

STRATEGIC PLAN

2019 - 2030

National Museums Liverpool
National Museums Liverpool
National Museums Liverpool

National
Museums
Liverpool

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MISSION

**CREATING
MEMORABLE
EXPERIENCES
FOR EVERYONE
- CHALLENGING
EXPECTATIONS.**

VISION

National Museums Liverpool is a group of very different and wide ranging museums and galleries; established more than 150 years ago as a complement and counterbalance to the museums in London, and brought together in 1986 as a nationally-funded group as a symbol of hope and regeneration and because of the global importance of our collections.

We are eight exceptional museums and galleries, sharing important stories from ancient times to today through our more than four million objects.

As an organisation we are **Welcoming, Honest and Educational**, and as a team we are **Trustworthy, Respectful and Inclusive**.

By 2030 we want to be the best museum "league" in the world. A league recognised as the best of the best, like the Champions League, the NFL or the Premiership, we want our museums and galleries to be places that everyone wants to see and that all stakeholders want to be associated with.

In our buildings and online we will have world-class displays and engagement programmes that make everyone feel welcome. 'Off the pitch' our world-class collections and colleagues will be supported to be their best and given great facilities. We will embrace the fact that each 'team' in our league is unique with its own fan base and individual stars; but collectively we want to be a league that all museums will aspire to be part of and which is recognised externally as being a leading example.

IN DELIVERING THIS VISION BY 2030...

- we will have the most representative audience and colleagues' profiles within the museums sector in the UK.
- we will engage over ten million people each year: more than four million visitors to our museums and galleries and a further six million through digital engagement, touring exhibitions and outreach.
- we will be a place where people want to work, are happy to work and proud to work together we will generate over £50,000 a day, more than half our turnover, through commercial business, grants and gifts.
- we will ensure that we provide great facilities to look after our valuable collections and colleagues, with accommodation fit for the next 30 years
- all schools in the Liverpool City Region will visit at least one of one of our museums and galleries each year.
- our museums and galleries will celebrate their unique identities and collections, play to their strengths, delight their different audiences and make us proud.
- people will recognise us as a valued leader of cultural and economic growth for the city, city region and north of England and as one of the world's finest museum groups.

AIMS

To achieve our vision we will focus on five strategic aims:

BE MORE REPRESENTATIVE

National Museums Liverpool prides itself on being for everyone, but for this to be true our colleagues, audiences and displays need to be representative of the communities we are here to serve.

BE MORE SELF-SUFFICIENT

We will transform our business model and embrace the digital revolution, to ensure we generate more income and offer the greatest value for money of any national museum. We will focus on our commercial business, grants and gifts to ethically generate more income which can be invested in our public offer.

PROVIDE MEMORABLE EXPERIENCES

Across our museums and galleries, and digitally, we have hugely diverse collections, each of which offers different things to different audiences. By allowing our museums and galleries to shine we improve the whole organisation and National Museums Liverpool becomes unbeatable. We will ensure each of our museums and galleries has the highest standard of offer; that as well as wonderful exhibitions and displays our cafes, shops, community programmes and other public spaces are also exceptional and that our collections and colleagues have all the facilities they need.

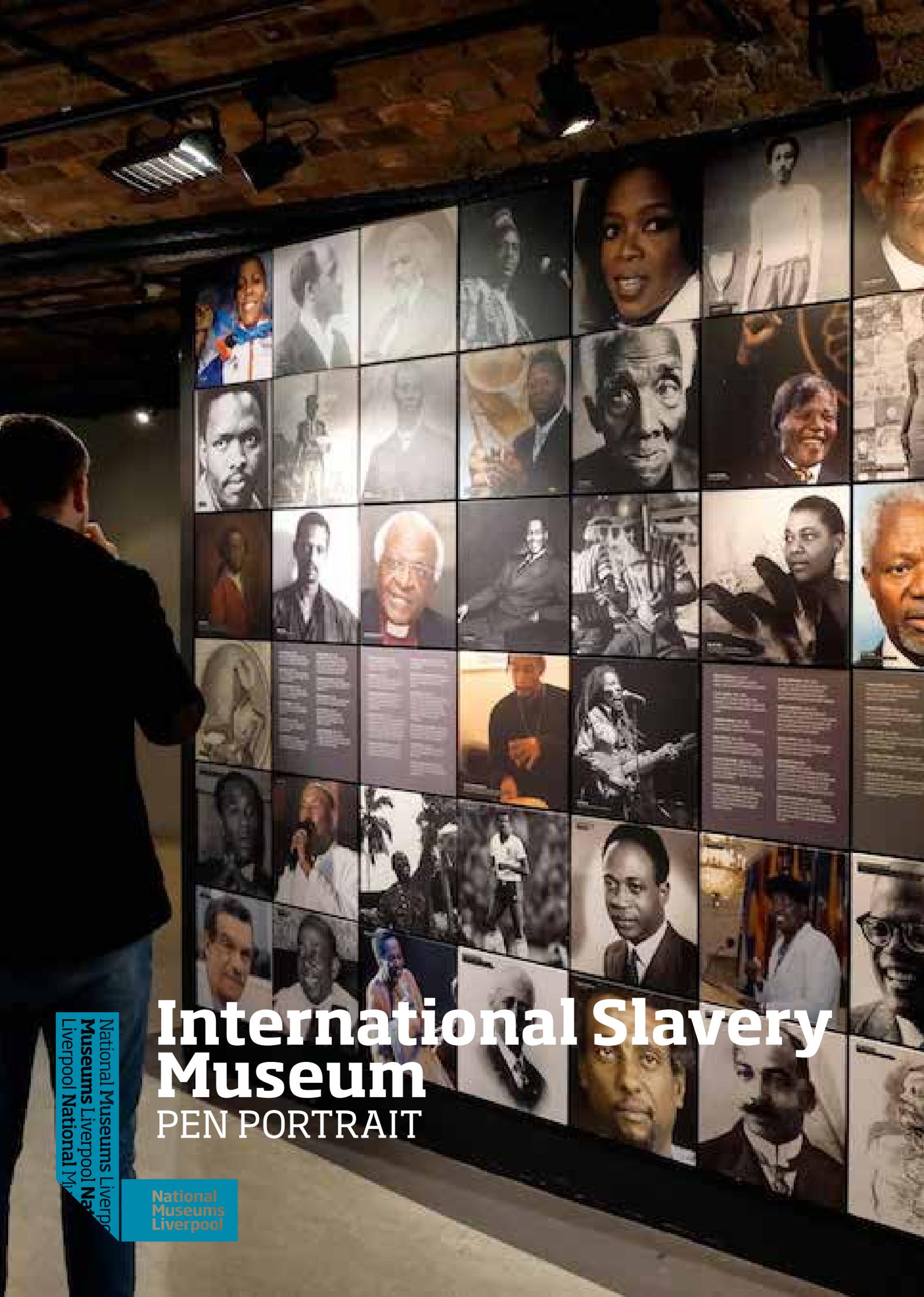
PARTNER AND INFLUENCE

We will work with a wide range of partners to maximise the impact of National Museums Liverpool in our region, nation and across the world. We will contribute to our city region through growing the visitor economy, placemaking and impacting education, health and social care. We will be the partner of choice for businesses and will continue to use our collections for social impact. We will represent the best of the UK museum sector around the world.

ENGAGE AND EMPOWER

We will build an organisational culture which embeds trust, respect and inclusion. People will remain at the heart of our organisation. Supported by our THRIVE programme, people will be engaged and empowered to drive and enable National Museums Liverpool to continually change and evolve.

We will develop annual action plans and KPIs will be developed each year, based around these aims so we can achieve the overall vision by 2030.



International Slavery Museum

PEN PORTRAIT

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INTERNATIONAL SLAVERY MUSEUM

TELLS THE STORY
OF TRANSATLANTIC
SLAVERY AND ITS
LEGACIES: WHO WE ARE
AS A NATION AND HOW
SOCIETY HAS BEEN
SHAPED.

THE MUSEUM HOLDS THE WORLD'S FIRST MODERN SLAVERY COLLECTION AND USES THIS TO EDUCATE AND CAMPAIGN AGAINST IT. WE REMEMBER. WE ACT. IS THE MUSEUM'S POWERFUL CALL-TO-ACTION IN THE CAMPAIGN AGAINST RACISM AND FOR RACIAL EQUALITY. **BY 2030 IT WILL ATTRACT 500,000 VISITORS ANNUALLY.**

VENUE VISION

Communities are at the heart of International Slavery Museum (ISM). The Museum's main entrance is located in the iconic Dr Martin Luther King Jr building (MLK) which connects to the Maritime Museum Liverpool (MML). This new space improves the impact and quality of the Museum's offer, through creative spaces for collaboration, co-production, learning and enhanced commercial opportunities. The MLK building is also the welcome to the NML's family of museums on the Liverpool Waterfront, making it easier to engage with more of the Royal Albert Dock's visitors.

The interior of the MLK building is a spatially exciting and welcoming dwelling space with artist commissions and digital content throughout. It includes a community exhibition gallery and learning spaces where co-production is at the heart of our audience-focused activity, it hosts the world-renowned Centre for the Study of International Slavery and is an acknowledged centre of a national

Black heritage network of arts and culture organisations.

ISM collaborates, co-curates and promotes content which raises awareness about the legacies of transatlantic slavery, campaigns against racism and empowers survivors of enslavement. The Museum's work, alongside its partners, acts as a rallying cry for action. With our partners, we are the recognised Northern hub for awareness of and campaigning against modern slavery through training for teachers, professionals and businesses.

We continue to deliver our sector-leading education programmes. Our major exhibitions develop audience understanding and strengthen engagement. Our display galleries, collections and archives are relevant to, and strengthened by, all our work. We play a leading role in understanding the historic Liverpool Waterfront and in Royal Albert Dock's continued development.

By enabling communities and NGOs to be in the driving seat, ISM acts as an agent of change to address inequalities. We connect every aspect of our work – curatorial, community engagement, communications, education, commercial and visitor engagement. We champion programmes and opportunities which enhance NML's diversity and inclusion. We will be a space for social enterprise to flourish, diversifying the museums workforce whilst reinvesting financially into local communities.

The legacy of the museum is in how we work to shape society's view on racism – developing understanding, raising awareness, elevating their own voice and how we collectively contribute to eradicating racism evermore.

Research is at the heart of all our activity and it continues to provide clear benefits for the arts, culture and heritage sectors as well as wider public.

Visitors are delighted to support our work through donations and membership.

They know that spending money in our café and shop, and our other commercial activities, enables us to deliver memorable experiences for all.

AUDIENCE

Core

Our top performing visitor profiles are:

- Visitors from UK
- Visitors from Liverpool
- Visitors from North West
- Visitors from Overseas
- Secondary KS3 & KS4 (11-16yrs)

Stretch

Our audience development and growth priorities are:

- BAME
- Liverpool City Region (Adults)
- Primary KS1 & KS2 (5 – 11yrs)

SHORT TO MEDIUM-TERM VISION

Refine our Strategic Outline Case in-line with DCMS feedback and develop a project outline and team in light of a successful *Expression of Interest* submission to NLHF in May 2019 - with a particular emphasis on:

The project scope;

- New approaches to working with communities that puts them in the driving seat;
- Creating models of co-production that turns rhetoric in to reality.

- New 400sqm to 500sqm exhibition gallery, shared with MML, for medium-sized exhibitions.
- Redevelop current display galleries and reposition them as a newly reconfigured ISM as part of the

Waterfront Master Plan especially relating to MML and Canning Graving Docks.

- Develop Liverpool's Black community engagement to create the transformed ISM.
- Increase our influence and improve advocacy in London.
- Once funding is secured, we will aim to begin development works by 2021-2022 (timetable TBC).

LONG-TERM VISION

We want ISM to not only continue to be the museum with the most comprehensive collection of objects related to transatlantic and chattel slavery but the legacies of that too. This means we need to increase our curatorial specialisms and lead the way in working in new fields (e.g. modern slavery).

We aim to reach the level of recognition as the main research centres in the field of modern slavery such as the Wilberforce Institute in Hull and the Rights Lab in Nottingham. Policy-based research and training located within the MLK building and the Centre for the Study of International Slavery facility.

Research-led activities will allow us to develop a financial model of public and private sector collaborations like other centres whilst also offering the only major public offer. This is our USP.

We will work to become a recognised national network leader within the field of the Black experience and arts.

The MLK building is part of the NML portfolio seven days a week.



Lady Lever Art Gallery

PEN PORTRAIT

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SITUATED WITHIN THE PICTURESQUE VILLAGE OF PORT SUNLIGHT, THE **LADY LEVER ART GALLERY** HOLDS THE INTERNATIONALLY IMPORTANT ART COLLECTION OF ITS FOUNDER, WILLIAM HESKETH LEVER (1851-1925).

THE GALLERY FOLLOWS LEVER'S DYNAMIC AND INCLUSIVE VISION THAT 'ART CAN BE TO EVERYONE AN INSPIRATION'. **BY 2030 IT WILL ATTRACT 300,000 VISITORS ANNUALLY.**

VENUE VISION

Internationally important collections, beautiful, informative galleries and high-profile exhibitions have earned the gallery a well-deserved reputation, for excellence and visitor engagement, both locally and internationally.

A selection of newly refurbished galleries displays the collections in breath-taking and stimulating ways. The interpretive approach throughout is truthful and understandable with stories and information woven together in a way which visitors can understand and relate to. There are opportunities for visitors of all ages to interact with the displays. Throughout the gallery new technology is used imaginatively to enhance the visitor's experience. Helpful and knowledgeable members of staff ensure all visitors get the most from their visit.

The newly improved exhibition space can take both national and international loans of high quality. Some are selling exhibitions, where good quality art and craft can be purchased. Exhibitions of community

value, including schools' exhibitions and interventions by students are recognised as providing an important 'launchpad' for local young talent.

The gallery has a reputation for being a 'hub' for creativity and community use and additional events and activities are on offer in the evening. The gallery is known as a must visit destination for family groups, especially during holiday periods.

The flexibility of the newly designed interiors enables spaces to be changed to facilitate an event easily and quickly and the gallery has become a sought-after venue for corporate events and weddings.

Research is at the heart of all our activity and it continues to provide clear benefits for the arts, culture and heritage sectors as well as wider public.

Visitors are delighted to support our work through donations and membership. They know that spending money in our café and shop, and our other commercial activities, enables us to deliver memorable experiences for all.

AUDIENCE

Core

Our top performing visitor profiles are:

- Visitors from Liverpool
- Visitors from UK
- Visitors aged 64 – 74yrs
- Visitors aged 54 – 64yrs
- Primary KS1 & KS2 (5 – 11yrs)

Stretch

Our audience development and growth priorities are:

- BAME
- Visitors from Overseas
- Young People*

**Education stretch audience to be confirmed.*

SHORT TO MEDIUM-TERM VISION

We will redevelop the North End galleries with particular focus highlighting our extraordinary furniture collection. Our Temporary Exhibition space will be improved with upgrades in the café, shop and various flexible spaces. Our maintenance programme will improve our education and activity spaces enabling us to extend our offer as well as improve lighting and décor throughout the Main Hall and galleries.

Our high-profile free and paid-for exhibition programme will be of high-quality that attracts a broad and diverse audience. We will continue to develop resources for self-led visits for families and schools whilst paying particular attention to developing our multilingual offer. We will engage with cruise and coach tours as well promote our iconic home for filming opportunities.

We will further build relationships with local bodies including Wirral Council, Port Sunlight Village Trust as well as with colleges, multi-cultural groups and the surrounding communities.

LONG-TERM VISION

Refurbishment of the Main Hall will bring it up to the standard of our other gallery spaces. We will also explore the use of external spaces with a view to a possible extension for a larger Temporary Exhibition space. Lady Lever Art Gallery will be recognised as an internationally outstanding gallery with one of the most important collections of Fine & Decorative Arts in Europe but equally known for its quality, accessibility and diversity of galleries, exhibitions and events.

Lady Lever Art Gallery will become one of the most sought-after places in the North West region for corporate or private functions. Our venue will be a vibrant place to visit in the evenings, where a range of activities and events sit alongside the main gallery offer.



MERSEYSIDE MARITIME MUSEUM

Maritime Museum Liverpool

PEN PORTRAIT

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Merseyside Maritime Museum
Liverpool National Maritime Museum

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LOCATED AT THE HEART OF LIVERPOOL'S WATERFRONT, **MARITIME MUSEUM LIVERPOOL** EXPLORES HOW THE SEA AND ITS STORIES HAVE SHAPED LIVERPOOL AND THE UK.

THE MUSEUM EXPLORES THE CITY'S SIGNIFICANCE IN GLOBAL MIGRATION AND TRADE THROUGH THE STORIES OF LIVERPOOL'S MARITIME HISTORY AND THE DIVERSITY OF ITS SEAFARERS. **BY 2030 IT WILL ATTRACT 900,000 VISITORS ANNUALLY.**

VENUE VISION

Maritime Museum Liverpool uses the city's heritage as an international port to tell stories of global significance. Its audience reflects the city region and is drawn from around the UK and overseas.

The Museum shares epic maritime tales including *Titanic*, Transatlantic migration and two World Wars. It explores Liverpool as a city of the sea through its anchor narratives about ships, merchants and seafarers. It locates maritime Liverpool within the context of Britain as an island; through its port and borders to the world beyond. Visitors discover the history of the Royal Albert Dock throughout the Museum's stunning warehouse building and are encouraged to explore Liverpool's Waterfront.

Maritime Museum Liverpool's displays, collections and archive centre reflect the experiences of Liverpool's diverse maritime communities. Displays and events use varied collections, visual, digital, and sensory interpretation to create a vibrant environment to bring maritime stories to life.

The Museum delivers commercial opportunities at the heart of the significant

Royal Albert Dock. The new destination of the Canning Graving Docks is home to a vibrant, animated space with facilities for corporate events in a unique historic environment. The Museum itself, the family of buildings around Mermaid Courtyard, and Canning Graving Docks provide a range of facilities for a special food and drink offer for large audiences.

The Museum uses its location to link to the attractions of the Liverpool Waterfront, including the International Slavery Museum and Museum of Liverpool. Clear branding and enhanced signage make it visible to the significant number of visitors to the area. Animation of spaces around the Dock and partnerships with RADL, Tate Liverpool, Liverpool City Council and other cultural organisations bring events and animation to Canning Graving Docks and to MML.

Research is at the heart of all our activity and it continues to provide clear benefits for the arts, culture and heritage sectors as well as wider public.

Visitors are delighted to support our work through donations and membership. They know that spending money in our café and shop, and our other commercial activities, enables us to deliver memorable experiences for all.

AUDIENCE

Core

Our top performing visitor profiles are:

- Visitors from UK
- Visitors from Liverpool
- Visitors from Overseas
- Visitors aged under 16yrs
- Primary KS1 & KS2 (5 – 11yrs)

Stretch

Our audience development and growth priorities are:

- Visitors aged 16 – 24yrs
- BAME

- Non-Visiting Primary KS1 & KS2 (5 – 11yrs) from Liverpool City Region

SHORT TO MEDIUM-TERM VISION

To deliver the objectives identified in the Waterfront Master Plan including;

- Canning Graving Dock walkway (with links to RADL's public realm planning and Tate Liverpool's plans)
- Canning Graving Dock (north dock) Heritage Dock – a global maritime & transatlantic slave trade narrative using collections, stories and digital experience
- Canning Graving Dock (south dock) North Shed and Experience Dock
- MLK opened as ISM and Welcome to the Docks
- Reactivation of heritage assets (buildings on the site and NML collections, some in partnership with, for example, C&RT)
- Public realm, public art and lighting strategy
- Canning Dock pedestrian bridge (in partnership with LCC)
- Maritime Museum Liverpool – improved welcome, shop, café, restaurant offer
- Cooperage food and beverage offer
- Mermaid House food and beverage offer
- Re-stack maritime building so that it works for ISM and MML which will mean the re-location of some core galleries and updating of content

Change the name to Maritime Museum Liverpool (on opening of 'Sea Galleries' and align all aspects of the branding. As part of this we will enhance exterior signage and internal digital wayfinding showcasing museum highlights.

Active role in RADL's programme to

celebrate 175 years of (Royal) Albert Dock in 2021, ensuring there is a lasting legacy in MML to interpret the Dock

Increase the digital offer around collections and displays with new commercial use of collections, including the commercial digital use of archive and photographic collections.

Develop commercial digital language support for the high numbers of overseas visitors to the Museum.

LONG-TERM VISION

To deliver the objectives identified in the Waterfront Master Plan including:

- Develop Piermaster's House

To develop the collections – through contemporary collecting – to be more representative.

To nurture national and international partnerships with relevant museums and to be a visible contributor to regional, national and international networks.

Museum of Liverpool

PEN PORTRAIT

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THE MUSEUM OF LIVERPOOL IS A LEADING CITY HISTORY MUSEUM RENOWNED FOR ITS WORK WITH COMMUNITIES.

IT EXPLORES HOW NATIONAL AND INTERNATIONAL EVENTS HAVE SHAPED LIVERPOOL, THE DIVERSITY, CHARACTER AND CREATIVITY OF ITS PEOPLE.

BY 2030 IT WILL ATTRACT 900,000 VISITORS ANNUALLY.

VENUE VISION

The Museum of Liverpool is renowned for its work with the city's communities. Local people have a strong emotional engagement to its content and identify with multiple and diverse historical and contemporary narratives. They recognise their own contribution to the Museum from seeing an object they have donated, or discovered during a community archaeology project, to hearing their own words in an oral testimony. They feel immense pride at the opening of their community exhibition, display or event.

The Museum nurtures long-term targeted relationships with under-represented communities through education and events, partnerships and outreach. This ensures it represents marginalised and unexplored histories through its significant collections, physical and digital displays and events. It is the recognised home of the House of Memories and delivers innovative programmes for older people. The Museum of Liverpool continues to evolve to keep a balance of content and collections that reflect contemporary culture, living memory and shared histories. It is a trusted source of information. It challenges inequality.

Research is at the heart of all our activity and it continues to provide clear benefits for the arts, culture and heritage sectors

as well as wider public.

Families with children under seven love visiting the Museum and young adults enjoy a programme that reflects and showcases the city's music and performance scenes.

The Museum is an unmissable destination for tourists to the city, who want to understand the place they are visiting. They discover Liverpool's rich history and the impact the city has had on the world. Their perceptions of the city are challenged.

The Museum is a fantastic day out due to the quality of the visitor care and because of its superb location on Liverpool's Waterfront. It is part of an integrated waterfront offer, linking to the new destination of NML's Canning Graving Docks.

Visitors enjoy seasonal late opening. The Museum hosts fabulous events in beautiful spaces – the ground floor theatre is in particular demand for ticketed, corporate, conference and cultural events.

The Museum of Liverpool's enviable position alongside the River Mersey – an anchor location for understanding the history of the city – alongside the impressive urban landscape around it, lend themselves to animation, creative interpretation and artistic commissions.

Visitors are delighted to support our work through donations and membership. They know that spending money in our café and shop, and our other commercial activities, enables us to deliver memorable experiences for all.

AUDIENCE

Core

Our top performing visitor profiles are:

- Visitors from UK
- Visitors from Liverpool
- Visitors from Overseas

- Visitors aged 64 – 74yrs
- Primary KS1 & KS2 (5 – 11yrs)

Stretch

Our audience development and growth priorities are:

- Visitors aged 16 – 24yrs
- Visitors from North West
- Non-Visiting Primary KS1 & KS2 (5 – 11yrs) from Liverpool City Region

SHORT TO MEDIUM-TERM VISION

It is important that we maintain the integrity of the Museum of Liverpool's concept by reinstating *Wondrous Place*.

This includes updating of content to ensure that the gallery maintains its relevance. The core content in *Global City*, which tells the international story of Liverpool, including the British Empire, will be relocated within the Museum. This will enable the creation of a new temporary exhibition on the ground floor which would offer more opportunities for income generation and create a distinct marketable change within the Museum.

It is essential that Museum of Liverpool is also able to respond to and work with communities in order to represent the diversity of Liverpool. The content in *Wondrous Place*, *Global City*, *People's Republic*, *History Detectives* and the *Great Port* must have a regular resourced programme of change to give opportunity to work with communities, for contemporary collecting and for co-production.

Within the Waterfront Master Plan:

- The facilities within *Global City* theatre require a full overhaul to enable corporate and ticketed events and suitable adjacent event space created (while maintaining the ground floor flow and facilities for education groups)
- Additional capacity should be identified for café

- Develop interpretation, viewing and animation for the steps and terraces
- Develop a public offer at the Pilotage Building in a phased way with food & beverage and linked content

Linking to the NML-wide digital strategy to:

- Utilise new technologies to enable community collaboration and engagement, interpret intangible heritage and under-represented histories where there is an absence of material culture. Utilise new technologies to interpret archaeological sites and content relating to Liverpool and the region.

LONG-TERM VISION

- Explore community loan programme to maximise access to collections and to build links in communities.
- More extensive contemporary collecting programmes to be truly responsive to the city's communities and to examine impact of political, societal and economic change on the city.
- Development of ideas and potential partnerships for public access to nml's land transport collection.
- Development of gwr as part of the next phases of the waterfront master plan.



Sudley House

PEN PORTRAIT

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SUDLEY HOUSE IS HOME TO THE UK'S ONLY SURVIVING COMPLETE COLLECTION OF PAINTINGS ACQUIRED BY A MERCHANT FAMILY, THE HOLTS.

SET IN BEAUTIFUL PARKLAND IN SOUTH LIVERPOOL, STEP BACK IN TIME AND EXPERIENCE HOW A MERCHANT FAMILY LIVED. FROM THE 1860S ONWARDS, GEORGE HOLT (1825-1896) AMASSED AN OUTSTANDING COLLECTION OF ARTWORKS FROM THE EIGHTEENTH AND NINETEENTH CENTURIES, INCLUDING WORKS BY GAINSBOROUGH, REYNOLDS, TURNER AND THE PRE-RAPHAELITES. **BY 2030 IT WILL ATTRACT 66,500 VISITORS ANNUALLY.**

VENUE VISION

Sudley's internationally important artworks are displayed in a series of richly decorated period rooms which provide visitors with a real sense of what life was like at the House when the Holt family lived there, between the 1880s and 1944. On the ground floor they can see the rooms where George and Elizabeth Holt and their adult daughter Emma entertained their guests, conducted business and relaxed – the dining room, morning room, library and drawing room. Visitors can also see where the Holts' servants worked, in the kitchen, the scullery and the housekeeper's room.

Upstairs, the family's bedrooms and a bathroom are recreated, allowing visitors a glimpse of the more intimate side of the Holts' lifestyle. George Holt's recreated bedroom, and that of his daughter Emma Holt, allow visitors to see the different masculine and feminine styles typical in late 19th and early 20th century upper middle-class interiors. A recreated nursery gives visitors a sense of the kind of nursery Emma may have had as a child.

In each of the period rooms, using an audio-guide accessible on their smart phones, visitors can learn more about the everyday lives of the Holt family and their business activities. The family wealth, which paid for the art collection, came from their shipping line, transporting foodstuffs from South Africa, South America and India to the UK.

An additional attraction for visitors upstairs at Sudley is two new rooms dedicated to children and families, with a mixture of displays of toys and dolls and simple art, craft and reading-related interactives.

An improved café includes a range of retail products for visitors to purchase reflecting the venue.

A lively programme of events, in partnership with key stakeholders ensures that there is something for visitors of all ages to engage with and enjoy at Sudley.

Research is at the heart of all our activity and it continues to provide clear benefits for the arts, culture and heritage sectors as well as wider public.

Visitors are delighted to support our work through donations and membership. They know that spending money in our café and shop, and our other commercial activities, enables us to deliver memorable experiences for all.

AUDIENCE

Core

Our top performing visitor profiles are:

- Visitors from Liverpool
- Visitors aged 64 – 74yrs
- Visitors from 55 – 64yrs
- Visitors aged under 16yrs

Stretch

Our audience development and growth priorities are:

- Visitors from Overseas
- BAME

SHORT TO MEDIUM-TERM VISION

Install a woodland-style children's play area on the land at the front of the House in order to attract families with young children. Increase the number of programmed annual events in the House and on the surrounding Estate from the current three to at least six per year, to be delivered by both NML staff and /or external providers.

Improve the visitor offer inside the House by replacing the current AV units with an audio-guide to the period rooms and the Holt family story, accessible on visitors' smartphones. We will convert the current Costume Room and Temporary Exhibition spaces into a number of period bedrooms and a bathroom, to give visitors a sense of how the Holt family lived in the House during the late nineteenth and early twentieth centuries.

Develop small-scale corporate events, such as drinks receptions, in several rooms in the House.

Improve café including terrace and conservatory. Improve driveway and coach parking in conjunction with Liverpool City Council.

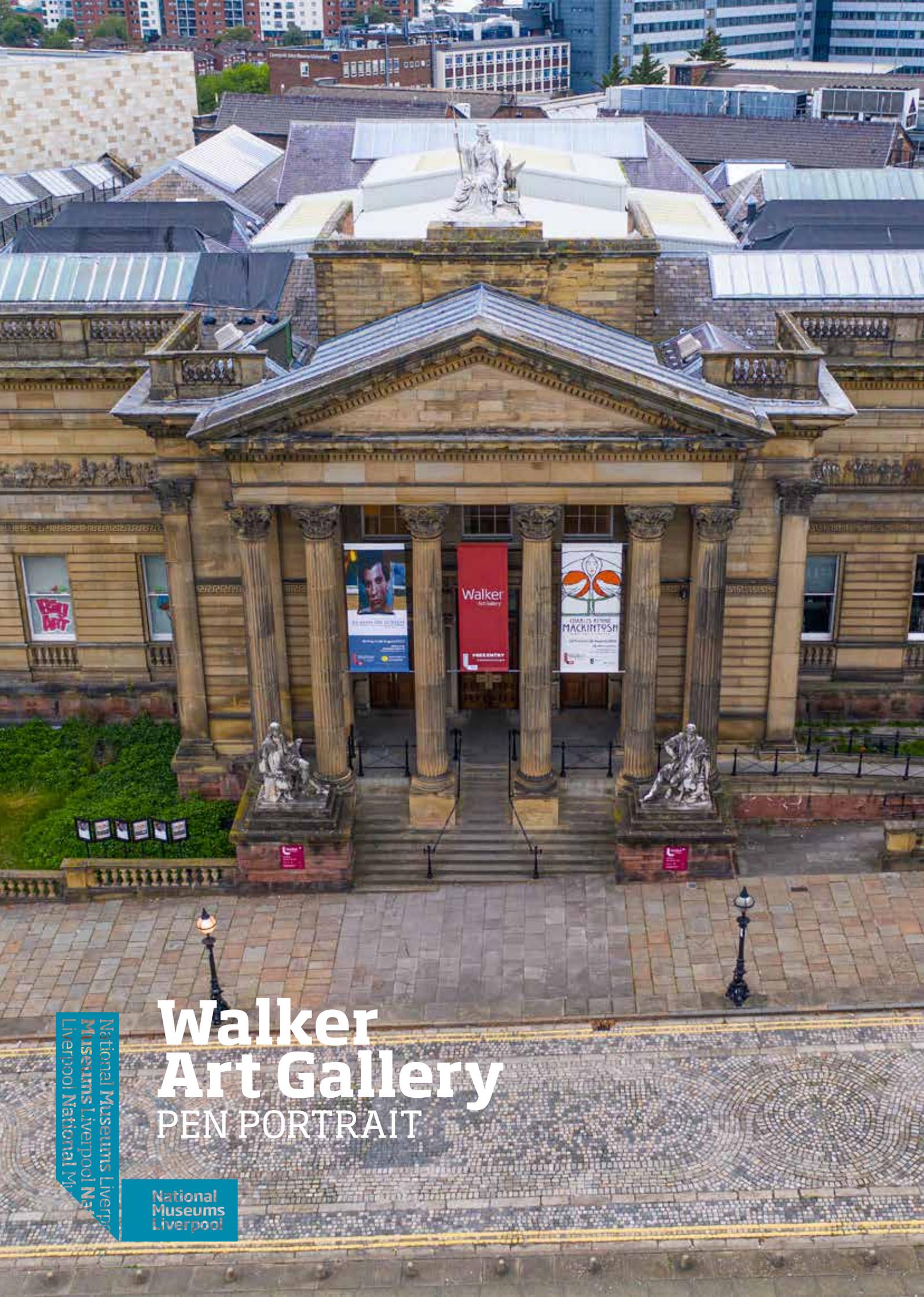
LONG-TERM VISION

Acquire from Liverpool City Council the use of the stable block to provide visitors with a number of facilities and activities including a new café with outside terrace, a shop and flexible spaces for educational sessions and other activities for schools, young people and local community groups.

Convert the current café and staffroom into a period kitchen, scullery and housekeeper's room, to give visitors a sense of how the Holt family's servants lived and worked.

Develop a long-term programme of events for visitors of all ages, including craft fairs, community-themed days, theatrical performances and farmers' markets.

Develop *The Walled Garden*, with marquee and field kitchen, to host larger-scale corporate events, especially weddings.



Walker Art Gallery

PEN PORTRAIT

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THE WALKER ART GALLERY IS THE DESTINATION GALLERY OUTSIDE LONDON.

IT SHOWCASES WORLD-CLASS EXHIBITIONS AND ITS UNIQUE MEDIEVAL TO CONTEMPORARY PERMANENT COLLECTION, AND WITH A BRAND THAT REACHES FAR BEYOND ITS WALLS. **BY 2030 IT WILL ATTRACT 500,000 VISITORS ANNUALLY.**

VENUE VISION

Boasting a spacious, welcoming and distinctive foyer, and combining ample seating, a café, sculpture and craft & design, the Walker's ground floor is now a favourite local work and meeting space. A link-door to the Central Library gives a free flow of people, including many first-time gallery visitors who are encouraged to explore the building by the well-informed Visitor Engagement team.

Off the foyer, Big Art is the UK's liveliest children's space. Opposite, the redisplayed sculpture gallery is a key draw for audiences.

Around the Walker, visitors walk through engaging permanent collection displays enhanced by thematic stories revealing local connections, techniques and hidden histories. The showpiece amongst these is the atmospherically lit suite of Medieval to Baroque Galleries with rich displays of paintings, sculpture and decorative arts together with changing selections from the Walker's Old Master prints and drawings collection. Multi-lingual interpretation makes these rooms a magnet for international tourists.

The 'Make Space' concept of all-ages visitor engagement threads throughout the collection displays, with an object rich 'Make Space' gallery at its core. On occasions, visitors might encounter this space transformed into an artist's studio.

An enlarged, redeveloped lecture theatre

means the nearby County Sessions House hosts frequent events and corporate hires. Here and in the Gallery, the Walker's popular lecture programme combines ticketed events by major speakers with free talks and BAME, LGBT+ and community events. Regular late-night opening is a popular draw.

A world-class temporary exhibition programme ranges from income-generating blockbusters to innovative, issue-based contemporary work. The Walker's programme, including its pioneering education offer, has diversity at its heart. It engages seamlessly with the Walker's core and stretch audiences, each feeling equally valued.

A dazzling, flexible new shop offers unique products for all budgets. Overall, there is too much to see in one visit so repeat visits are high.

Research is at the heart of all our activity and it continues to provide clear benefits for the arts, culture and heritage sectors as well as wider public.

Visitors are delighted to support our work through donations and membership. They know that spending money in our café and shop, and our other commercial activities, enables us to deliver memorable experiences for all.

AUDIENCE

Core

Our top performing visitor profiles are:

- Visitors from UK
- Visitors from Liverpool
- Visitors from North West
- Visitors aged 64 - 74yrs
- Early Years & Foundation (0 - 5yrs)

Stretch

Our audience development and growth priorities are:

- Visitors aged 16 - 24yrs

- Visitors from Overseas
- Primary KS1 & KS2 (5 – 11yrs)

SHORT TO MEDIUM-TERM VISION

Building

- Repairs to Walker Art Gallery roof and refurbishment of Medieval and Renaissance and Baroque galleries.
- Replace lighting system in Temporary Exhibition Suite.
- Upgrade lighting and improve environmental system in permanent collection galleries.
- Relocate the shop to The Flat.
- Welcome Desk to be removed and replaced with a more informal one elsewhere in the foyer. This will improve visitor welcome and orientation and enable the addition of more café tables, and a sculpture as visitors enter.
- Relocate Make Space to Room 9.
- Refurbish Big Art.
- Refurbish Baby Changing room and public toilets.
- Refurbish Rex Makin Lecture Theatre and foyer for increased commercial use.
- Develop Masterplan for the Walker and CSH.
- Improve storage conditions and cataloguing of Walker Archive in CSH.

Programme / Operational

- Investigate commercial use of gallery spaces for weddings and corporate hire.
- Add core and stretch audiences to

Exhibition Project Brief documents to address how they will be targeted for each project; have cross-departmental pre-meets to develop the briefs.

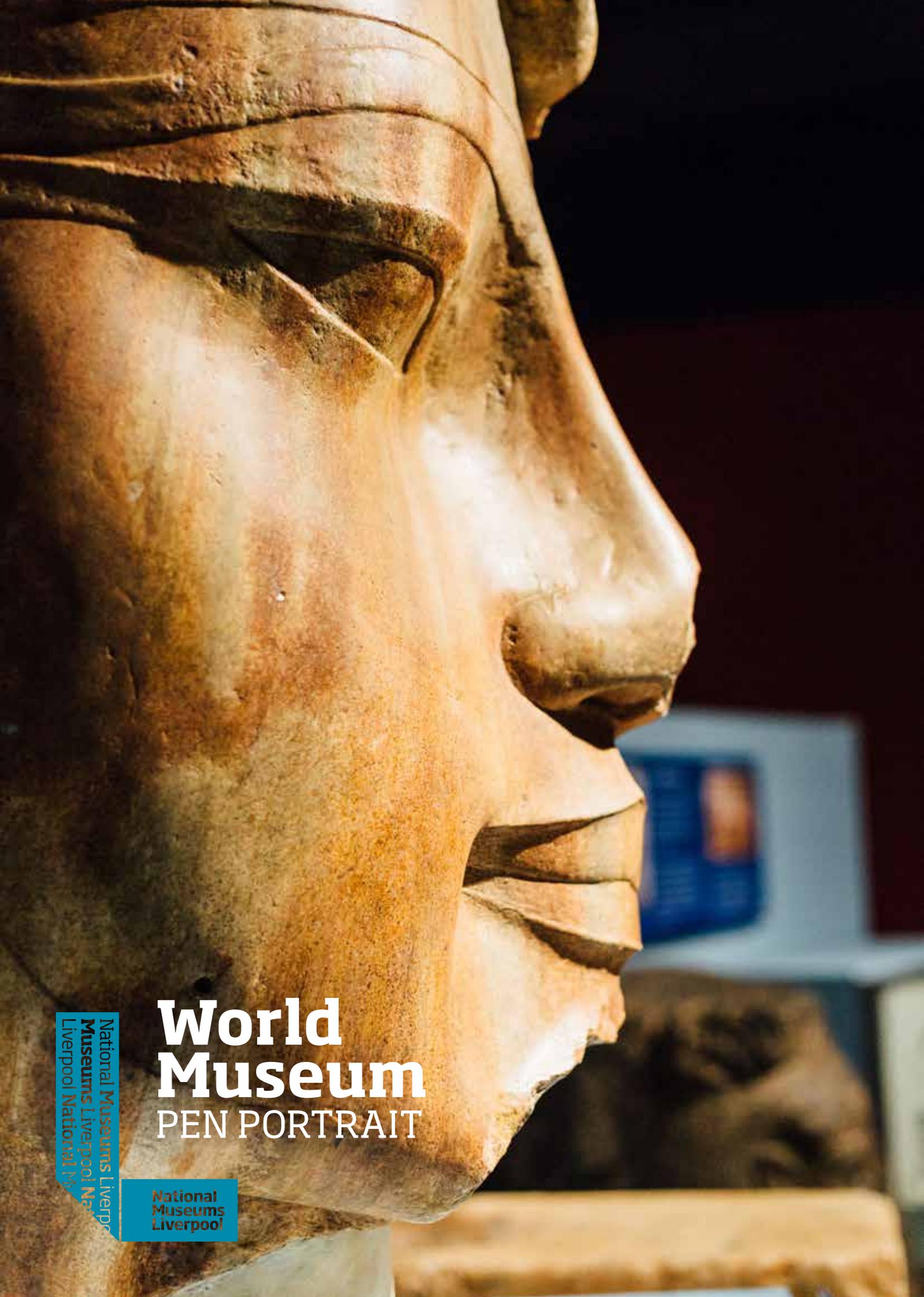
- Run the Art & Activism education strand monthly to build stretch audiences issue.
- Have combined tickets for charging shows (e.g. at WM and WAG).
- Add related shop product recommendations to the audio guide, e.g. relevant books.
- Give more advance exhibition programme to Development to assist targeting sponsors.
- Grow the Walker as a Brand, both locally through its outreach programmes and nationally and internationally through things like its touring exhibitions and its curation of artistic programmes at major events such as FRIEZE art fair.
- Post-flyover coming down, think about the public realm behind the Walker and how it connects to what will be the new North-side cityscape.
- Start discussions with Liverpool City Council, Liverpool Biennial, St George's Quarter and English Heritage to create a cultural and public art realm at the top end of William Brown Street, incorporating the Walker's exterior and the empty plinths around the Steble Fountain.

LONG-TERM VISION

- Extend and refurbish the Walker to incorporate County Sessions House.
- Refurbish and develop County Sessions House.
- Work with Liverpool City Council to create an accessible but secure link

between the Walker and Liverpool Central Library.

- Make the Walker's entire collection digitally accessible.
- All the objects on display to have received required conservation treatment, and a rolling programme of work for those in store to facilitate display.
- Low-reflective glass for all paintings requiring glazing.



World Museum

PEN PORTRAIT

National Museums Liverpool
Museums Liverpool National
Liverpool National Museums

National
Museums
Liverpool

WORLD MUSEUM

IS ONE OF THE MOST SPECTACULAR AND ENGAGING BROAD-RANGING MUSEUMS.

WE EXPLORE OUR NATURAL AND HUMAN WORLD, FROM THE SEAS TO THE STARS. **BY 2030 IT WILL ATTRACT 900,000 VISITORS ANNUALLY.**

VENUE VISION

World Museum is a place where visitors connect with collections in ways that are meaningful to them. Our displays are thrilling, challenging, visually exciting, and vibrant. Our museum is a contemporary melting pot for ideas. We engage with world issues. We are forward looking. Through respectful participation, different perspectives and voices are heard. We challenge and are challenged; we educate and are educated by our visitors; we inspire and are inspired, in turn. We are always exploring ways to make our encyclopedic collection relevant in an ever-changing world.

Research is at the heart of all our activity and it continues to provide clear benefits for the arts, culture and heritage sectors as well as wider public.

A coherent approach has been developed within World Museum to create new interdisciplinary displays with strong messages. We always use a storytelling approach so that broad themes and ideas are explored through our collections. There is space for those who want to explore and engage more deeply. We provide different ways of interacting and accessing our collections; physically and through digital platforms. Our special exhibitions draw big audiences.

Our museum has spaces that are flexible, where we can respond quickly to global issues and explore the future. We have more than doubled income generation

through improved facilities and by taking advantage of the unique offer at World Museum. We work in partnership with other organisations to deliver a range of issue-based programmes.

We are exploring our building infrastructure so that it copes with the volume of visitors and protects collections. We are fully accessible and work in partnership with stakeholders so that all needs are met. We make full use of technology to enhance the experience of all of our visitors. We provide a special safe space for younger children to play and learn and for parents to relax and socialise. We use our collections to engage all parts of the community through outreach, targeted programmes, digital, partnership and co-curation projects.

Our workforce reflects society and we are an attractive employment choice. We are part of a thriving museum and academic network locally, nationally and internationally and we are a key player in developing new approaches to museum thinking and practice. We are a leader, not a follower.

Visitors are delighted to support our work through donations and membership. They know that spending money in our café and shop, and our other commercial activities, enables us to deliver memorable experiences for all.

AUDIENCE

Core

Our top performing visitor profiles are:

- Visitors from Liverpool
- Visitors aged under 16yrs
- Visitors from UK
- Visitors from North West
- Primary KS1 & KS2 (5 – 11yrs)

Stretch

Our audience development and growth priorities are:

- Visitors Overseas

- BAME
- Non-Visiting Primary KS1 & KS2 (5 – 11yrs) from Liverpool City Region

SHORT TO MEDIUM-TERM VISION

We will bring all parts of World Museum up to the standard that we would expect from a major attraction in Liverpool. We will improve the branding of World Museum on William Brown Street, so that visitors know who we are and what we offer in the venue.

Digital signage will provide a more unified approach to messaging within venue and from the moment that the visitor steps through the entrance, they will know that they are visiting a venue which is clean and well maintained and have confidence in the quality of the offer. There is no part of the Museum which looks uncared for or shabby, public facilities and displays are to a consistently high standard.

There are spaces where our audiences actively participate in conversations about collections and contemporary issues.

The Aquarium and Planetarium have been updated and are flexible spaces, with the potential for creative programming and income generation. World Cultures Gallery is completed, and the classical collections are on display. Fourth and fifth floor displays have been improved and their content updated (we are planning for the long-term vision). The interactive centres are inviting and exciting but run on a sustainable model.

We will undertake a venue development plan to scope out future improvements of the museum for 2030 and beyond.

LONG-TERM VISION

The lifts have been replaced. There are new facilities for schools and groups, which address visitor flow issues within the whole building. With the potential of a stack on the back, we would have a separate entrance and suite of rooms and facilities for schools and adult groups for learners of

all ages to engage with collections.

The top two floors of World Museum have been redeveloped, including new displays, with an architectural solution to capitalise on the spaces and the panoramic view of Liverpool looking beyond the city. The existing displays on both floors replaced.

We have a separate, flexible large-scale exhibitions suite capable of staging in-house and loan exhibitions which meets industry standards for loans and exhibitions. The Lower Horseshoe Gallery has a long-term plan and programme that makes effective use of the space which includes displaying classical collections, exciting commercial activity and exhibitions.

We also have flexible interactive pod spaces which enable us to respond to contemporary issues quickly and flexibly and where the public can interact/ challenge and become an active participant in debates.

The Bug House has been updated so that the animals are more visible (larger windows, cameras, magnification) with improved visitor flow, a permanent education demonstration space and updated interpretation highlighting global issues but can also be used for commercial purposes.

There are social spaces for visitors with the flexibility where we can focus on programmes and activities for a range of visitors. To build on our core family audience, including a safe and sustainable educational play area, with the potential for income generation.

The Treasure House Theatre has an updated infrastructure and increased accessibility to allow greater flexibility in the offer, including immersive and interactive shows.

We make intelligent use of digital throughout the museum; innovative technology and jaw-dropping content that extends and amplifies current/ future issues, all enhancing the visitor experience, and recognised worldwide for its excellence.

We maximise storage space for Vertebrate Zoology, Botany and Entomology collections with the use of compactor racking.



House of Memories

PEN PORTRAIT

National Museums Liverpool
Museums Liverpool Na
Liverpool National Mu

National
Museums
Liverpool

HOUSE OF MEMORIES IS KNOWN NATIONALLY AND INTERNATIONALLY AS THE CENTRE OF EXCELLENCE FOR ELDER CARE; CHANGING CARE THROUGH CULTURE.

BY 2030 IT WILL ENGAGE WITH 40,000
PEOPLE ANNUALLY.

VISION

House of Memories Care Academy (HMCA) is known as a cultural leader for research and development for all aspects of living well for adults in later years. It is a ground-breaking museum education programme, delivered in partnership and collaboration with cross government departments; private, public health and social care providers; and UK and international museum and cultural sector providers.

HMCA works at a UK strategic level on national partnerships with the Quality Care Commission, Department of Education, Skills and Employment, Department of Health and DCMS and influences and effects change in the elder care sector. HMCA also works closely with the British Council to strategically target international audiences and invite them to view, learn and buy the resources and programmes that are created. HMCA exports its expertise to countries looking to effect change with their own elderly population, thus extending the global reach of the NML brand and use of the House of Memories programme.

HMCA provides elderly 'culture care' provision within the Liverpool City Region and across the UK and is recognised as a national research and training portal through its annual programme of digitally focused, creative, cultural intervention for older people (including people living with dementia). In Liverpool, an elder day centre is open seven days per week to cater for ALL elderly focusing on education, health and well-being, loneliness and isolation,

and has become the local conduit for social prescribing. The centre is a much-required resource for the sandwich generation who are trying to juggle work, family and caring for elderly relatives. There has been a shift in emphasis from raising awareness to promoting wellbeing and the prevention of decline in older people by tackling social isolation.

Research is at the heart of all our activity and it continues to provide clear benefits for the arts, culture and heritage sectors as well as wider public.

AUDIENCE

Core

- UK people 60yrs + living with dementia
- Professional carers
- Family carers
- International museum and health care providers (USA and Asia)

Stretch

- Business to Business health sector collaborations
- Intergenerational families
- Schools
- Government integrated healthcare providers and researchers
- International museum and health care providers (Europe)

SHORT TO MEDIUM-TERM VISION

HMCA provides a range of activity that includes:

- an inter-age play center available for the elderly to interact with younger generations and share their knowledge and memories and return to play.
- an immersive museum community resource to enable

shared cultures.

- a research hub for training exchange and impact evaluation with education partners and universities who lead in studies comprising Museum Studies, Elder Care programmes, Museum artefacts, Health Sciences and Aging Issues within Aging Environments. Masters and PHD Students base their findings on the usage within the academy via its diverse and challenging programmes and work collaboratively within the research hub. UK Clinical Commissioning Groups and health workers see HMCA as a library to access and utilise research findings and resources to take back into the community.
- training programmes developed for care professionals, agencies and corporates as the growing elderly demographic increases.

HMCA achieves regular government and public sector acknowledgement through research and grant funding, national awards and support, and NML is recognised by DCMS as an exemplar of national museum leadership and innovation.

LONG-TERM VISION

House of Memories core training programme is delivered by external providers across the UK, with a strong link to HMCA as the founder. A cure for dementia is on the horizon but is not widely available. Understanding about dementia has risen across the population but there is still a need to educate people about the best way to support those living with it, in addition to how best to support caregivers.

HMCA operates as an independent arm within NML, supported by internal governance, finance and strategic development provision. HMCA cost structure benefits from economies of scale by planning and selling the training programme via a pre-populated calendar of training. Annual funding is received from Universities and Foundations such as the Wellcome Trust and a blended funded model from the strategic national partnerships is in place to implement strategy and growth. For example, the centre receives paid access for curricular learning via DfES technical qualifications for health and social care providing access to valuable learning opportunities for students entering the health and social care sector.