

Strategy for the Florence Nightingale Museum 2012-2017 (Reviewed February 2014)

Executive Summary

Since its foundation in 1989, the Florence Nightingale Museum (FNM) has established itself as a successful and viable independent public museum that promotes an understanding and appreciation of Florence Nightingale's legacy and its continuing influence on nursing and people's health.

The museum is a popular destination for both Londoners and tourists, it has a vibrant schools programme, a reputation for creative projects with the local community and is a key part of the heritage of St Thomas' Hospital. A major refurbishment of the museum in 2009-2010 means that the collection is now displayed in a way that is innovative, accessible and beautifully designed. The publicity surrounding the 2010 centenary celebrations of Nightingale's death ensured that her profile is higher than ever, and this press interest has continued with successful in-house exhibitions such as *BONE* (summer 2012) and *Workhouse – Segregated Lives* (spring 2013).

The Trustees of the Florence Nightingale Museum are committed to building on this record of success. This strategy will guide the museum through a crucial stage in its development over the next five years, ensuring that the museum not only remains sustainable, but can continue to evolve in order to meet its core charitable objectives.

In order to achieve this ambition, our strategy identifies eight key aims:

- **To secure a long-term location to allow us to meet our aims, and provide a platform for growth**
- **To continue to be a financially sustainable and self-funding organisation**
- **To increase unrestricted funds through an audience-specific marketing plan**
- **To create an enjoyable, inspiring and enlightening experience for our visitors**
- **To provide an active and innovative events and learning programme**
- **To increase access to our unique collections**
- **To be a centre for research in the history of nursing**
- **To value the development and effective management of staff and volunteers**

Each of these aims will be achieved through a series of strategic objectives that will inform our work over the next five years. As part of our strategic planning, we have consulted with key stakeholders to ensure a strong, shared vision for the museum, and the Trustees are grateful to external colleagues who have commented extensively on this document.

Background

The Florence Nightingale Museum celebrates the life and work of the best known figure in nursing history. Located within St Thomas' Hospital, the museum was opened in 1989 and now forms a key part of London's medical heritage. The collection consists of personal material associated with Florence Nightingale, items relating to the Crimean War and nursing artefacts. The museum archives include approximately 800 letters from Florence Nightingale and an important rare book collection of 284 titles. The Museum is managed by the Florence Nightingale Museum Trust, a company limited by guarantee (no. 2246583) and registered with the Charity Commission (no. 299576). In 2010 the Museum gained Accreditation from the Museums, Libraries and Archives Council, and due to be renewed in the autumn of 2014.

Recent achievements

A major grant for the forthcoming First World War centenary has been awarded to the museum by the Heritage Lottery Fund, the V&A Purchase Grant Fund and the Guy's and St Thomas' Charity. The Digitisation of Nightingale's Letters project was completed in March 2013, and this project is broadening with the help of an important new international partnership with the Howard Gotlieb Center at Boston University. Internal evaluation of the museum in autumn 2012 demonstrated high level of satisfaction among our users, with over 94% of visitors rating their overall experience as 'excellent' or 'good'.

Situation Review

Reputation

The museum benefits from strong name recognition from the general public. It is regarded with affection and a strong sense of ownership by Guy's and St Thomas' Foundation Trust (GSTT) – especially within St Thomas' Hospital – and by the nursing community, especially those associated with the former Florence Nightingale School of Nursing. The museum has also established a sound reputation with key funders, such as the Wellcome Trust and the Guy's and St Thomas' Charity.

To build on this success, we want to capitalise on our reputation to create mutually beneficial partnerships, for example through corporate sponsorship, the development of our membership scheme, building our volunteer team, and creating new links with those involved in nurse and midwifery training. Key potential partners include Kings Health Partners, The Old Operating Theatre, The Gordon Museum, London South Bank University (LSBU), Guy's and St Thomas' Charity, the Wellcome Trust, the Nightingale Foundation and the Nightingale Fellowship.

Location

The museum profits from a central location on London's busy Southbank, on the river opposite the Palace of Westminster. The museum is located in St Thomas' Hospital under a ten year lease arrangement. However, the museum does not have a long-term assured tenancy and does not have the benefit of a clearly visible 'front door'. The potential advantages of a new location for the museum were both recognised and actively encouraged by the Wellcome Trust as part of the funding agreement for the 2009-10 refurbishment, although it is recognised that a move from the Guy's and St Thomas' estate may represent too big a break from the museum's history.

A strategic objective for the Board is therefore to identify a long-term location for the museum which offers greater security of tenure and greater potential for expanding our visitor offer. The location for the museum continues to be on the GSTT Estates strategy, as external consultation for this document confirms. A key opportunity for the future may be to work more closely with the two medical museums¹ connected with Kings Health Partners, an idea that is welcomed as having clear potential by external consultation at Kings College London.

Audiences

The total number of visits in 2013/14 was 47,195. Of this, school groups made an average 18,000 visits per year mainly Key Stage 1 (aged 5-6 years.). As well as formal learning groups, we have informal ones, for example talks, workshops or drop in activities. Group visits from the UK come largely from retired interest groups such as local history societies or the University of the Third Age, whereas overseas group visits are generally students. 99% of all visitors say that they would recommend the museum to a friend.

¹ The Old Operating Theatre and The Gordon Museum.

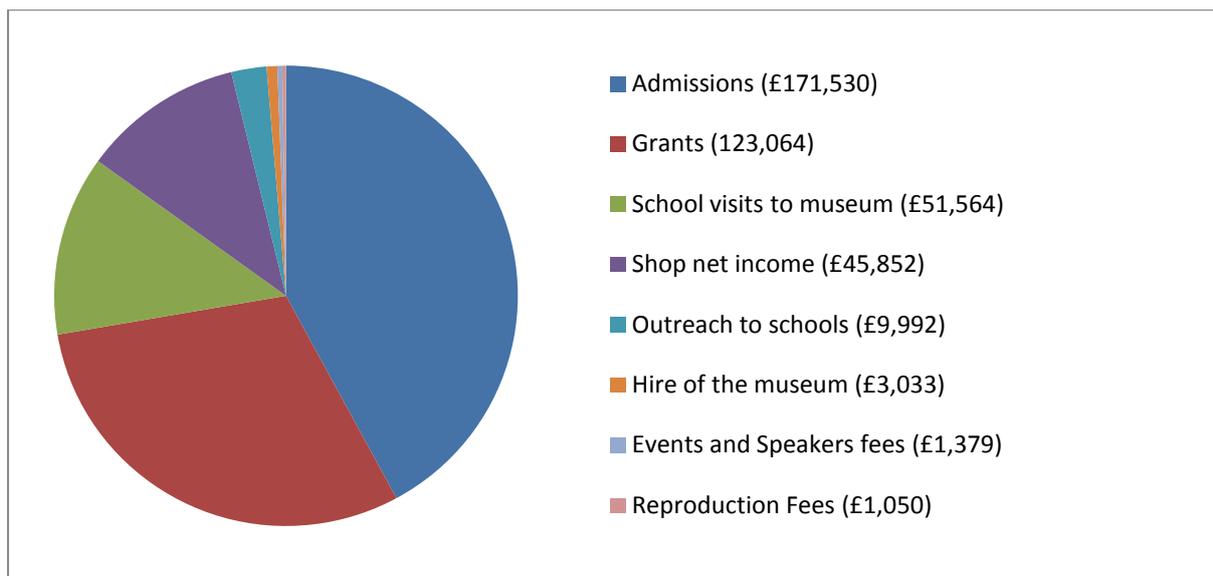
Of the non-school, general visitors, 56% are from the UK, 17% from Europe and 27% from the rest of the world. The ratio of UK visitors to overseas visitors varies over the year, with summer showing more overseas visitors. General visitors are predominantly female (68%) with a considerable emphasis on student or retired nurses (from a sample of 122 visitors taken in 2012, 64 were student, current or retired nurses) plus practising medical staff, medical students and those retired from the medical profession.

Engagement with the local community is largely through learning sessions, frequently in partnership with Lambeth Council. The Youth Forum plays an active part in museum activities, and they are currently contributing to our First World War nursing programme for the First World War centenary.

We aim to increase visits from staff, patients and visitors to Guy’s and St Thomas’ Hospital Trust, and to engage more fully with the academic community, especially for medical history and current healthcare research. Due to the current changes to the National Curriculum, we are consulting with schools to develop our current programme to include an element on Edith Cavell and nursing in the First World War.

Business and operations

The museum has no endowed funds and receives no recurrent grant-in-aid. Ensuring the museum remains self-supporting in terms of revenue must therefore underpin our future strategy. In 2012-13 museum income (excluding project grants and capital costs) was £285,388, against expenditure of £273,801. The museum remains sensitive to any drop in general admissions and school visits: diversifying our audiences and activities (and thus our main income streams) is therefore a key driver for many of our strategic objectives. The museum is professionally managed by a team of eight paid staff. The commitment and enthusiasm of our staff is reflected in feedback from visitors. A commitment to staff development and the use of volunteers to enhance the visitor experience will be essential to our continued success.



Primary sources of income 2014/15

Strategic Objectives 2014/15

To secure a long-term location to allow us to meet our key aims, and provide a platform for growth

Objectives:

1. Prepare a costed business case for expansion that meets the museum and stakeholder's needs (By June 2014)
2. Develop an action plan to progress plans for expansion (by June 2014)

To continue to be a financially sustainable and self-funding organisation

Objectives:

1. To grow visitor numbers to 49,000 per year (an increase of 5% by end 2014/15).
2. To ensure that the museum plans for an annual surplus of at least £20,000 per annum
3. Improve Gift Aid income from admission fees by maximising claims method (by May 2014)
4. To ensure that net shop spend per visitor, including schools groups, reaches £2.30 per head (by 2014/15)
5. Scope potential for developing the Patrons scheme into an American Friends organisation to encourage membership and donations (scoping completed by Dec 2014)

To increase unrestricted funds through an audience-specific marketing plan

- Develop audience-specific marketing programme with actions to be implemented throughout the year (April 2014)
- Implement actions on Social Media strategy to improve online engagement with virtual audience (three actions implemented by March 2015)
- Offer at least three voucher offers and one events loyalty card (by year end)
- Promote the museum as a venue for filming and evening and daytime hire, increasing hire income by 20% (by March 2015)
- Develop at least one marketing affiliate with a view to offering special joint discounts (by December 2014)

To ensure that each visitor has an enjoyable, inspiring and enlightening experience at the museum

Objectives:

1. Consult with our key audiences to identify the potential for a broader focus of the museum's remit /subject (by end 2014/15)

2. Make available online and in the gallery at least 20 foreign language translations for our key audiences (by end 2014/15)
3. To undertake and publish further visitor satisfaction analysis with a net promoter score (by end 2014/15) with the following measures of success:
 - o at least 95% of visitors rate their overall experience as excellent or good
 - o at least 60% repeat visitors to exhibitions and/or events
 - o at least 95% visitors willing to recommend the museum to others

To provide an active learning and innovative adult events programme

Objectives:

1. Create an exhibition and engagement programme around nursing and Light Therapy (launch March 2015)
2. Create new resources to meet the new National Curriculum in Key Stage 1 to include Edith Cavell (launch September 2014)
3. Work with Kings College, London and London South Bank University Nursing Schools to develop mutually beneficial schemes to:

o Contribute to development and training of nursing and midwifery students by recruiting at least two student explainers to work as volunteers (October 2014)

o Develop and continue programme to help to raise the aspirations of 16-18 year olds in the local community (programme evaluated by October 2014)

4. Organise a joint event with the Cavell Nurses Trust (Sept 2015)

To improve access to our unique collections

Objectives:

1. Improve access to the collection through the online catalogue, with all material listed online by end 2015
2. Promote an active loans programme and make three high profile loans per year, especially of stored collection (by end 2015)
3. Create two paid internships for explainers to work in the gallery for special exhibition (autumn 2014)

To be a centre for research in history of nursing

Objectives:

1. Contribute to one major academic partnership e.g. Arts and Humanities Research Council application per year (partnership for 2014/15 with Nottingham University to promote Nightingale's Derbyshire)

2. Conclude FNM's leading role in Digitising Nightingale's correspondence with a major international symposium (May 2014).
3. Use the temporary display space for an annual display showcasing current or historical research related to our collections with key partners such as Kings Health Partners (March 2014 - exhibition to include historic research from Imperial College).
4. Ensure active membership of all relevant nursing history forums to promote FNM research resources.

To value the development and effective management of staff and volunteers

Objectives:

1. Ensure staff development is embedded within workplans and targets and that all staff have annual appraisals (on-going)
2. Ensure that all staff take an active and informed role in the museum, and feel a part of the medical museums in London community (on-going)
3. Create an internship programme to enable two short-term volunteers per year to contribute to curatorial and learning projects

Date agreed: February 2014

Date For Review: February 2015