

Harborough Museum

Audience Development Plan 2005 – 2010



Harborough Museum Audience Development Plan 2005-2010
By Zara Matthews, Keeper of Harborough Museum

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HARBOROUGH MUSEUM

AUDIENCE DEVELOPMENT PLAN 2005 - 2010

Executive Summary

Aim & Objectives

The aim of this document is to establish a plan for developing audiences at Harborough Museum. The Plan identifies existing audiences, the needs and expectations of users and non-users, identifies target audiences and identifies barriers to Harborough Museum. The Plan recognises that barriers to access may be physical, sensory, intellectual, cultural, economic and attitudinal. The Plan suggests ways to overcome those barriers, to increase the number of people visiting the Museum and to improve the quality of the experience at Harborough Museum. Where appropriate the Plan addresses relevant local, regional and national agenda.

Background

Harborough Museum is open daily throughout the year and admission is free. There are on average 12 temporary exhibitions and 10 special events a year. The Museum opened in 1983 and is operated in partnership by Leicestershire County Council, Harborough District Council and the Market Harborough Historical Society. Harborough Museum is located on the first floor of the District's Council Offices in the centre of Market Harborough. Also in the building are the District's administrative offices, Market Harborough Library and the joint County / District Service Shop. There is one full time Keeper, and six part-time Museum Assistants. There are a number of volunteers and a small Friends group.

Community profile

The Community profile for Harborough Museum seeks to compare the existing users of the Museum with that of Harborough District's residents. The majority of Harborough Museum's existing visitors are white, British, female, aged between 45 and 59 years, and are professionals/managers or retired professionals/managers. Most come on foot and are on their first visit. A third visit with children, and 8% of visitors are disabled.

The majority of Harborough District's population are aged between 16 and 64 years and in employment. The population is mainly white, British and Christian. Most households are relatively affluent and form a traditional family unit. The District is rural with a low population density. Reported crime is low. A significant number of the population are qualified to degree level or higher. There is very little data available on excluded communities.

Public Consultation

800 individuals took part in the programme of consultation during 2004. 50% were current users and 50% were non-users of Harborough Museum. A number of different methods were used to consult with people, including an invited session, written surveys, web based surveys, approaches to local groups and telephone research. Better access, more interactives and improved marketing were clear priorities for the Museum.

Tourism Opportunities

QA Research provided the Museum with a series of recommendations for developing tourism opportunities at Harborough Museum. These recommendations include strengthen relationships with local and regional agencies, explore opportunities for joint working with local tourism bodies and other heritage attractions, and explore opportunities for cross domain working to develop genealogical (family history) tourism.

In 2004 PLB Consulting Ltd and Tourism UK were commissioned by the East Midlands Development Agency and the East Midlands Museums Libraries Archives Council to assess the contribution that museum, libraries and archives make to the economies of market towns in the East Midlands and to identify where future investment would best be targeted. The report refers directly to Harborough Museum and considers “Despite the local authority sharing the building with the town library and the museum, the opportunity for an integrated tourism, heritage and cultural facility that can orientate visitors to the town’s rich heritage has effectively been ignored.”

Action Plan

The Action Plan suggests ways for overcoming the barriers to accessing Harborough Museum as identified through the consultation process in 2004. The Plan links back to the objectives by suggesting ways those barriers may be removed, how the number of people visiting Harborough Museum may be increased, how the quality of the visitor experience may be improved and where links to local, regional and national agenda may be made. The second part of the Action Plan sets out how the success of these actions will be measured and outlines the resources required.

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A. AIM & OBJECTIVES

A.1 Aim

To establish a plan for developing audiences at Harborough Museum, which is both measured and achievable, and which will be reviewed in 2010.

A.2 Objectives

1. Identify existing audiences
2. Identify the needs and expectations of existing audiences
3. Identify the needs and expectations of non users
4. Identify target audiences
5. Identify barriers to Harborough Museum
6. Suggest ways those barriers may be removed
7. Suggest ways to increase the number of people visiting Harborough Museum
8. Suggest ways to improve the quality of the experience at Harborough Museum
9. Address local, regional and national agenda where appropriate

B. BACKGROUND

B.1 Background to Harborough Museum

Harborough Museum is open daily throughout the year and admission is free. There are on average 12 temporary exhibitions and 10 special events a year.

The Museum opened in 1983 and is operated in partnership by Leicestershire County Council, Harborough District Council and the Market Harborough Historical Society.

Harborough Museum is located on the first floor of the District's Council Offices in the centre of Market Harborough. Also in the building are the District's administrative offices, Market Harborough Library and the joint County / District Service Shop.

There is one full time Keeper, and six Museum Assistants (equivalent to 1.5 full time members of staff). There are a number of volunteers and a small Friends group. Harborough Museum's collecting policy reflects the traditional carrier routes through the area and ignores modern political and administrative boundaries. The Museum's collections mainly comprise social history material from the 18th to 20th centuries. There is a substantial collection of photographs and an oral history archive. The Market Harborough Historical Society makes its collections available to Harborough Museum and Leicestershire County Council's wider collections are also available.

There are two steep flights of stairs up to the Museum; lift access is available through the Council Offices. Visitors requiring the lift are issued with an identity badge and escorted to the Museum.

There is no education room so furniture is moved from the centre of the gallery to create space for activities and for meetings of the Market Harborough Historical Society and the local Family History group.

There are three small areas used for temporary exhibitions and a small retail point at the information desk in the centre of the gallery. There are no customer toilets and there are no alternative or additional aids for disabled people.

In 2003 Leicestershire County Council commissioned an external consultant to advise on the future potential of Harborough Museum. A programme of redevelopment was recommended. The resulting *Evaluation of Harborough Museum* is attached at Appendix 9.

B.2 Leicestershire County Council

Leicestershire County was created following local government re-organisation in 1997, when Rutland County and the city of Leicester became unitary authorities. The population of Leicestershire is approximately 620,000; there are seven districts within the County. The main towns in the County are Coalville, Loughborough, Hinckley, Melton Mowbray and Market Harborough.

Harborough Museum is part of Environment & Heritage, which is part of Community Services for Leicestershire County Council. Community Services was created in September 2002, and Sustainable Development and Heritage Services were brought together to form Environment & Heritage in April 2004.

Leicestershire County Council's Environment & Heritage operates museums, historic sites and country parks across the County, these include Snibston Discovery Park, Bosworth Battlefield, Melton Carnegie Museum, Donnington le Heath Manor House and, in partnership with Charnwood Borough Council, Charnwood Museum. Wider curatorial support for the collections, conservation and learning/access is available from the staff of County's Museums and Arts/Outreach teams. Environment & Heritage also operates the Open Museum, which includes the Resource Box, Artworks and Moving Objects schemes. These schemes encourage schools and community groups to use real objects and replicas to understand and enjoy the Collections of Leicestershire County Council.

Heritage Services Learning & Access Strategy supports the Service's work for the formal education sector, and in particular Renaissance East Midlands' Education Programme Development Plan and the Museum, Libraries and Archives Council's Inspiring Learning for All framework.

B.3 Harborough District

Harborough District was created as part of local government reorganisation in 1974 and it comprises an area of 230 square miles. It is within Leicestershire, and the largest town in the District, Market Harborough, is close to the border with Northamptonshire. Harborough District is predominantly rural with industry associated with the two market towns Market Harborough and Lutterworth. The population of Harborough District is approximately 76,600.

Harborough Museum is part of the District's Leisure Services & Community Development Department. This also includes the development and maintenance of sports and leisure facilities, cemeteries, arts development and community development. High profile activities supported by the Department include Harborough in Bloom, Arts Fresco, the Leicestershire, Leicester & Rutland Youth Games, the Time

Out summer activity scheme, the Annual Art Show and the Big Draw with Harborough Museum.

B.4 Market Harborough Historical Society

Formed in 1931, the Society is the third partner in the agreement for Harborough Museum. There are 88 members of the Society at present. The Society has an active committee, which meets regularly and the Keeper attends *ex officio*. The Keeper is also the Curator of the Society's Collection, responsible for collections care and interpretation.

B.5 Market Harborough

There is archaeological evidence of human occupation in the Harborough District from pre-historic times. Market Harborough itself is a medieval planned market town, deliberately placed between Leicester and Northampton. The Grand Union Canal passes through Foxton just five miles from the town of Market Harborough. In the 19th and early 20th centuries the town was a significant manufacturing centre for goods including corsets, leather, foodstuffs, and printing type.

The present population of Market Harborough is approximately 19,000. The town is a short drive from the A14 and the M1 roads. The East Midlands airport is an hour's drive, and rail links take commuters to London in less than an hour.

B.6 Neighbouring museums

There are a number of museums in the area, both local authority and independent trusts. Harborough Museum has a good working relationship with these organisations both directly and through the County's Community Museums Officer. There are a number of other similar organisations and attractions in the area, such as Naseby Battle field and the Arts and Heritage Centre in Rothwell. The number and variety of museums and attractions increases the attractiveness of the area to day visitors and tourists.

On the edge of Market Harborough is the Foxton Canal Museum and Incline Plane Trust. The site is grade 2* and The Foxton Locks Partnership has received development funding from the Heritage Lottery Fund to redevelop this area as a tourism and leisure focal point for the area.

B.7 Political context

There are 10 MPs in Leicestershire and Rutland and six MEPs for Leicestershire. Harborough is represented by one MP (conservative).

The Government Agency for the East Midlands (GOEM) represents central government in the East Midlands. It brings together the regional activities of its sponsors: the Office of the Deputy Prime Minister, the Department of Transport, the Department of the Environment Food and Rural Affairs, the Department for Trade and Industry and the Home Office. The Agency hosts the Department of Culture Media and Sport and the Department of Health.

The East Midlands Development Agency (EMDA) is one of nine Regional Development Agencies set up in 1999 to provide a regional focus to economic development. There is a Board led by business leaders. The key drivers for EMDA are: Enterprise & Innovation, Climate for Investment, Employment & Learning Skills. The Vision, "12 Steps to 2010", includes Tourism and Culture.

The Welland Valley Sub Regional Strategic Partnership covers five districts in the East Midlands (Harborough, Melton, East Northamptonshire, Rutland, and South Kesteven). The partnership brings together business communities across the area to deliver an effective economic programme within EMDA's Regional Economic Strategy.

The Constitution of Leicestershire County Council was adopted in April 2001, and there is a Cabinet structure. There are 54 elected members of Leicestershire County Council; the last elections were in May 2005. The Conservative Party has the majority. There are nine members of Cabinet; Harborough Museum is covered by the lead member for Community Services. 63% of the electorate turned out at the May 2005 elections.

Harborough District Council was created as part of the local government re-organisation in 1974. There are 37 elected members, the Liberal Democrats have a small majority. There is an Executive Committee of nine elected members and a Scrutiny Board. Eight members of the Executive hold a portfolio; Harborough Museum is covered by the lead member for Health & Leisure.

There are 92 parishes within the District; there is no town council for Market Harborough.

C. AUDIT

C.1 Introduction to the Audit

- An Audit was completed during 2004 by Harborough Museum staff and external consultants. A number of methods were used to compile a profile of existing users and non-users for Harborough Museum.
- The SWOT analysis below highlights the strengths, weakness, opportunities and threats facing the Museum over the coming years. It is clear from this analysis that considerable work needs to be done to foster the partnership between the Leicestershire County Council, Harborough District Council and the Market Harborough Historical Society and that substantial investment is necessary for the development of the Museum. The analysis also highlights significant opportunities for the Museum at this time; the Museum and its collections are well established with strong support from the local community.
- The STEEPLE analysis, summarising the social, technological, economic, environmental, political, legal, and educational factors which may influence the development of Harborough Museum. In particular the local, regional and national agenda which support audience development in museums.
- The Community Profile is compiled from data collected by museum staff, surveys completed by museum visitors, and information from the National Statistics Online website. An extensive programme of consultation with users and non-users was conducted during 2004.
- The Audit identifies who Harborough Museum's current users are, and identifies barriers to using the Museum. The Action Plan in section D below shows how those barriers may be overcome and what actions could be implemented to meet the objectives set out in section A above.

C.2 SWOT Analysis for Harborough Museum

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • distinctive building in centre of town • museum well established • displays strong on recent history • existing visitors satisfied • around 9500 visitors p/a • enthusiastic staff • support from volunteers, Friends, MHHS • MHHS collections • strong support from LCC lead member & HDC Executive • quality collections and acknowledged source of expertise • information resources available on site • museum environment monitored • local store • access to County collections • temporary exhibition programme • events programme • local history co-ordinators teachers' group • good working relationship with LCC Library • good working relationship with HDC Leisure Services & Community Development • partnership includes local Historical Society • contributes to Harborough cultural identity • shop • positive press coverage • LCC Collections Online project includes Harborough Collections • Accredited museum • Collection includes some nationally significant groups of objects 	<ul style="list-style-type: none"> • lack of investment • uncoordinated approach by LCC & HDC in past • no directional signs around the town, signage on the building is limited • hidden entrance, steep unfriendly stairwell • access for disabled people segregated and discriminatory • orientation confusing • tired displays, limited methods of interpretation • falling trend in visitor numbers • small team - real loss if someone leaves • management structure split • development work and museum management and curatorial duties compete for Keeper's time • Keeper lacks time and resources for managing volunteer projects - good work may be lost • displays inflexible, much of collections in storage • little environmental control • capacity limited by layout of premises • documentation not publicly accessible • limited and inflexible temporary exhibition space • limited / unsuitable space for activities, educational work and groups • no toilets • partnership hidden to users • partnership needs clarifying and updating • shop under-exploits local interest and is poorly located • one curatorial post - the keeper - who is also the manager

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • chance to reach new audiences and reverse visitor trends • consolidation of co-ordinated approach by partners • potential for new signage • chance to create displays with strong narrative including more items from collections • external funding (HLF) • develop relationship between all three partners • improve access (physical and intellectual) • improve access to resource material • display recently excavated high profile archaeological material from area • new flexible displays offer new kinds of activities/events • establishment of East Midlands Renaissance Hub and access to funding, expertise and other resources through this initiative • regional and national policies support development e.g. inspiring learning for all, market towns initiative, tourism • trained, experienced and motivated keeper • additional curatorial and managerial support within LCC • cultural services part of CPA inspection • New CEO at HDC • HDC Arts Development Strategy includes links to Harborough Museum 	<ul style="list-style-type: none"> • continuing lack of investment • key issues not addressed e.g. entrance, access, orientation • changes cannot be delivered without additional funding • staff resources insufficient to support development • lose audience through failure to revitalise • lose potential acquisitions by failing to exploit existing collections • lose support of local people • unable to take high value or sensitive materials due to poor security and environmental conditions • interpretation fails to engage new audiences • failure to refresh product or respond to public demand loses visitors • reduced funding due to unrecognised potential • insufficient funding available from internal and external sources • competition for funding increases with development of facilities for Olympics • staff unable to support due to pressure from other projects

C.3 STEEPLE Analysis

Social	Economic
<ul style="list-style-type: none"> • relatively affluent resident population, with high quality of life • growth in housing developments • majority of residents are white/British • 30% households include children • 23% households include pensioners • 3.6% population registered disabled • high level of education amongst residents • high level of managers and professionals in district • low crime area 	<ul style="list-style-type: none"> • Welland Valley Sub-Regional Strategic Partnership • Market Towns Initiative, Harborough Improvement Team • low unemployment • growth in creative industries • many small independent retailers close to museum • active town Chamber of Commerce • tourism agenda low profile - often does not include museum
Environmental	Technological
<ul style="list-style-type: none"> • Foxton Locks project • Canal Basin project • Listed building in conservation area 	<ul style="list-style-type: none"> • Collections Online digital project • Increase in domestic broadband access
Political	Legal
<ul style="list-style-type: none"> • HDC asset review 2006/7 • Regionalisation e.g. EMDA • DCMS review of museums • HDC appointed new CEO 2005 • Audiences across political and administrative boundaries • LCC Corporate Heritage priority Bosworth Battlefield 	<ul style="list-style-type: none"> • Disability Discrimination Act 1995 • Child Protection legislation • Data Protection Act • Freedom of Information Act • Health & Safety legislation • partnership agreement for museum • MHHS is registered charity
Educational	
<ul style="list-style-type: none"> • Inspiring Learning for All • National Curriculum • Library developing community focus • 22 state schools in District • 28 independent schools in area • active history co-ordinators teachers' group meets in Museum • Renaissance in the Regions Education Programme Development Plan 	

C.4 Summary of Community Profile

The Community profile for Harborough District seeks to compare the existing users of Harborough Museum with that of the District's residents and in so doing find out how the Museum might attract more local people to use the Museum.

Harborough District was chosen to represent the local community as it is where the majority of Harborough Museum's visitors reside. The Museum is located within the District and Harborough District Council is one of the three partners in the operation of Harborough Museum. It is noted that due to Market Harborough's geographic location some of the Museum's users and potential users live in Northamptonshire County. Residents of Daventry District and Kettering Borough look to Market Harborough as their local town. A brief comparison of Harborough District with Daventry and Kettering Borough show the areas to be demographically similar.¹

The majority of Harborough Museum's existing visitors are white, British, female, aged between 45 and 59 years, and are either professionals/managers or retired professionals/managers. Most come on foot and are most probably on their first visit. A third of current visitors are accompanied by children, and a significant number are disabled.

The majority of Harborough District's population are of working age and in employment. The population is mainly white, British and, nominally at least, Christian. Most households are relatively affluent and form traditional family units. The District is relatively rural with a low population density. Reported crime is low. A significant number of the population are qualified to degree level or higher. There is very little data available on excluded communities.

C.4.1 Harborough Museum Current Audience Groups

This profile was gathered using admissions data and surveys of physical visitors. This data is based on visitor surveys completed by visitors to the Museum and admissions data collected by museum staff. Whilst the admissions data may be considered accurate, the surveys completed reflect those people willing to complete written questionnaires - mostly white, well-educated women.

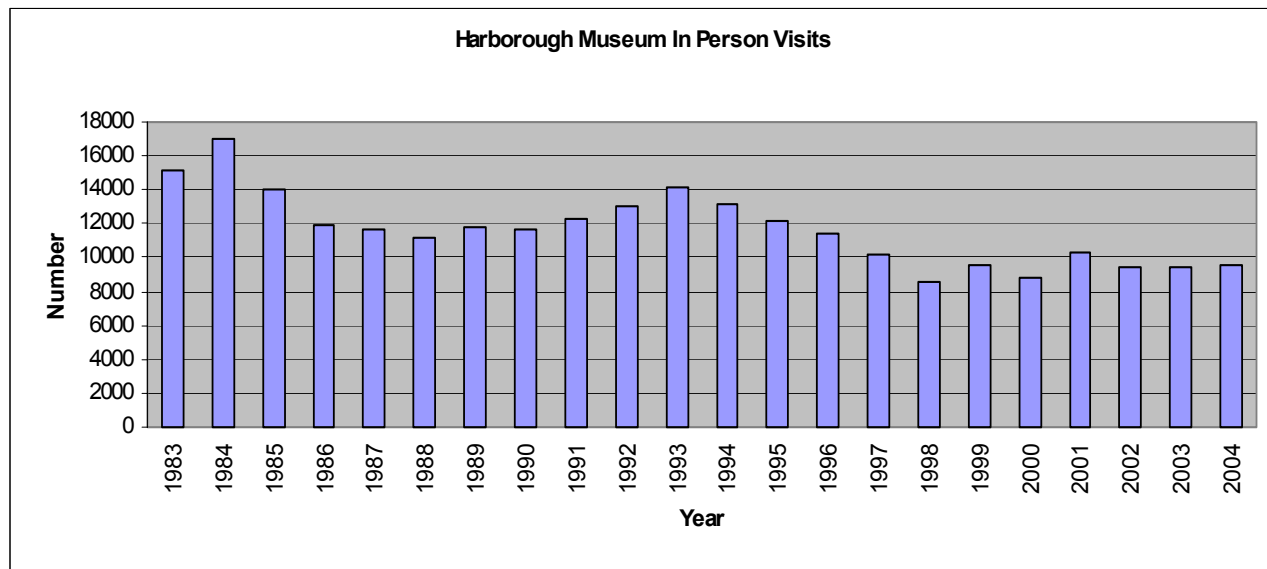
Admissions data has been kept according to calendar years since the Museum opened in 1983. This data provides the total number of physical visitors to the Museum from 1983 to date.

From June 2003 more detailed data has been collected, which enables a detailed analysis of museum usage. This includes admissions data collected by front of house staff and written surveys completed by physical visitors.

The chart below shows the number of physical visits to the Museum according to calendar years from 1983 to 2004. The first full year the Museum was open received the highest number of visits, the lowest number of visits was the first full year after the Museum's entrance was changed. Physical visits are now around 9500 per year.

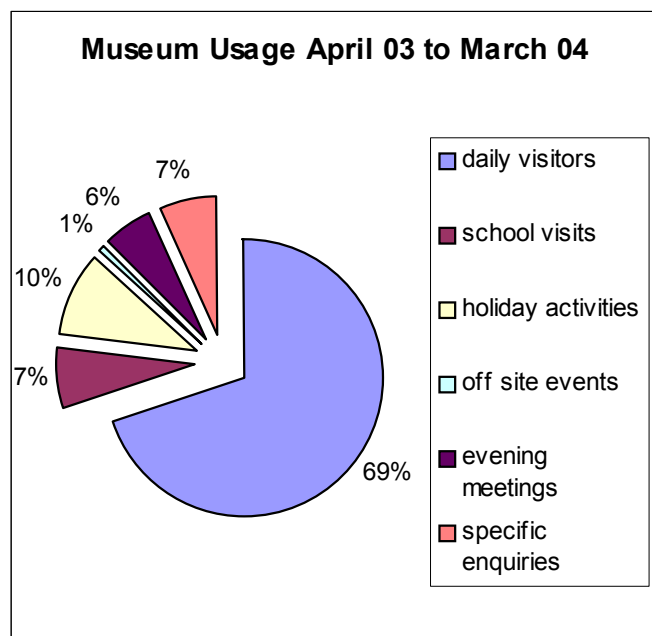
¹ [Source: National Statistics website: www.statistics.gov.uk. Crown copyright material is reproduced with permission of the Controller of HMSO]

In 1983 the Museum's entrance was through the front of the building using a lift and well lit and signed stairs. In 1997 this was changed to a poorly-lit and signed fire escape at the back of the building. This has had a significant and negative impact on visitor numbers. Before the entrance was moved the Museum averaged 12,715 visitors a year, since the entrance was moved it has averaged 9366 visitors a year. This is a decrease of 26%.



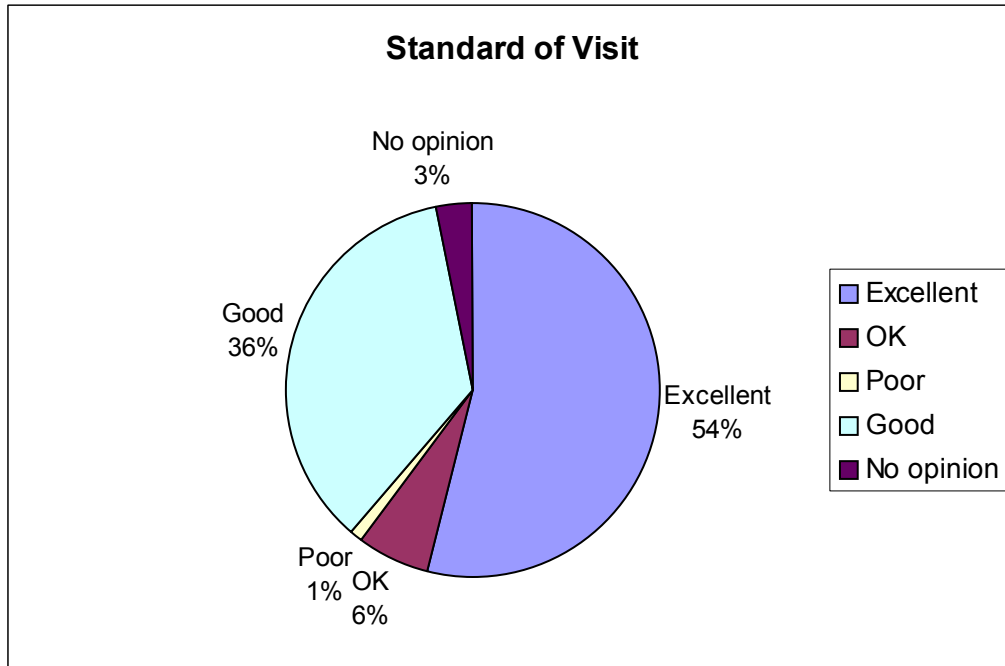
• **Usage**

The chart below shows that 86% of Museum users are individual physical visitors. A further 10% attend school holiday activities, 7% are school children in organised groups, a similar number do not visit at all but contact the Museum with specific enquiries by telephone, email or letter, and a further 6% attend evening meetings. Most evening meetings are those hosted by the Historical Society and the Family History group.



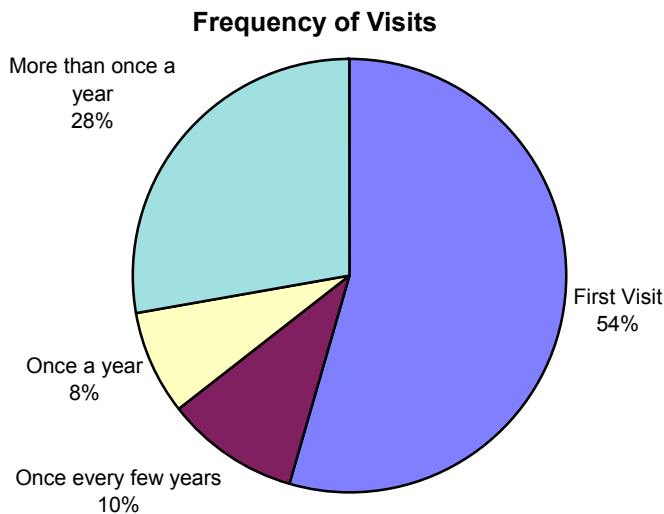
[Source: Harborough Museum admissions data]

The completed surveys do however show that most visitors are satisfied with their visit to Harborough Museum. 89% of visitors said they considered their visit to be 'good' or 'excellent' and no one considered their visit to be 'very poor'.



[Source: Harborough Museum Visitor Surveys]

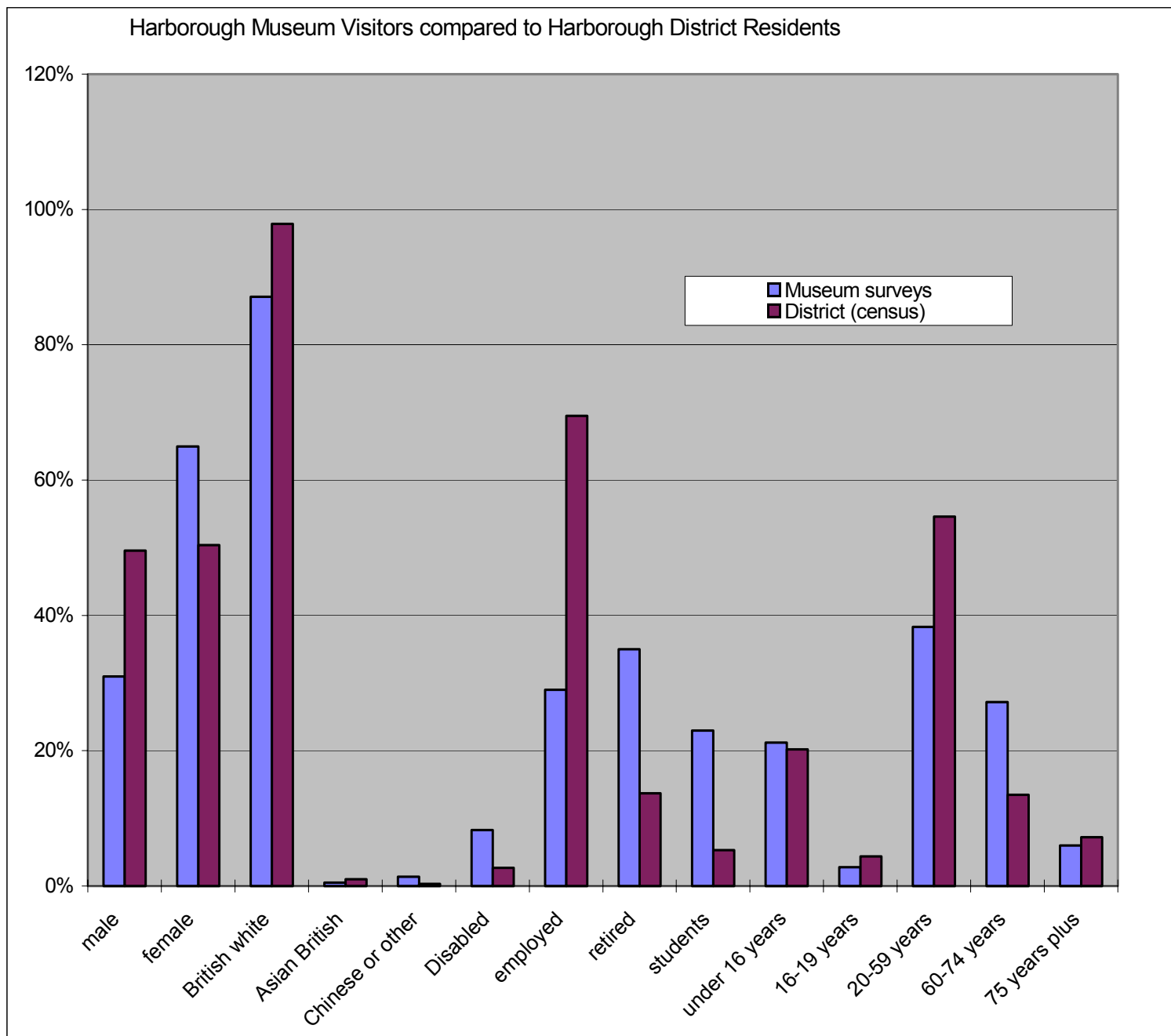
The chart below suggests that 46% of visitors had been before. This suggests that those people who do find the Museum enjoy their visit. 28% visited more than once a year, this is low given the number of temporary exhibitions held each year (12 on average). Charnwood Museum attracts an average 69% repeat visits and Snibston Discovery Park approximately 50%. This suggests that the Museum needs to do more to improve the quality of the special exhibitions, do more research to discover popular topics, and improve the marketing of these exhibitions.



[Source: Harborough Museum Surveys]

- **Demographics**

The chart below compares information provided by people completing surveys in the Museum to details in the 2001 census about Harborough District. This shows that Harborough Museum is successfully attracting retired people and students. The chart also reflects the people who are willing to complete written surveys. The Museum needs to find ways to reach other groups, such as people who do not read or write English well, men, and people aged 16 to 59 years, to find out if they visit and what their needs and expectations are.

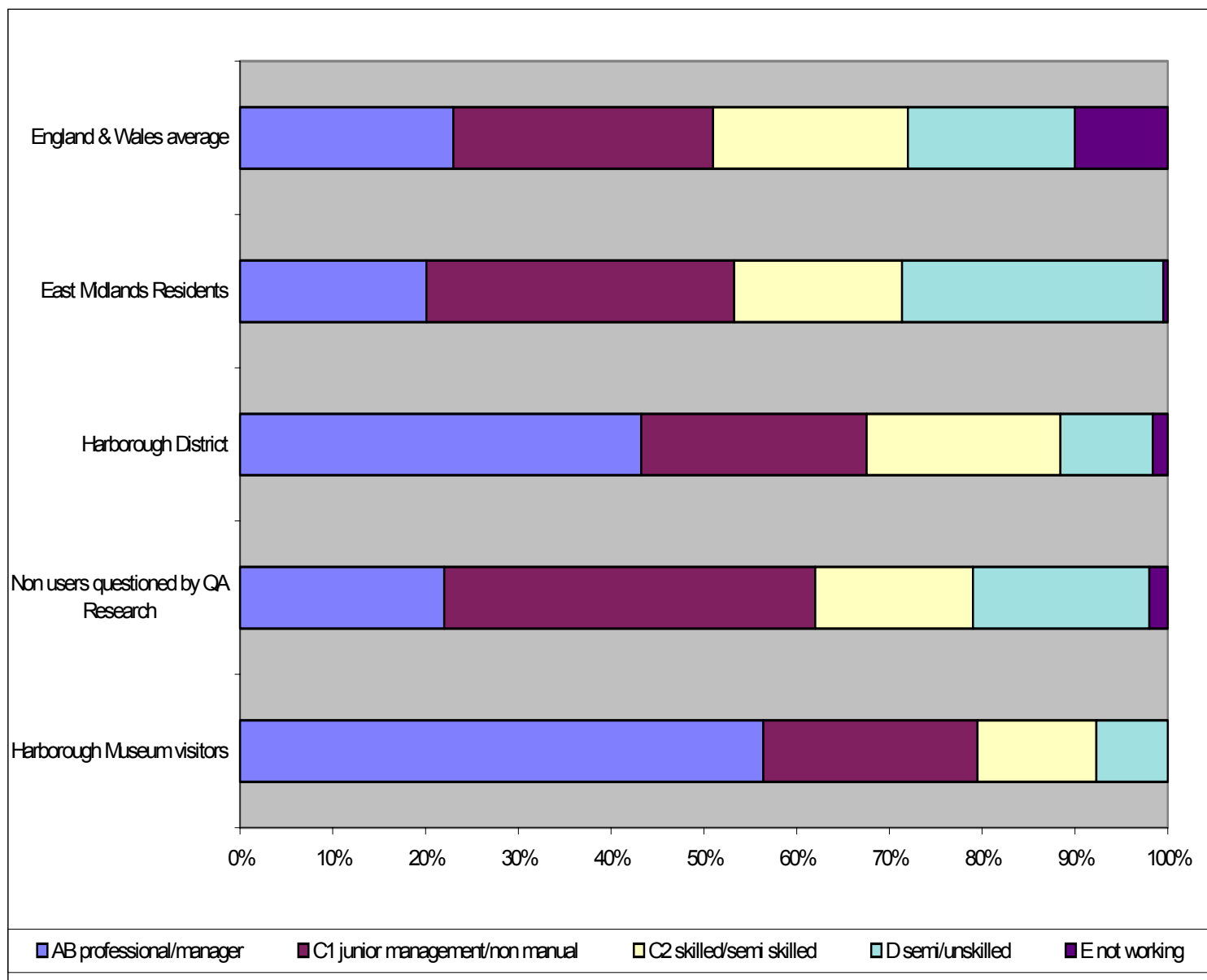


[Source: Harborough Museum Visitor Surveys, 2004]

[Source: National Statistics website: www.statistics.gov.uk. Crown copyright material is reproduced with permission of the Controller of HMSO]

The chart below shows the socio-economic backgrounds of the people completing Harborough Museum surveys with the non-users questioned by QA Research (Appendix 8) with the District, County, Region and Country. The Museum needs to do more to attract people from more diverse social and economic backgrounds.

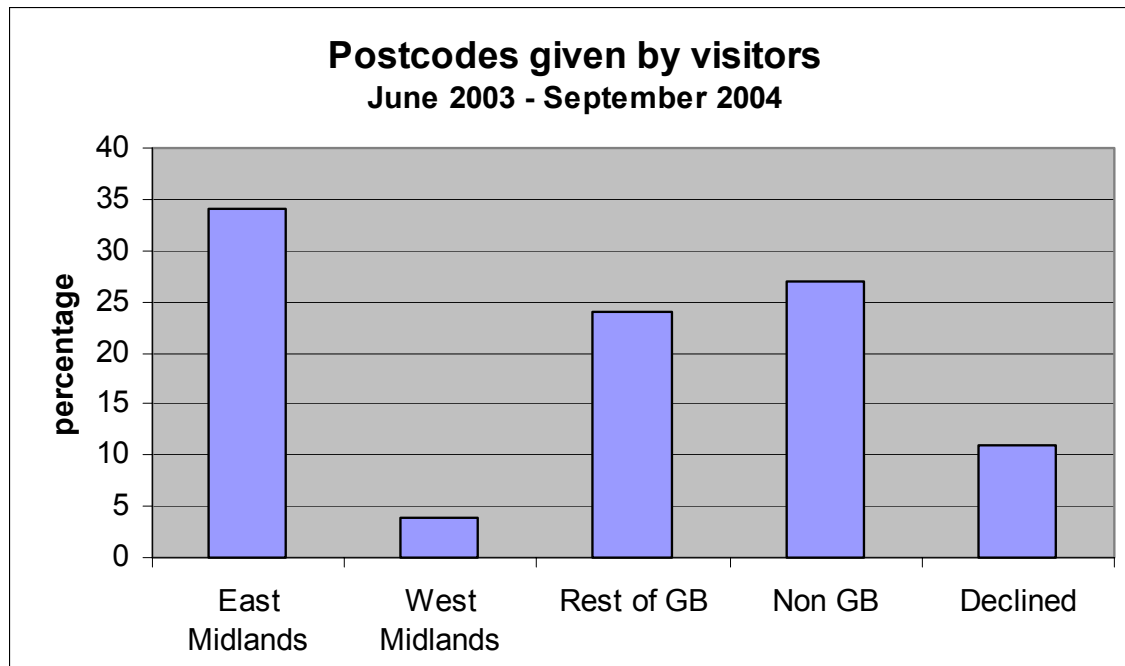
The non-user research showed variations in expectations according to socio-economic status. People from C2, D, E backgrounds considered that a shop, café, games, working models and objects which can be touched would be encouragements to visit to a greater extent than people from A, B and C1 backgrounds.



[Source: Harborough Museum Visitor Surveys, 2004]
 [Source: National Statistics website: www.statistics.gov.uk. Crown copyright material is reproduced with permission of the Controller of HMSO]
 [QA Research, 2004]
 [Local Area Labour Force Survey, 2004]

The chart below shows the results of postcode data collected with the surveys. The data shows that the majority of Harborough Museum's visitors who gave their postcodes are from the East Midlands. More work needs to be done to collect postcode data from visitors.

The surveys do suggest that, although more than a quarter of people declined to give their postcode, 10% were visiting from abroad and nearly a third were domestic visitors. This suggests that Harborough Museum is already an important part of the local tourism product and that there is the potential for developing the Museum further as part of this role.



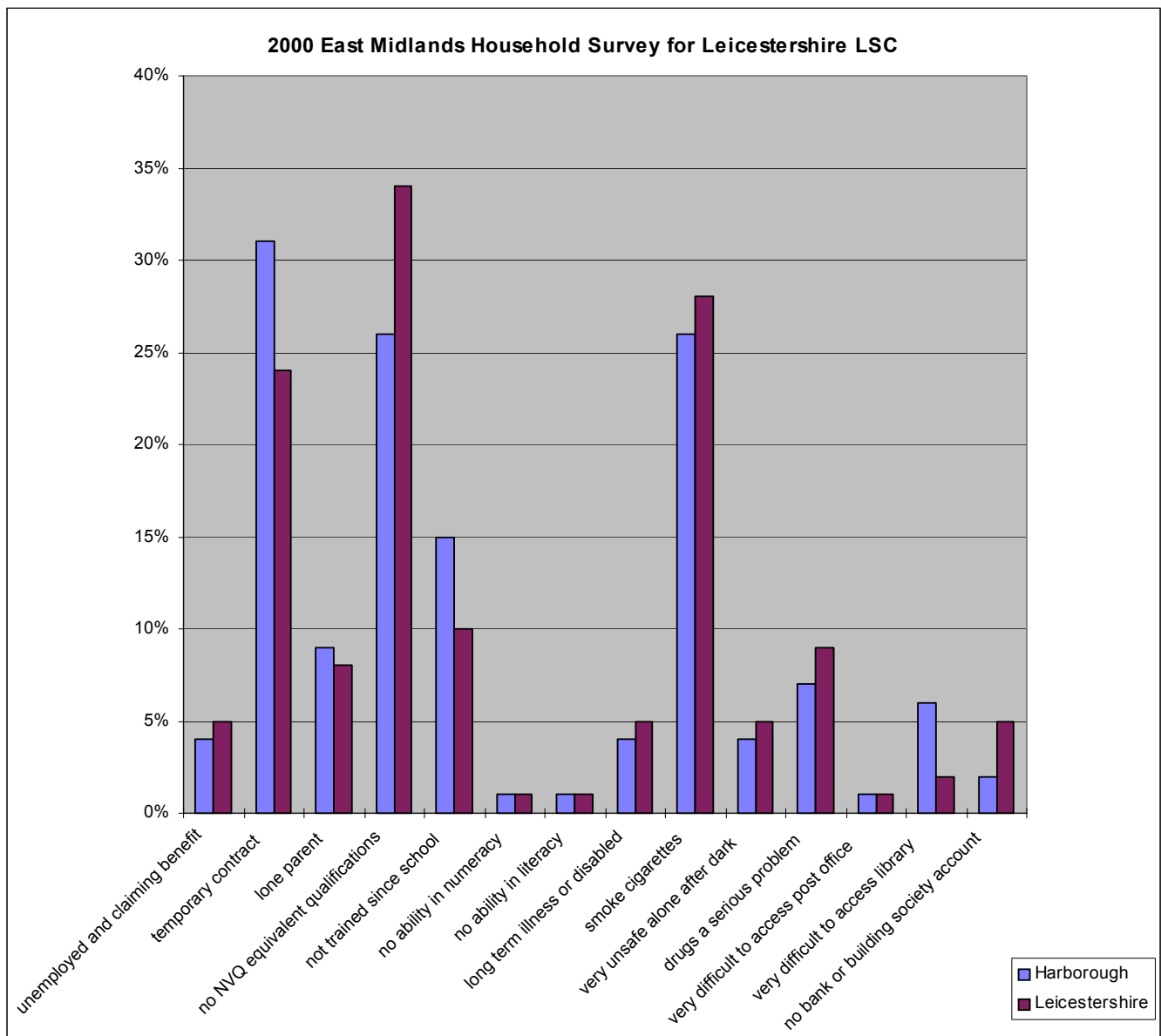
[Source: Harborough Museum Visitor Surveys, 2004]

C.4.2 Harborough District

The reasons for choosing Harborough District to profile are:

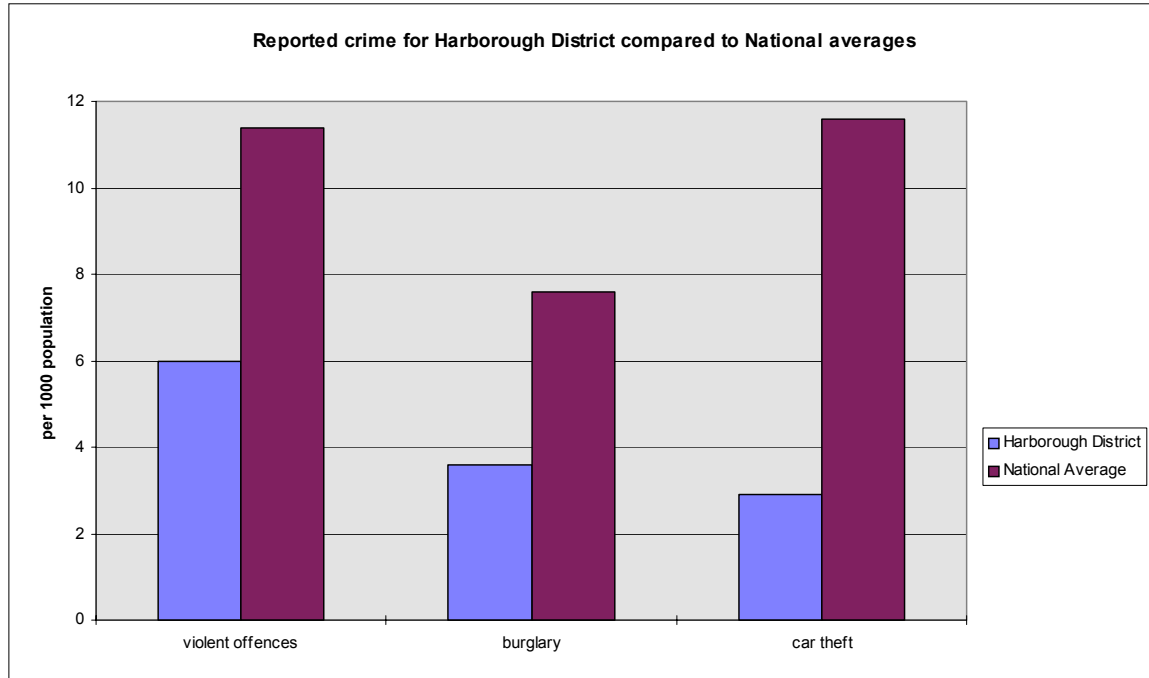
- Harborough District Council is one of the partners in the operation of Harborough Museum
- The greatest part of the Museum’s collecting area is within Harborough District
- The Museum is located within the Harborough District Council offices
- The Museum’s catchment area is Harborough District

The population of Harborough District is growing; it is considered a desirable place to live with a high standard of living. It is one of the least densely populated districts in the country. The majority of the population are adults of working age, a third of households include dependent children, and most households conform to the traditional family unit. A significant number of households include pensioners and approximately 3.6% of the population are disabled. Most households have at least one vehicle, and only 1% of the population have difficulty accessing a post office.



[Source: East Midlands Household Survey for Leicestershire Learning & Skills Council, 2001]

House prices are higher than the national average, and most households have two or more vehicles. The District is a low crime area, unemployment is also low, and the majority of those in employment work full time and are in professional or managerial occupations. A significant number of people are educated to degree level or higher, and the number of people with no qualifications is lower than the regional average.



[Source: National Statistics website: www.statistics.gov.uk. Crown copyright material is reproduced with permission of the Controller of HMSO]

98% of people living in Harborough District describe themselves as white, in contrast to neighbouring Oadby & Wigston District and the City of Leicester, which are considerably more diverse.

Local Authority	Total population	% white
Blaby	90,252	94.3%
Charnwood	153,462	91.7%
Harborough	76,559	97.9%
Hinkley & Bosworth	100,141	97.9%
Leicester City	279,921	63.9%
Melton	47,866	98.8%
N W Leicestershire	85,503	98.8%
Oadby & Wigston	55,795	84.0%

[Source: National Statistics website: www.statistics.gov.uk. Crown copyright material is reproduced with permission of the Controller of HMSO]

C.4.3 School Groups

In 2003 and 2004 50 organised school groups visited the museum. These were from 11 primary schools and four secondary schools.

Eight of the 19 state primary schools in Harborough District visited the museum during 2003 and 2004. Six of these schools walked to the museum. Eleven primary schools within Harborough District made no use of the museum during 2003 and 2004. It is clear that the difficulties surrounding transport to the museum for rural schools act as a considerable disincentive to visiting. The East Midlands Hub is set to introduce a Cultural Ambassador Scheme to schools from 2006, which may be a opportunity to make further links with local schools.

Seven visits were made by four secondary schools during 2003 and 2004, none were for a stated curriculum-related purpose. All were general museum visits, and the support of museum staff was not sought.

Approximately 50% of the visits made by primary schools were similarly general, unsupported visits. The other 50% were for active learning sessions.

There is an active and supportive teachers' group that liaises with museum staff over matters of mutual concern and the development of new sessions for children. The group is proposing to make a financial contribution for the provision of resources for active learning within the museum.

The state sector is the largest element in the schools market for the museum, with 19 primary and three secondary schools in Harborough District. However, there are 28 independent schools within an hour's drive of the museum, across Leicestershire, Northamptonshire and Rutland, both day and boarding schools, with pupils of all ages.

The figures for 2003 and 2004 reveal that independent schools made a total of five visits to the museum, but only one of these was a curriculum-related, supported visit by a primary school. The other four were all general visits by older, boarding school pupils. Some of these visits were made on a Saturday, and may have been an introduction to the area for new pupils.

In 2004 the Leicestershire Schools Survey looked at the education services provided at Snibston Discovery Park and Bosworth Battlefield Country Park. The findings of the survey suggest the barriers to schools visiting museums are risk assessments, ensuring the right key stage is covered, the cost, whether there are hands on activities, eating facilities and suitability for disabled pupils. The main reason for visiting museums was curriculum support.

Leicestershire County Council's Learning & Access Strategy and the Teacher Research report for East Midlands Museum Hub by Childwise consultants will be used to develop services to the formal education sector, and in particular to schools.

C.5 Summary of Public Consultation

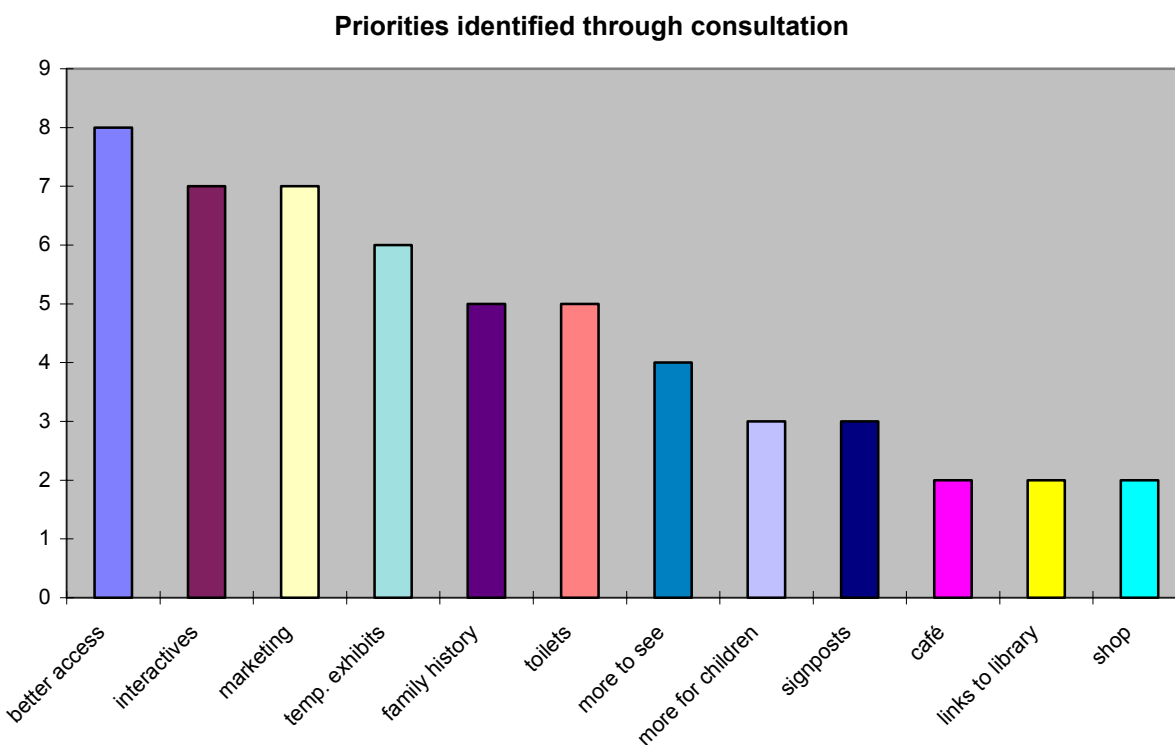
C.5.1 Introduction to Consultation

800 individuals took part in the programme of consultation during 2004. 50% were current users and 50% were non-users of Harborough Museum. A number of different methods were used to consult with people, including an invited session, written surveys, web based surveys, approaches to local groups and telephone research. Many individuals also represented local clubs and societies.

The methods and results of the consultation are given in section C.5 below.

A simple tally exercise was used to score the priorities for Harborough Museum identified through the consultation. The results of this exercise are summarised in the chart below. Better access, more interactives and improved marketing were clear priorities for the Museum.

This chart was produced at the end of the consultation process taking into account all the comments at each stage of the consultation. The priorities for each group are given below in C.5. The priorities were not weighted.



[Source: Harborough Museum programme of consultation, 2005]

C.5.2 Consultation Session June 2004

The public consultation for the future development of Harborough Museum was launched on 21st June 2004 in the District's Council Chamber. The event was organised by the Keeper of Harborough Museum and facilitated by officers of Harborough District Council. A light buffet was provided with a grant from the East Midlands Museums Libraries and Archives Council (EMMLAC).

Over 200 invitations were sent out to local clubs, societies, schools, Harborough Improvement Team, East Midlands Museum Service, East Midlands Museums Libraries and Archives Council, East Midlands Museum Hub, interested individuals, as well as all members of Market Harborough Historical Society, Harborough District Council, and local members of Leicestershire County Council.

41 people attended the session, including representatives from 18 organisations. The local societies represented included the MHHS, Friends of Harborough Museum, Market Harborough Branch of the Family History Society, Market Harborough Lions, U3A, and a number village heritage groups. 45 replies offered apologies of which 10 contained further comments.

A pinpoint exercise was used to prioritise areas for development for the Museum. This highlighted six areas where the audience wanted to see the most improvement: Access, Exhibitions, Marketing, Money, Relocation, and Facilities. A summary of the session was sent to all those who attended and to those who sent their apologies.

The session received wide coverage and support in the local press and a number of people contacted the Museum to express their interest in the future of the Museum as a result.

C.5.3 'Top Five'

The session on the 21st June was followed up with a questionnaire, referred to as Top Five, mailed out to those who did not attend or send comments to the June session and to those who had subsequently expressed an interest. The questionnaire was also available on the County Council's website.

The questionnaire asked people to select their Top Five priorities for Harborough Museum from a list of 22 items. These 22 items were drawn from the ideas put forward at the consultation session in June. The questionnaire included space for additional comments.

The Top Five priorities were identified as: Temporary Displays of Local Interest; Front Entrance Directly off Adam and Eve Street; Customer Toilets; Street Signposts; Located close to Library and Theatre.

C.5.4 Museum visitor surveys

From June 2004 all museum visitors have been encouraged to complete questionnaires asking about themselves and their experience of the Museum. The majority of visitors declined to complete the form, however 101 were completed for the period June to December 2004. This is 2% of the total museum visitors for that period. These surveys are ongoing and are analysed on a quarterly basis. It is noted

that take up will always be small with surveys of this nature, and efforts need to be made to find other ways to reach more people.

Museum visitors identified the following areas for development: More for Children; Toilets, Café, More Interactive, More Space, Better Access, More Signs, Air Conditioning.

90% of visitors completing the questionnaires rated their experience as Good or Very Good, 6% as satisfactory, 1% as poor, no one rated their visit as very poor. 3% did not state.

C.5.5 Schoolchildren's Letters

In June 2004 a group of children from a Leicester Primary School visited Harborough Museum. They wrote thank you letters setting out what they liked about the Museum and what they would like to see more of in the future. Their responses were unprompted by Museum staff.

The interactive elements of their visit were highlighted: the video they watched, the push button game, the shop, the old school desk and the staff. They also liked looking at the 17th century swords, the old children's toys, and the old dial telephone.

They wanted to see displays about Ancient Egyptians and Roman Money, they didn't like the stairs and wanted more space and for the Museum to be "downstairs".

C.5.6 Teachers' Group

Each term Harborough Museum hosts a Teacher's Group for local history co-ordinators; discussions at the meetings have included the proposed redevelopment.

The Teacher's Group prioritised the following at their meetings during 2004: toilets, better access, and an education room.

C.5.7 Independent museums and heritage trusts

Representatives of the independent museums and heritage trusts in the district were invited to attend a session to discuss their views in September 2004. The invitation was extended to the museums and trusts in Northamptonshire that are within Harborough Museum's collecting area (Rothwell, Desborough and Naseby) as well as those within Harborough District (Bruntingthorpe, Hallaton, Foxton, Lutterworth and Fleckney).

The representatives saw the proposed development as positive and were keen to develop the links between Harborough Museum and each other. The session saw Harborough Museum as an important link at the centre of the area which could act as a visitor centre for the other heritage attractions. The possibility of shared exhibitions and marketing were also discussed.

C.5.8 Roman Way Day Centre

A group from the Roman Way Day Centre agreed to visit the Museum and to feedback their experiences of their visit. Members of the group were all learning disabled and had other physical and sensory impairments. The visit took place in August 2004.

The group said they enjoyed their visit and that they felt welcomed by museum staff. There were a number of improvements the group felt the Museum could make which would make the visit more enjoyable: bigger signs and labels, better access, more space to move around inside the Museum, toilets, tour or guide, improved lighting, paint the outside door yellow or white (this has now been done), links to the library.

The group were keen to be kept informed about plans and will be consulted as the development proceeds.

C.5.9 Youth Forum

The Youth Forum is a multi-agency group representing different aspects of youth work in Harborough District. The aim of the group is to combine resources and experience to fulfil the needs of young people in the area. The group meets regularly with young people.

The Keeper attended a meeting of the Harborough Youth Forum in September 2004 to ask the members for their feedback. Members of the Forum were invited to bring their groups on a visit to the Museum. The Forum was advised that the Museum could be opened up especially for a group in the evenings. Unfortunately there was no feedback or take up.

More work needs to be done to find out what young people in Harborough District want from their Museum. Both Harborough District Council's Leisure Services & Community Development Team and Leicestershire County Council's Open Museum have strong links with youth groups and these will be explored further.

C.5.10 Harborough Improvement Team (HiT)

The Harborough Improvement Team looks at ways to improve Market Harborough. The four themes are: Social and Community, Transport and Access, Environment, Economy and Marketing.

Links have been made to the Harborough Improvement Team, and the Keeper attended the April 2004 meeting of the Economic Regeneration Steering Group. Members of Harborough Improvement Team were invited (and attended) the session on 21st June.

C.5.11 Market Harborough Access Group

Links were developed with the Market Harborough Access Group during 2004. The Group was supportive of the Museum redeveloping and in particular of any developments which would improve access. Some members of the Group raised concerns about the new security procedures for people requiring the lift to access the Museum. The group also felt that the Museum needed more advertising. The Group suggested work with people who were blind and partially sighted for future development. The Keeper attended the Group's September meeting and members of the group were invited to (and attended) the 21st June session.

C.5.12 Friends of Harborough Museum

Harborough Museum has a small and active Friends organisation. The Friends have been kept informed of proposals at regular meetings and were all invited to attend the session in June.

The Friends are supportive of developments that create closer links with the library and improve access.

C.5.13 Market Harborough Historical Society

The Historical Society, formed in 1931, is the third partner in the operation of Harborough Museum. There are at present 88 members of the Society. All members of the Society were invited to attend the session in June and the Keeper has kept the Society informed through the Society's Committee. The Chairman of the Society is on the steering group for redeveloping Harborough Museum with officers from the County and District Councils.

The Group is keen to see improved access, preferably a ground floor location and closer links with the library. Many members of the Society research local history and their family history, and consider integration of the museum with the library and in particular of local history materials a priority. Many members of the Society would also like to see more artefacts on display. The Society keenly supports Harborough Museum.

C.5.14 Museum Staff and Volunteers

The museum assistants and volunteers have been actively involved in the consultation, and have been encouraged to give their opinions. For themselves, those who work in the Museum wish to see improved staff welfare facilities. Other comments reflect the difficulties of access to the Museum and in particular of their frustration when families with young children or elderly relatives struggle to get into the Museum. They would also like to have more of the collections on display, for the reserve collection and the local history material to be more accessible. Options considered are digital access and open storage as part of the permanent displays.

There are six part time museum assistants and six regular volunteers, all of whom are extremely enthusiastic and support the Museum.

C.5.15 Media coverage

The public consultation generated considerable coverage in the local press. This has enabled the Museum's consultation to reach more people, including non-users.

C.6 Non user research

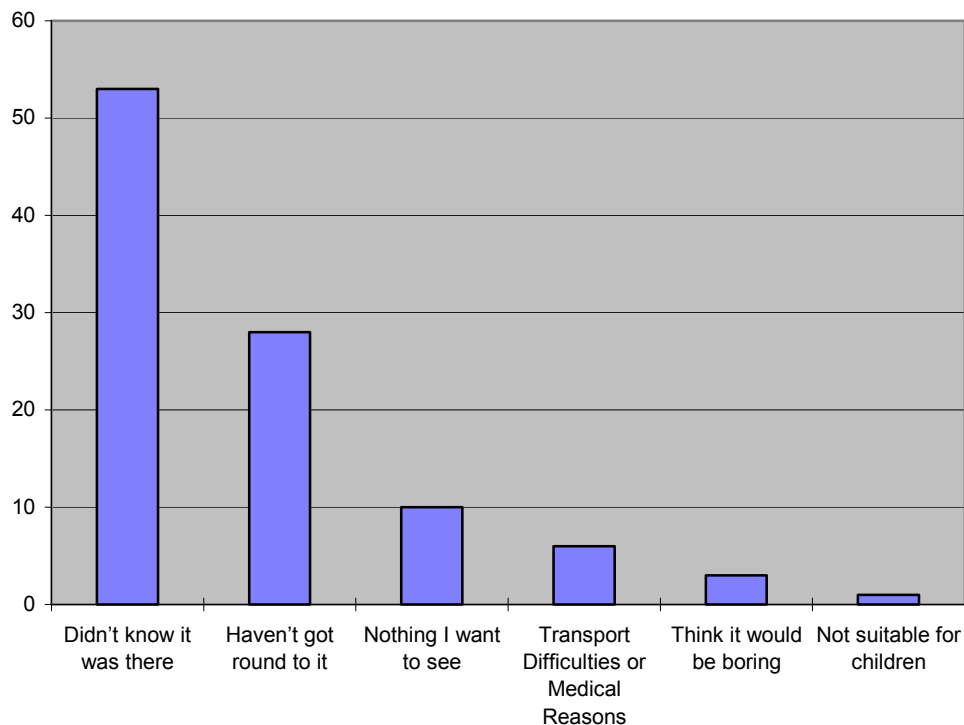
QA Research was commissioned by Harborough Museum to consult with non-users of the Museum and to assess tourism opportunities (see below). This work was paid for by a grant from EMLLAC with match funding from LCC. The full report produced by QA Research is given in Appendix 8.

QA Research contacted people in the District and, within the Museum's collecting area, in Northamptonshire. 400 surveys were conducted. The sample was designed to reflect the population characteristics of the District. Non-users were defined as those who had not visited Harborough Museum within the preceding five years; of the 400 surveyed only 36 had ever visited the Museum.

The information below summarises the main barriers to visiting given by non-users. It demonstrates that the biggest barrier was lack of awareness, just over a quarter considered that they hadn't got round to visiting, and a further 10% commented that there was nothing at the museum that they particularly wanted to see.

The Museum needs to both improve its marketing and advertising and provide people with a greater incentive to visit. For example temporary exhibitions of local interest were highlighted as an incentive by a number of different groups, to ensure these exhibitions reach the widest audience they need to be widely marketed, and the time period clearly advertised. The research with non-users has highlighted a number of possible topics: archaeology, art, historic buildings and railways.

Reasons for not visiting Harborough Museum



[Source: QA Research, 2004]

QA Research made a number of recommendations based on their findings. These are summarised below:

- Special exhibitions outside the museum, e.g. libraries, schools
- Improved signposts and signage around the town and the building
- Joint projects with local family history group and Record Office - use of ICT
- Join in regional and national initiatives e.g. museums & galleries month
- Joint marketing with other local attractions e.g. Foxton Canal Museum and Foxton Locks
- Targeted marketing
- Maintain and use mailing list
- Use of gatekeepers for marketing e.g. libraries, post offices, supermarkets
- Promotion of Museum across collecting area
- Improve provision for young children and family groups
- Increase interactivity through games, working models, and handling activities
- High profile temporary exhibitions including evaluation

C.7 Tourism Opportunities

QA Research was commissioned to assess the tourism potential of Harborough Museum. The objectives of this research were to:

- Identify links with local and regional tourism strategies
- Highlight any opportunities for cultural and genealogical (family history) tourism
- Use examples of best practice to make recommendations for developing the local tourist market

QA Research provided the Museum with a series of recommendations for developing tourism opportunities at Harborough Museum. See Appendix 8. These recommendations may be summarised as:

- Strengthen relationships with HiT, and local and regional agencies such as Harborough Promotions and the Welland Valley Sub-regional Strategic Partnership.
- Explore opportunities for joint working with local tourism bodies and other heritage attractions
- Explore opportunities for cross domain working to develop genealogical tourism i.e. libraries and archives

This work was paid for by a grant from EMMLAC with match funding from LCC.

This research was timely, conducted as Leicester Shire Promotions were consulting on their Blue Print for tourism in Harborough District and as PLB Consulting published a report on tourism opportunities for Museums, Libraries and Archives in Market Towns (commissioned by EMDA and EMMLAC).

C.8 External Audit

In 2004 PLB Consulting Ltd and Tourism UK were commissioned by the East Midlands Development Agency (EMDA) and the East Midlands Museums Libraries Archives Council (EMMLAC) to assess the contribution that museums, libraries and archives make to the economies of East Midlands' market towns, and to identify where future investment would best be targeted.

“The Evaluation of Museums, Libraries and Archives in Market Towns” stresses the potential benefits for museums, libraries and archives taking an active role in the development of tourism opportunities in the East Midlands: “Museums are recognised as playing a vital role within genealogical tourism ... a role it is hoped will help to reinvigorate the local authority museum as a source of information as well as a source of learning and entertainment.”

The report refers directly to Harborough Museum and considers “Despite the local authority sharing the building with the town library and the museum, the opportunity for an integrated tourism, heritage and cultural facility that can orientate visitors to the town’s rich heritage has effectively been ignored.” The report goes on to suggest that even without a Tourist Information Centre “high quality interpretation of local museum collections can deliver an appealing and visit-enhancing experience that strengthens a market town’s tourism product. However, they will only contribute to local economic development if they are well-signposted, and promoted as an integral part of the town.”

D. PLAN

D.1 Action Plan

The Action Plan, D.1 below, suggests actions for overcoming the barriers to accessing Harborough Museum that were identified through the consultation process in 2004. The Plan links back to the objectives given in section A, and below. Section D.2 below sets out how the success of these actions will be measured, and D.3 outlines the resources required.

1. Identify existing audiences
2. Identify the needs and expectations of existing audiences
3. Identify the needs and expectations of non users
4. Identify target audiences
5. Identify barriers to Harborough Museum
6. Suggest ways those barriers may be removed
7. Suggest ways to increase the number of people visiting Harborough Museum
8. Suggest ways to improve the quality of the experience at Harborough Museum
9. Address local, regional and national agenda where appropriate

The five aims for developing audiences are increasing the number of school visits, increasing the number of families visiting, enabling all visitors to enjoy their visit, increasing the number of tourists visiting and increasing the number of all visitors. These were arrived at through the process of consultation, an examination of the community profile and local, regional and national policies and strategies.

The Plan is prioritised into High, Medium and Low priority and the timescale into Short, Medium and Long to enable a planned approach to develop audiences given the resources available.

Many of the actions highlighted in the Plan would require capital investment, and some would require construction works. How this might be implemented is discussed under D.3 below.

Many actions in the Plan will benefit more than one group of people, and many barriers are common to all. The Plan seeks to avoid duplication therefore the actions and barriers are placed where they are considered to have the greatest impact.

AIM: INCREASE NUMBER OF SCHOOL VISITS

Barrier	Action	Priority	Timescale	Partners
"No education room or separate area for schools"	<ul style="list-style-type: none"> include education room for minimum 30 children plus teacher and adult helpers in plans for redevelopment 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Medium 	HDC, MHHS, LCC
"Not suitable for schools"	<ul style="list-style-type: none"> develop active learning sessions for schools develop pre and post visit support materials build on existing links with local schools, in particular Robert Smythe marketing plan toilets education room risk assessment training for staff 	<ul style="list-style-type: none"> High High High High High High High 	<ul style="list-style-type: none"> Short Short Medium Short Medium Medium Short Short 	LCC CS marketing Open Museum LCC - Interpretation Hub EMMLAC teacher placement scheme

AIM: INCREASE NUMBER OF FAMILIES VISITING

Barrier	Action	Priority	Timescale	Partners
"Nothing for children"	<ul style="list-style-type: none"> • games and working models • special events aimed at children and families • marketing • space for activities • training for staff 	<ul style="list-style-type: none"> • High • High • High • High • High 	<ul style="list-style-type: none"> • Medium • Short • Medium • Medium • Short 	Teachers' Group E&H interpretation LCC CS marketing
"Nothing for young adults (11-19 yrs)"	<ul style="list-style-type: none"> • young roots project or similar 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Long 	HDC ADO Youth Forum LCC E&H Interpretation Open Museum
"No provision for young children"	<ul style="list-style-type: none"> • games & working models for young children 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Medium 	LCC E&H Interpretation
"Don't know what facilities are available"	<ul style="list-style-type: none"> • leaflet • signage 	<ul style="list-style-type: none"> • High • High 	<ul style="list-style-type: none"> • Short • Short 	HDC LCC CS-marketing
"Poor facilities"	<ul style="list-style-type: none"> • toilets meeting variety of needs • refreshment area 	<ul style="list-style-type: none"> • High • High 	<ul style="list-style-type: none"> • Medium • Medium 	HDC Library

AIM: ENABLE ALL VISITORS TO ENJOY VISIT

Barrier	Action	Priority	Timescale	Partners
"Unable to climb stairs easily"	<ul style="list-style-type: none"> • negotiations with HDC for easier lift access • move museum to ground floor or • install separate lift 	<ul style="list-style-type: none"> • High • High • High 	<ul style="list-style-type: none"> • Short • Medium • Medium 	HDC LCC
"Poor lighting/ reflections/ bright areas/ dark areas"	<ul style="list-style-type: none"> • improved quality of lighting, • improved directional lighting • labelling to help people understand why some items need low lighting • seek advice from lighting engineer • and from access advisor 	<ul style="list-style-type: none"> • High • High • High • High • High 	<ul style="list-style-type: none"> • Medium • Medium • Medium • Medium • Medium 	HDC LCC
"Poor sound/ poor acoustics"	<ul style="list-style-type: none"> • defined areas for noise and quiet • improved acoustics • installation of appropriate aids • seek advice from sound engineer 	<ul style="list-style-type: none"> • High • High • High • High 	<ul style="list-style-type: none"> • Medium • Medium • Short • Medium 	HDC LCC
"Confusing layout"	<ul style="list-style-type: none"> • map • include clear orientation in redevelopment plans - clear brief for designers 	<ul style="list-style-type: none"> • High • High 	<ul style="list-style-type: none"> • Short • Medium 	HDC MHHS Library
"English not first language"	<ul style="list-style-type: none"> • games and working models • objects which can be touched • translations available • training for staff • clear orientation 	<ul style="list-style-type: none"> • Medium • High • Medium • High • High 	<ul style="list-style-type: none"> • Medium • Short • Short • Short • Medium 	HDC LCC E&H interpretation EMMLAC LCC SS

Barrier	Action	Priority	Timescale	Partners
"Don't understand easily"	<ul style="list-style-type: none"> • games and working models • objects which can be touched • additional aids • information in alternative formats • training for staff • clear orientation 	<ul style="list-style-type: none"> • Medium • High • High • High • High • High 	<ul style="list-style-type: none"> • Medium • Short • Short • Medium • Short • Medium 	HDC LCC E&H interpretation EMMLAC LCC SS
"Intimidated by academic environment"	<ul style="list-style-type: none"> • Welcoming entrance • games and working models • objects which can be touched • additional aids • training for staff • clear orientation 	<ul style="list-style-type: none"> • High • Medium • High • High • High • High 	<ul style="list-style-type: none"> • Medium • Medium • Short • Short • Short • Medium 	HDC LCC E&H interpretation EMMLAC LCC SS
"Lack of information on excluded groups in Harborough"	<ul style="list-style-type: none"> • research project 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Long 	HDC LCC EMDA EMMLAC East Mid HUB
"Difficult to access key services including museum"	<ul style="list-style-type: none"> • develop relationship with Library, possible links with mobile library 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Long 	LCC CS

AIM: INCREASE NUMBER OF TOURISTS VISITING

Barrier	Action	Priority	Timescale	Partners
"Don't know there is a museum"	<ul style="list-style-type: none"> targeted marketing entrance visible from main road press and radio campaign leaflet campaign 	<ul style="list-style-type: none"> High High High High 	<ul style="list-style-type: none"> Medium Medium Long Long 	LCC CS-marketing HDC LCC Libraries Harborough Promotions
"Don't know how to get there or where to park"	<ul style="list-style-type: none"> improved leaflet street signs brown signs parking 	<ul style="list-style-type: none"> High High High High 	<ul style="list-style-type: none"> Medium Medium Medium Medium 	HDC HiT
"Low profile in town initiatives"	<ul style="list-style-type: none"> identify relevant groups and develop links 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Short, Medium and Long 	HDC HiT Harborough Promotions Welland SSP
"Lack knowledge about where all visitors live"	<ul style="list-style-type: none"> museum staff ask all visitors for postcode or country of residence 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> Short 	HDC
"Low profile on official agenda"	<ul style="list-style-type: none"> identify relevant policies develop relations with appropriate officers and members 	<ul style="list-style-type: none"> High High 	<ul style="list-style-type: none"> Short, Medium and Long Short, Medium and Long 	LCC HDC Welland SSP MHHS

AIM: INCREASE NUMBER OF ALL VISITORS

Barrier	Action	Priority	Timescale	Partners
"Don't know where it is"	<ul style="list-style-type: none"> • repair or replace and install new signs for pedestrians and for vehicles • conspicuous entrance 	<ul style="list-style-type: none"> • High • High 	<ul style="list-style-type: none"> • Medium • Medium 	HDC LCC
"Doesn't change"	<ul style="list-style-type: none"> • high quality and high profile temporary exhibition programme • co-ordinated with local, regional, national initiatives • flexible space and display furniture • marketing • Staffing support 	<ul style="list-style-type: none"> • High • High • High • High • High 	<ul style="list-style-type: none"> • Long • Medium and Long • Medium • Medium and Long • Medium and Long 	HDC ADO LCC CS-marketing EMMLAC Crafts Council Arts Council local groups HiT
"Nothing to interest me"	<ul style="list-style-type: none"> • ongoing consultation • marketing 	<ul style="list-style-type: none"> • Medium • High 	<ul style="list-style-type: none"> • Long • Medium 	LCC CS-marketing HDC HDC ADO
"No reason to pop in"	<ul style="list-style-type: none"> • improvements to shop • inclusion of more local material • inclusion of local crafts for resale • high profile, high quality temporary exhibitions 	<ul style="list-style-type: none"> • High • High • High • High 	<ul style="list-style-type: none"> • Short, Medium & Long • Short, Medium & Long • Short, Medium & Long 	LCC C&SS HDC ADO Crafts Council EMMLAC arts council local groups MHHS

Barrier	Action	Priority	Timescale	Partners
"Everything's in store"	<ul style="list-style-type: none"> • accessible storage • storage solutions part of displays • temporary exhibitions programme • marketing • web access and on site digital access to collections 	<ul style="list-style-type: none"> • High • High • High • High • High 	<ul style="list-style-type: none"> • Medium and Long • Medium and Long • Medium and Long • Medium and Long • Medium and Long 	LCC CS-marketing LCC collections MHHS Open Museum Collections Online LCC ICT
"Lack contacts with local business community"	<ul style="list-style-type: none"> • identify relevant groups and develop links 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Short, Medium and Long 	HDC HiT LCC E&H regeneration
"Not good value for my time"	<ul style="list-style-type: none"> • targeted marketing 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Medium and Long 	LCC CS-marketing Harborough Promotions
"Not relevant to present"	<ul style="list-style-type: none"> • projects with young people to encourage interest • develop then & now exhibits 	<ul style="list-style-type: none"> • High • High 	<ul style="list-style-type: none"> • Long • Short and Medium 	HDC ADO Youth Forum
"Displays not local enough / Displays too local"	<ul style="list-style-type: none"> • vary content of displays • evaluation part of programme • market research 	<ul style="list-style-type: none"> • High • High • Medium 	<ul style="list-style-type: none"> • Short, Medium and Long • Short, Medium and Long 	LCC marketing
"Didn't know about it"	<ul style="list-style-type: none"> • communication strategy • marketing plan • newsletter 	<ul style="list-style-type: none"> • High • High • High 	<ul style="list-style-type: none"> • Short • Short • Short 	LCC CS marketing HDC MHHS
"Perception doesn't meet political agenda"	<ul style="list-style-type: none"> • Identify relevant policies • Use Inspiring Learning for All framework 	<ul style="list-style-type: none"> • High • High 	<ul style="list-style-type: none"> • Short, Medium and Long • Short, Medium and Long 	Hub LCC - Interpretation LCC CS HDC

Key to abbreviations in Action Plan

LCC:	Leicestershire County Council
HDC:	Harborough District Council
MHHS:	Market Harborough Historical Society
ADO:	Arts Development Officer
CS:	Community Services
EMMLAC:	East Midlands Museums Libraries Archives Council
E&H:	Environment & Heritage
SS:	Social Services
C&SS:	Commercial & Support Services
ICT:	Information Communications Technology
HiT:	Harborough Improvement Team
SSP:	Sub-regional Strategic Partnership
Hub:	East Midlands Museums Hub / Renaissance East Midlands

D.2 MEASURES

Measure	Actual in 2004	Target for 2010
1. Increase total number of physical visitors	9,396 visits	13,500 visits
2. Increase number of people visiting more than once a year	28% of visits	40% of visits
3. Increase number of domestic tourists visiting	24% of visits	30% of visits
4. Increase number of school visits	23 visits	30 visits
5. Use ILFA GLOs to evaluate active learning and children's activity sessions	0	10 sessions
6. Use ILFA GLOs to evaluate individual visit	0	1,500 individuals

ILFA: Inspiring Learning for All framework for evaluation
GLOs: Generic Learning Outcomes

D.3 RESOURCES

There is one full time curator/manager (Keeper) employed by Leicestershire County Council and 1.5 full time equivalent museum assistants employed by Harborough District Council.

There are several volunteers, a small Friends group (chaired by the Keeper) and the Market Harborough Historical Society members who all support the Museum to varying degrees. The Harborough Primary Schools' History Co-ordinators (teachers' group) meets in the Museum each term and other local groups such as Family History and U3A either meet in the Museum or take an active interest in the Museum.

Support is also provided by officers in the District and County Councils, this is mainly through officer time and expertise though some budgetary support is also available. Most of the resources that support Harborough Museum come from the County's Community Services and the District's Leisure Services and Community Development Department. Through these wider organisations Harborough Museum has support for specialist areas including marketing, training and development, collections management, curatorial scholarship, arts development, regeneration, education, access and health and safety.

There are also a number of local, regional and national grant-giving bodies that may support Harborough Museum in the implementation of this Plan. These include Renaissance East Midlands, Heritage Lottery Fund and the Market Harborough and the Bowdens Charity. There are of course many others.

Many of the actions required to make Harborough Museum an accessible and welcoming environment for everyone will require major refurbishment and in some cases construction work to the premises. This will require significant capital investment. To take these actions forward further work must be done to develop a viable project which will see Harborough Museum thrive in the 21st century.

E. ACKNOWLEDGEMENTS

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