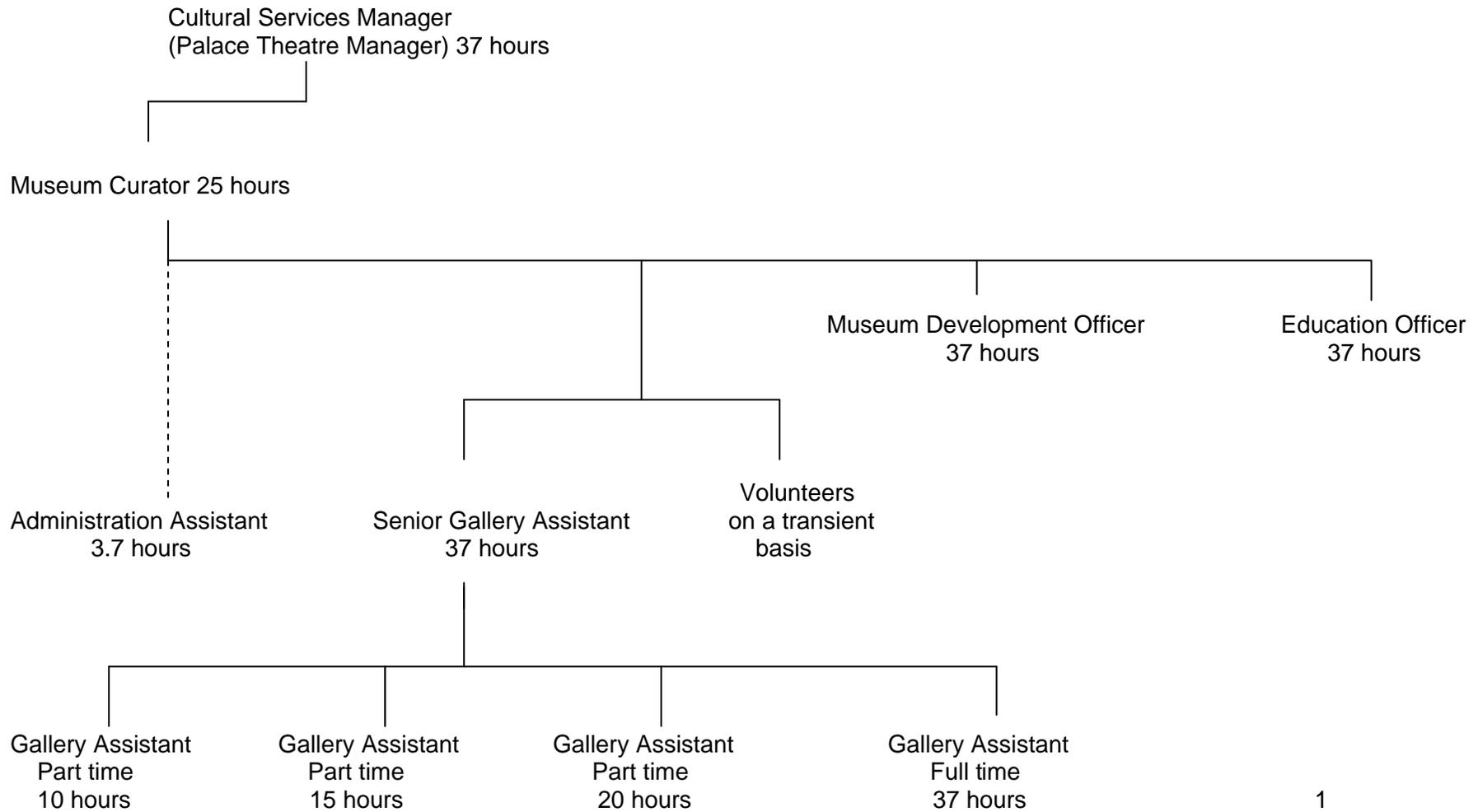
The Sherwood Archaeological Society owns much of the archaeological material stored at the Museum and provides specialist advice when required. A formal agreement is in place.

The Old Mansfield Society's collection is housed at the Museum under a formal agreement.

The Museum holds an extensive collection of photographic negatives from the local paper, Mansfield Chad. These are the property of the Museum but copyright remains with the paper. The Museum has permission to use the photographs on the community website ourmansfieldandarea and works closely with the newspaper on a number of projects.

2.5 Staff

The following diagram illustrates the staffing structure at the Museum as it stands at the beginning of 2013.



3 Analysis of the Current Situation

3.1 SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Collections Management			
<p>Collections reflecting life in Mansfield in the past are valued by visitors and the wider community.</p> <p>Collections are kept in appropriate conditions and are not at risk.</p> <p>Core group of NADFAS (National Association of Decorative and Fine art Societies) volunteers working on cataloguing the collections.</p>	<p>A large proportion of items in the collections need computer cataloguing.</p> <p>Lack of capacity to carry out collections work including cataloguing and digitisation.</p>	<p>Heritage Lottery Fund grant includes elements for developing the collections.</p> <p>Recruitment and training of volunteers to carry out this work.</p>	<p>Insufficient funding for improvements to environmental control.</p>
Visitors			
<p>Focus on events - varied and both small and large scale.</p> <p>Some very supportive visitors and groups.</p> <p>A wide ranging temporary exhibitions programme devised to encourage repeat visits and ensure there is always something new to see.</p>	<p>Not in major tourist area.</p> <p>Limited budget for marketing and publicity to attract new visitors and advise existing customers of changes to exhibitions to make them return.</p> <p>Insufficient funding to tour larger possibly more appealing exhibitions.</p>	<p>New arcade gallery.</p> <p>Reach out to new visitors via digital means; viewing collections, being involved on community website, etc.</p> <p>New bus station should lead to more visitors in town and promotional opportunities.</p>	<p>Change in bus routes when new bus station opens leading to less people on Leeming Street.</p> <p>Public spending cuts.</p> <p>Lack of funding bodies with resources to fund desirable improvements.</p>
Education and Outreach			
<p>Well established and well regarded Education Service.</p>	<p>Reaching capacity.</p>	<p>Continuous introduction of new sessions.</p> <p>New arcade gallery.</p> <p>Alternative means of delivery</p>	<p>Rising transport costs</p> <p>Economic conditions leading to reduced number of school trips.</p>

Strengths	Weaknesses	Opportunities	Threats
Staff and Organisation			
<p>Lots of imaginative ideas.</p> <p>Extremely hard working team.</p> <p>Willingness to try different approaches.</p> <p>Openness to outside influences and possibilities.</p> <p>Award winning, highly regarded Museum, presents a positive image of Mansfield.</p>	<p>Capacity.</p>	<p>Volunteer programme linked to arcade gallery re-development.</p> <p>Multi-skilling.</p>	<p>Staff cuts: The only meaningful way of saving money is by reducing staff numbers or hours which will impact negatively on the service delivered.</p>
Funding			
<p>Council funding and ability to secure funding from outside bodies.</p>	<p>Reductions in Council funding.</p> <p>Lack of exhibitions funding limits nature of exhibition.</p>	<p>Increase in income generation through room hire, donations, exhibition hire.</p> <p>New ways to generate income.</p> <p>Sponsorship may make bigger/better exhibitions possible.</p> <p>Heritage Lottery fund and other major funding bodies.</p> <p>Investment could be used to promote Mansfield more.</p>	<p>Visitors not willing or able to donate.</p> <p>No organisations wishing to hire rooms or exhibitions.</p> <p>External funding reductions. Potential reductions in partnership work with charities and community groups as a result of their funding cuts.</p>

3.2 Key challenges facing the Museum

The Museum faces a number of challenges in the forthcoming years and these will impact on the ability to deliver the outcomes of this Forward Plan.

3.2.1 Budget reductions

The Museum, in line with other Council services, is in a period of severe budget reduction. It faces the ongoing challenge of providing a high quality, visitor focussed service while reducing budgets. This has, and will continue to, put considerable pressure on the staff. It is envisaged that this will continue for a number of years and that this will be the biggest challenge facing the Museum for the foreseeable future.

3.2.2 External funding reductions

The end of the Renaissance programme has resulted in a significant reduction in the support given to Museums in the regions. This had been a major source of income to deliver outreach and target hard to reach groups and its withdrawal has had a negative impact on what the Museum is able to deliver. It is hoped that the situation will improve when Arts Council England (ACE) announce their plans for providing a funding stream for smaller institutions. However the criteria for any such scheme may preclude the Museum from applying. The Museum will need to look for alternative options for funding such as sponsorship.

3.2.3 Exhibitions

The Museum needs to build on recent success and keep moving forward. This will require the re-development of at least one of the major permanent exhibitions in the lifespan of this Forward Plan. Without this investment it will be increasingly difficult to maintain the fabric and relevance of the displays and to sustain visitor numbers. The Buxton Gallery was last re-displayed over 25 years ago but due to the nature of the content it has withstood the test of time and can continue for longer. However, The Images of Mansfield display in the Museum arcade is now really dated with the information being 20 years old. These displays tell the history of the District and need to be brought up to date and modernised. This is particularly important as the arcade is the entrance to the Museum and tired looking displays do not help to attract visitors.

3.2.4 Collections

The main challenge facing the Museum regarding collections is the increase in digital material being collected. A comprehensive policy for managing and storing this material needs to be devised and implemented. This will include consultation with other bodies in the area that already hold digital collections such as the Archives and Library service. It will also involve working closely with the Council's IT Department.

3.2.5 Community Groups/partners

The outreach work carried out by the Museum over the last five years has relied heavily on partnerships with community groups and charities. In the current economic climate the funding to some of these potential partners has been withdrawn and this may lead to a reduction in the number of groups with the capacity to work with the Museum to deliver projects.

3.2.6 New Bus Station

The opening of the new bus station in early 2013 is seen as both an opportunity and a challenge. It is anticipated that the new bus station will attract more visitors to the Town and this would be beneficial for the Museum. Publicity that the opening will generate should highlight 'Things to do' in the Town and the Museum will be included in this. However the current bus routes into town pass the front of the Museum and if these were to be altered there would be a detrimental affect on visitor numbers. Many of the visitors 'pop in' when passing and lower footfall on Leeming Street would have an adverse affect. Footfall has been declining on Leeming Street as the number of vacant shops has increased and this problem may well continue with an increasing focus on the Stockwell Gate area of the Town centre.

3.3 Summary

The key challenges facing the Museum over the next five years are:

- How to reduce the budget without adversely affecting the service.
- How to continue to increase visitor numbers with limited staff capacity and marketing budgets.
- How to continue to work with all sections of the community in the light of reductions in grant funding and the contraction of voluntary and subsidised organisations..
- How to re-develop the arcade gallery with limited Council funding.
- How to manage the increasing amount of digital material being added to the collection.
- How to ensure that the new bus station is an opportunity to attract new visitors while maintaining existing visitors.

These key challenges are addressed in the Action Plan.

4 Key aims

Key strategic aims for the Museum were identified in the Forward Plan 2007-12. These are still relevant for the future, with each aim relating to a key activity area of the Museum:

4.1 Meet Corporate Objectives:

- Revitalising our District, town centres and neighbourhoods, encouraging inward investment and creating a climate for job creation and growth.

4.2 Manage Collections:

- To secure the long term care of the collection.
- To actively collect, preserve and interpret items relating to Mansfield, the surrounding area and its people.

4.3 Provide user services:

- To improve access to, and use of, the collections.
- To increase visitor numbers to, and awareness of, the Museum.
- To enhance the quality of each individual's engagement with the Museum collection.

4.4 Provide education / outreach:

- To increase community participation in, and broaden the profile of audiences for cultural activities.
- To provide opportunities for learning at all life stages.

4.5 Manage resources:

- To operate the Museum efficiently and effectively within the budgets allocated by Mansfield District Council

4.6 Succession Planning

- In the event of political change through elections or through a change in Portfolio Holder, the new Portfolio holder will receive a briefing sheet about the Museum within two weeks of their appointment. The Museum will be part of their induction tour and they will receive a specific invitation to attend an event or otherwise visit the Museum within two months of their appointment.

5. Action Plan and Specific objectives

Objective	Actions	Measure	Responsibility	Timescale for delivery	Resources
Aim 1: Meet Corporate Objectives To raise the cultural aspirations of people living in and around Mansfield District					
Participate in Arts Festival	Opening of major summer exhibition Additional events in gallery	Opening event Diverse activities taking place in the gallery during this week	MC/MDO	July 2013 July 2013	Staff time MDC budget
Aim 2: Manage Collections 2.1 To secure the long term care of the collections:					
Retain Museum Accreditation	Re-apply under the Accreditation Standard	Accreditation retained	MC	January 2013	Staff time
Accessioning of new material into the collections	Retain and recruit volunteers to carry out this work Provide training and support for the volunteers	No documentation backlog Accreditation retained	MC	Ongoing	Staff time
Conservation No deterioration in condition of items in the collection	Repair of humidification and air conditioning in stores	Maintain correct environmental conditions in all stores	MC	March 2013	PPM Budgets
Aim 2: Manage Collections 2.2 To actively collect, preserve and interpret items relating to Mansfield, the surrounding area and its people.					
Arcade gallery re-development	Consultants appointed to prepare Stage 2 application Submit Stage 2 application Heritage Lottery Fund Decision Commence Work Memory Days Open New Gallery Ongoing events & activities Ongoing collections work	Successful funding applications. Increased volunteer participation.	MC/MDO/MEO	Mar 2012 Oct 2012 Spring 2013 April 2013 April – August 2013 Autumn 2014 December 2017 December 2017	External funding required Business sponsorship required Staff time

Objective	Actions	Measure	Responsibility	Timescale for delivery	Resources
Aim 3: Provide User Services 3.1 To improve access to, and use of, the collections.					
Extend use of Reminiscence Loan Boxes	Improved publicity of the service.	Increased usage	MC	March 2012	Staff time
Increase digital access to the Museum collections	Increase content on ourmansfieldandarea	Identification of computer hardware and software required for storage of digital material. Implementation	MC	Ongoing	Volunteer time
	Arcade Gallery redevelopment		MC	Feb 2013	Heritage Lottery Fund
Aim 3: Provide User Services 3.2 To increase visitor numbers to, and awareness of, the Museum					
Increase number of special events	Events linked to Summer exhibition Christmas market Cool Choirs Events linked to national campaigns e.g. The Big Draw Events linked to new gallery	Increased visitor numbers	MC/MDO/MEO	Each summer Each Christmas Each November Annually December 2017	
Aim 3: Provide User Services 3.3 To enhance the quality of each individual's engagement with the Museum collection					
Provide high quality customer service	Maintain VAQAS Accreditation	Increased visitor satisfaction shown through	MC	Annually	Museum budgets
Aim 4: Provide education / outreach 4.1 To increase community participation in, and broaden the profile of audiences for, cultural activities					
Increase number of volunteers actively supporting the Museum	Volunteer recruitment programme included in HLF project Volunteer Co-ordinator appointed	Increase in number of volunteers. Training scheme in operation	MC	Summer 2013	Heritage Lottery Fund

Objective	Actions	Measure	Responsibility	Timescale for delivery	Resources
Aim 4: Provide education / outreach					
4.1 To increase community participation in, and broaden the profile of audiences for, cultural activities cont.					
Utilise social media to raise awareness of the Museum	Ongoing review of new developments in social media	Increased visitor numbers	MDO	Ongoing	Staff time
	Implementation of new methods of communication		MDO	Ongoing	Staff time
Wider audience for the Museum	Work with community groups on outreach projects	Successful ongoing relationship with participants – continuing use of Museum	MDO	One group per year	Funding will be sought from outside bodies
Aim 4: Provide education / outreach					
4.2 To provide opportunities for learning at all life stages cont.					
Increase usage of the Museum amongst local schools	Send Education Pack out to every school in Mansfield and Ashfield area	Maintain/improve number of bookings for school sessions.	MEO	Annually – Summer term	Staff time Museum budgets
Continue to provide a quality education service	Add new sessions on a regular basis Keep up to date with any changes in the National Curriculum	Maintain/improve number of bookings for school sessions	MEO	Ongoing	Staff time
Improve opportunities for older people to engage with the Museum	Continue to support the Growing Bolder crafts group Look for new ways to engage with older audiences through the new gallery project and in conjunction with other bodies	Improve number of older people actively engaged with the Museum	MC	Ongoing	Staff time

Objective	Actions	Measure	Responsibility	Timescale for delivery	Resources
Aim 5: Manage resources To operate the Museum as efficiently as possible within the budgets allocated by Mansfield District Council					
Operate Museum within budgets	Increase income generation	Look at potential for developing and hiring out of temporary exhibitions	MC		
	Look for new ways to generate income	Generate new generic industry exhibition	MC	Autumn 2014	HLF
		Increase Room Hire income		September 2013	Staff time
		Sponsorship		Mid 2013	Staff time
	Implementation of ongoing efficiencies	Review all areas of work.	MC	March 2013	Staff time
		Use of low energy lighting in new arcade development	MC	2014	Heritage Lottery Funding
		Consider alternative heating and humidification systems for stores	MC and Design Services	March 2013	PPM
Aim 6: Succession planning					
Ensure elected members are informed about Museum	Produce introduction pack for incoming elected members or new Portfolio Holder	Member support	MC	May 2013	Staff time

This Action Plan will provide the framework for the more detailed annual Service Plans.

The re-development of the Museum arcade gallery and the associated Activity Plan will dominate the work of the Museum during the three years of this Forward Plan. The project comprises:

- The collection of material relating to local industries through a programme of memory days
- The accessioning of the digital material collected using a new computerised system that will be identified and installed as part of the project
- The appointment of a Volunteer Co-ordinator to recruit and manage a team of volunteers to carry out this work over a five year period
- A training programme for these volunteers so that they be offered the opportunity to study for and attain formal qualifications in Cultural Heritage
- The development of the exhibition once the material has been gathered and the writing of the text
- Editing of the digital material for use in the gallery and on the Museum website which will be greatly extended to include material to support the new exhibition
- An extensive activity programme running in parallel with the development of the gallery, devised to engage with all sections of the community

6. Financial Plan

Museum Expenditure	2012/13	2013/14
	Forecast Expenditure	Indicative Budget
Salaries Basic Pay	64,031	65,351
Salaries Overtime	0	0
Salaries National Insurance	4,624	4,747
Salaries Superannuation	13,126	12,520
Salaries Additional Vacancy Savings	-1,227	-1,252
Wages Basic Pay	50,406	54,240
Wages Overtime	2,790	2,790
Wages National Insurance	4,024	4,330
Wages Superannuation	11,300	12,160
Wages Additional Vacancy Savings	-480	-480
Wages Bonus	13,560	13,560
Wages Other Pay	100	100
Employers Liability Insurance	871	966
Insurance Public Liability	1,769	1,960
Subtotal : Employee Costs	164,894	170,992
Repair/Maintenance Buildings	7,538	7,500
Repair/Maintenance Lifts	1,519	1,500
Fixtures and Fittings Acqn	2,714	2,700
Electricity	16,890	18,970
Gas	1,390	1,900

Museum Expenditure (cont.)	2012/13	2013/14
Subtotal : Employee Costs (cont.)	Forecast	Budget
BID MDC	560	1,405
NNDR MDC	11,960	12,906
Sewage/Water Rates	3,090	3,400
Insurance Eng/Boiler Inspn	3,174	3,294
Insurance Fire	3,659	3,427
Cleaning Materials	754	750
Subtotal : Premises Related Expenses	53,248	57,752
Car Allowances	900	990
Subtotal : Transport Related Expenditure	900	990
Fire Equipment	1,600	1,600
Furniture Acquisitions	1,300	1,300
Materials Purchases	1,000	1,000
Provisions Vending Machines	1,200	
Uniforms	400	400
Books/Publications Special	200	200
Printing	3,000	3,000
Fees and Allowances	4,400	5,400
Licences	80	80
Outreach	500	500
Mobile Phones	50	50
Postages	1,030	1,030
Telephones	200	200
Subsistence Other	0	0
Subscriptions	1,100	1,100
Criminal Records Bureau	50	50
Other Expenses General	3,650	3,650
Contbn to Museum Exhibits Fund	50	50
Subtotal : Supplies and Services	19,810	19,610
Supp Svcs-Human Resources	2,300	3,076
Supp Svcs-Payroll	860	1,150
Supp Svcs-Accountancy	480	475
Supp Svcs-BSU Creditors	600	541
Supp Svcs-Debtors	10	629
Supp Svcs-Financial Systems	1,270	1,293
Supp Svcs-Insurance Admin	120	127
Supp Svcs-Postal Services	120	18
Supp Svcs-Housing Admin	9,080	0

Museum Expenditure (cont.)	2012/13	2013/14
Subtotal : Supplies and Services (cont.)	Forecast	Budget
Supp Svcs-IT GIS	520	740
Supp Svcs-IT Network	2,780	5,079
Supp Svcs-Design Services	500	980
Supp Svcs-Electrical Safety	0	1,791
Supp Svcs-Trade Waste/Recyc	1,130	1,229
Supp Svcs-Risk Management	340	443
Supp Svcs-Telephone Rech	490	504
Supp Svcs-Leisure Admin	0	12,331
Subtotal : Support Services	20,600	30,406
Depreciation	20,880	20,876
Subtotal : Depreciation and Impairment	20,880	20,876
Subtotal : Rev Gross Expenditure	280,332	300,626
Grants Current Year	0	
Contribns Other	-2,000	
Course Fees	0	
Fees and Charges General	-7,900	-3,060
Hire of Rooms	-260	-270
Museum Events	0	
Subtotal : Income	-10,160	-3,330
Subtotal : Rev Gross Income	-10,160	-3,330
Grand Total	270,172	297,296

Museum Shop	2012/13	2013/14
	Forecast	Budget
Description		
Provisions Kiosk	£4,400.00	£4,400.00
Subtotal : Rev Gross Expenditure	£4,400.00	£4,400.00
Sales General	-£4,590.00	-£4,680.00
Sales Shop Goods	-£3,670.00	-£3,740.00
Subtotal : Rev Gross Income	£8,260.00	-£8,420.00
Grand Total	£3,860.00	-£4,020.00

7. Conclusion

Mansfield Museum is facing an exciting future with the prospect of the re-development of the arcade gallery and an extensive activity programme to accompany this project. The project will give the Museum the opportunity to greatly enhance its collections and will ensure the memories of local people who worked in the industries that have now gone will be captured for future generations. The volunteer development aspect of the project will also expand the work the Museum is able to do and increase engagement with a wider audience in a different way. The team at the are looking forward to meeting the challenges facing the Museum and to moving the Museum forward in what are undoubtedly difficult times.

Appendix I User and community consultation

Methodology

The Museum carries out consultation in a number of ways:

- Ongoing consultation with visitors is carried out in conjunction with Cultivate and their on-line questionnaire. Visitors can complete a hard copy of the questionnaire in the gallery and these are entered on the on-line survey by Museum staff.
- Comments sheets are used throughout the Museum for on-going feedback and for specific initiatives.
- The Museum also annually submits questions to the Mansfield District Council Citizens Panel which comprises both users and non-users.
- In addition the Museum carries out consultation for specific projects such as the recent submission for funding to the Heritage Lottery Fund for the redevelopment of the Museum arcade gallery.
- The project team used a wide variety of methods to engage local people and organisations in developing the project proposals to ensure that the Museum responds to the needs of community users across the local area in the best way possible.

Consultation Exercises that have influenced this Forward Plan

- Consultation and community participation up to Round 1:
Initial public consultation prior to the Round One application was undertaken on two fronts: within the Museum via a short visitor survey and through Mansfield District Council's Citizens' Panel.
Initial informal consultation with key partners and stakeholders was also undertaken and this informed the development of the project at the Round One stage.
- Consultation with visitors to the Museum was undertaken in April 2011 as part of a project by a student from Nottingham Trent University. A total of 50 questionnaires were completed. Museum visitors were asked what aspects of the Museum they found most enjoyable or interesting and what they learned or gained from a visit. They were also asked what aspects of Mansfield's industries are currently missing from the Museum and what role the Museum should play in the local area.

The majority of visitors surveyed felt they had learnt something new, tying in with the fact that education was identified as an important role for the Museum. However, a minority (10%) felt there was currently a lack of depth or interactivity and others (11%) stated that there was not enough new content over time, adding to the argument for developing new content and a new gallery with substantial changeable elements. In terms of local industries, visitors identified mining, Metal Box, hosiery, textiles, agriculture/forestry and brewing as potential industrial topics. The vast majority of respondents (78%) felt that more industrial content was required.

- A wider reaching survey was undertaken through Mansfield District Council's Citizens' Panel in September 2010. Questions about Mansfield Museum and its future development were included on a postal survey sent out to 822 panel members, and 504 usable

responses were received. The questions looked at visiting levels and frequency and factors which would encourage visits to the Museum.

The survey found that around three quarters of respondents had visited the Museum before, although only around 33% had done so in the last 12 months. Respondents were asked which factors would encourage them to visit the Museum more often. There was a strong preference for local history exhibitions (47% of respondents), followed by national touring exhibitions (28%) and arts and crafts exhibitions (22%).

- Consultation during the Round 2 development process:

Consultation was a central part of developing the final proposals to ensure they meet the needs of potential users and partners.

Building on the work carried out before the Round One application, the following consultation activities were undertaken:

- Further consultation with visitors and interested members of the public via hard copy questionnaires in the Museum and an online survey.
- Further consultation with local residents via the Mansfield Citizens' Panel, focusing on identifying industries for inclusion and obtaining interpretation preferences.
- Three consultation events at external venues and events intended to obtain feedback from non-users and gain a greater insight from members of the local community who have used the site in the past:
 - Consultation event one: Saturday 12 May 2012, Nottingham Local History Fair, Nottingham Central Library, Nottingham
 - Consultation event two: Tuesday 22 May 2012, Mansfield Library Story Time
 - Consultation event three: Wednesday 13 June 2012, Palace Theatre, Mansfield for matinee performance of 'There'll Always be an England'.
- Telephone consultations with a range of local and regional stakeholders and partner organisations, focusing on gathering detailed input and confirming commitments.
- Telephone consultations with local schools and an analysis of existing feedback from teachers.

The consultation events were designed to capture feedback from non-users as well as current users of the site, to determine local views, as well as gauging the importance of local industry within local communities.

Summary of Aims and planned activities	Achieved?	Comments
<p>Aim 1: To raise the cultural aspirations of people living in and around Mansfield District by continuing to provide a varied and high quality temporary exhibition programme</p>	Yes	<p>The Museum provides an eclectic programme of temporary exhibitions each year with a view to encouraging visitors to return. The programme is developed to ensure that there is always something new to see. Exhibitions range from the major in-house summer exhibition aimed at children and their carers for the school holidays to local societies and to major regionally touring exhibitions.</p>
<p>Aim 2: To secure the long term care of the collections by continuing to care for the collections in accordance with professional standards, to achieve the transition from Museum Registration to Accreditation, to continue to reduce the size of the Museum's documentation backlog.</p>	Yes	<p>The Museum was awarded Accreditation in 2008 and is due to submit for re-accreditation in January 2013. The backlog has been eliminated through the use of NADFAS volunteers although the purchase of a large number of tins from the Metal Box factory in August 2011 has created a short term backlog.</p>
<p>Aim 3: To actively collect, preserve and interpret items relating to Mansfield, the surrounding area and in doing so address under-represented areas of the collection and carry out a focussed programme of contemporary collecting to illustrate life in Mansfield in every year as it passes.</p>	Yes	<p>The Museum collects material in line with its Collections Development Policy. It recently purchased a hugely significant collection of tins made at the local Metal Box factory. Industry is currently under represented in the collections with particular weakness in shoe manufacture and mining. These areas will be addressed in the Arcade redevelopment project.</p>
<p>Aim 4: To improve access to, and use of, the collections by: reviewing the current access audit and continuing to seek to identify and overcome barriers to access improving interpretation and presentation of permanent displays with the involvement of local people.</p>	Yes	<p>A comprehensive Access Statement is now available on the Museum website to inform visitors in advance of their visit. Extensive consultation has been undertaken with regard to the project to re-develop the Museum arcade. Temporary exhibitions are always displayed taking the visitors needs into consideration.</p>

<p>Aim 5: To increase visitor numbers to, and awareness of, the Museum</p>	<p>Yes</p>	<p>The Museum has embraced social media to increase awareness of its work using Facebook and Twitter to target new markets. An extensive programme of events and outreach activity is offered to attract all sections of the community.</p>
<p>Aim 6: To enhance the quality of each individual's engagement with the Museum and gallery collection through good customer care and caring for the Museum.</p>	<p>Yes</p>	<p>The Museum continues to be accredited by Visit England through their Visitor Attraction Quality Assurance Scheme. Customer Care is given an extremely high priority.</p>
<p>Aim 7: To increase community participation in, and broaden the profile of audiences for, cultural activities by a range of activities developed to extend the work of the Museum into the Community and to encourage members of the community to become involved in the work of the Museum.</p>	<p>Yes</p>	<p>The Museum has a proven track record in working with all sections of the community through outreach projects. These have included the Friendship Matters film project with pupils with British and Polish heritage from All Saints School and working with MIND on a project based on the Museum's natural history collections. This work had been generously funded through Renaissance East Midlands. Funding streams have reduced and are more difficult to access but the Museum aims to continue this work.</p>
<p>Aim 8: To provide opportunities for learning at all life stages by continuing to increase usage of the Museum by local schools; creating greater links between the Museum and school and continuing to provide themed Education sessions based around aspects of the National Curriculum.</p>	<p>Yes</p>	<p>Fifteen themed sessions are now delivered by a full-time Education Officer to local primary schools, all closely linked to the National Curriculum. Full day sessions cost £60 per class and in 2011/12 3,670 pupils visited the Museum in organised school groups. The Growing Bolder group continue to meet fortnightly in the Museum Education Room providing craft/art activities for the Over 60s.</p>
<p>Aim 9: To improve performance and satisfaction in the workplace through continuing professional development of all staff.</p>	<p>Yes</p>	<p>Ongoing use of the Personal Development Review scheme to identify training needs.</p>

Appendix III Policies of Key Partners

Mansfield Area Strategic Partnership

The Big Picture – Mansfield Sustainable Community Strategy 2007- 2015

- Increased participation in leisure and cultural activity
- Further increased environmental education and awareness programmes
- Growth in our cultural and leisure infrastructure

Nottinghamshire County Council

Strategic Plan 2010-2014

Vision:

Our vision is for Nottinghamshire to be a county that is safe; economically prosperous; a place where businesses want to invest; and where we are proud of our past and ambitious for our future.

The Mighty Creatives

The State of our Region

Children and Young People in the East Midlands and their Engagement with the Region's Arts and Cultural Sector, April 2012

Conclusions:

Development of innovative new projects and proposals and support with funding will be crucial to the improvement of arts and cultural services to children and young people – the arts and cultural sector needs support and information to achieve this.

Partnership working is key to the successful delivery of arts and cultural opportunities to children and young people – the arts and cultural sector needs support to create effective partnerships.

Arts Council England (ACE)

Culture, knowledge and understanding: great museums and libraries for everyone

In December 2010, the Secretary of State for Culture asked ACE to take on the museums and libraries responsibilities of the Museums, Libraries and Archives Council. In response ACE produced a report on its strategic framework for delivering this new area of work. At the heart of the framework are five 10-year goals, the substance of which has been adapted to reflect the needs and priorities for museums and libraries and sit alongside their existing goals for the arts:

Goal 1: Excellence is thriving and celebrated in museums and libraries.

Goal 2: More people experience and are inspired by museums and libraries.

Goal 3: Museums and libraries are sustainable, resilient and innovative.

Goal 4: The leadership and workforce in museums and libraries are diverse and highly skilled.

Goal 5: Every child and young person has the opportunity to experience the richness of museums and libraries.

Department for Culture, Media and Sport

Business Plan 2011-2015

Other major Coalition responsibilities

Protect our nation's cultural heritage

- Preserve museum collections, archives, historic buildings, sites and monuments, and maintain free access to national museums and galleries.

Impact Indicator

- Proportion of adults and children who regularly participate in cultural activities and/or proportion of adults and children satisfied with their last cultural experience.

Appendix IV Historical background to Mansfield Museum

In 1903, William Edward Baily, a Victorian collector of natural history objects, offered his collections to Mansfield with a building in which to house them. The Town Council accepted his generous offer and the Baily Museum opened to the public on 6 July 1904.

Over the next thirty years the Museum continued to acquire new collections, including the collections of local naturalist Joseph Whitaker and local artist Albert Sorby Buxton. However the condition of the Museum building, or the 'Tin Tabernacle' as it was affectionately known, deteriorated to the point where the collections could no longer be housed safely, and the building was demolished in 1935. A new Museum building was officially opened on 19 October 1938.

A fourth gallery was added to the Museum in the mid 1960s and in 1989 the Museum was further extended with the addition of an arcade which allowed the Museum to have a street presence and a higher public profile. H.R.H. Duchess of York opened the arcade on 2 May 1989. In the late 1990s a major development costing almost half a million pounds, funded by the Heritage Lottery Fund, the Wolfson Foundation and the ERDF, provided the Museum with state of the art storage facilities, an Education Room and disabled toilets. These were opened by Loyd Grossman on 23 February 1998. As a result of this redevelopment the Museum continues to benefit from storage rooms and an education room that are fit for purpose.

In 1990 Mansfield Museum achieved full registration in the Museums and Galleries Commission (MGC) Registration Scheme. This was introduced 1988 and set out minimum standards to be met by institutions in the areas of collection care, public services and museum management. The second phase of the Registration Scheme, with enhanced standards and updated guidelines, was launched in 1995. Mansfield Museum achieved full registration in MGC Phase 2 in 1997. The Scheme was revised again in 2004, to ensure its continuing relevance to museums and their users. The new name of the Scheme – The Accreditation Scheme for Museums in the United Kingdom - more accurately conveys the achievement of those museums which reach the standard. In 2007 Mansfield Museum achieved the transition from Registration to Accreditation. Accredited Museum must meet the Museums Association 1998 definition of a Museum to be eligible for Accreditation:

Museums enable people to explore collections for inspiration, learning and enjoyment. They are institutions that collect, safeguard and make accessible artefacts and specimens, which they hold in trust for society'.

In 2004 the Museum successfully applied to the Heritage Lottery Fund for a grant to redevelop one of the main galleries. Following extensive consultation as part of the Best Value process, it was determined that there was a need to provide something for younger visitors and their families. As well as the creation of XplorActive, a new interactive children's gallery, the funding enabled a re-branding of the service, the temporary employment of an Education Officer and the refurbishment of the entrance area to make it more attractive.

Following on from these developments the Education Officer position was substantiated in 2006 and the number of pupils attending the Museum in organised school groups has continued to rise. An annual family friendly summer exhibition has been held for the past five years to attract new and younger audiences who might have been reluctant to visit in the past.