



Museum Development North West

2015-18 Report



Supported using public funding by

**ARTS COUNCIL
ENGLAND**

Report on Museum Development North West programme of activity 2015-18

Contents

Introduction	3
Impact of Museum Development North West	4
Goal 1	
Excellence is thriving and celebrated in museums	8
Goal 2	
More people experience and are inspired by museums	13
Goal 3	
Museums are sustainable, resilient and innovative	18
Goal 4	
Leadership and workforce in museums are diverse and highly skilled	25
Goal 5	
Every child and young person has the opportunity to experience the richness and inspiration of museums	29
Sustainable Improvement Fund	32

Introduction

'Our vision is a strong, agile and diverse museum sector in the North West, which is embedded in local culture and responds to local community needs as well as supporting cultural tourism to benefit local economies and engagement with collective histories.' MDNW Business Plan, 2018

From 2015 to 2018 Museum Development North West (MDNW) has been funded by Arts Council England (ACE) through its Museum Development programme. Our work in 2015-18 has been a continuation of the 2012-15 programme, also funded by ACE.

The Museum Development programme in the North West is run by the MDNW team on behalf of the two Major Partner Museums in the region - the Manchester Partnership (Manchester Art Gallery, Manchester Museum, The Whitworth) and the Cumbria Museum Consortium (Lakeland Arts comprising Abbot Hall, Museum of Lakeland Life and Industry and Blackwell, the Arts & Crafts House; Wordsworth Trust; and Tullie House Museum & Art Gallery).

The significant roles of MDNW are to:

- Assess real priorities for the sector
- Identify barriers that prevent raising performance of the sector
- Build capacity and resources for those museums that can attain excellence in meeting the particular and diverse needs of the community they serve
- Provide regional leadership and act as 'first responders'

This is achieved through:

- Identifying where to direct support through knowledge of the sector
- Building trust and personal relationships through face-to-face meetings, such as site visits, with key personnel
- Targeting funding, resources and governance development in ways that set 'staging posts' for museums to improve their offer

Impact of Museum Development North West

Museum Development capacity and delivery

Since autumn 2013 the MDNW team has comprised three key posts with temporary additional capacity:

- Two regional Museum Development Officers (MDOs) with a broad remit, to be the first point of contact for museums, to be the 'ear to the ground' to pick up on any development and organisational issues, for individual museums or across the sector, and in response to plan, adapt and deliver the MDNW programme with the Sector Development Officer
- MDO (South) has also taken on the role of Accreditation Adviser since April 2015. Additional funding granted to MDNW for the role has been used to add capacity in other areas of the programme
- A Sector Development Officer focused on workforce, skills sharing and network development, also coordinates the wider MDNW activity programme with the MDOs. From April 2018 this role will be retitled Museum Development Officer (Workforce & Skills)
- In 2015-16 we employed an additional MDO specialising in audience development, to devise and run our 'Knowing Your Audiences' programme. This post was funded by backfilling one MDO post whilst she doubled up as the Accreditation Adviser
- From October 2015 to March 2017 Sam Long worked as our Project Support Assistant, working on events and communication. External apprenticeship funding was secured for the first 12 months of Sam's post; we retained him for a further six months using Accreditation backfill funding, as above

Directors from the Manchester Partnership and Cumbria Museum Consortium manage the programme, with alternate monthly meetings, and quarterly contact meetings with ACE's Relationship Manager.

Communication

The MDNW blog is the main way of communicating with the North West museums sector. All information is published on the blog; anyone signed up to it receives an email with the latest posts, and updates are fed through to the Twitter feed. The blog has information on training opportunities, job opportunities, publications, MDNW's Sustainable Improvement Fund, information and contact details of the team, sources of funding, regional and national news and case studies.

In 2017-18 MDNW saw an average of **4,566** visits per month to the blog, up from 2,302 reported in 2014-15. In March 2018 we had a total of **3,194** followers, up from 1,560 in March 2015. The blog is updated regularly and to date we have published over **2,200 posts**. The Twitter feed is also popular with **2,154** followers in March 2018. Twitter allows MDNW to share information quickly.

Museum Development support

The MDNW team has provided support and advice to museums across the North West reflecting individual and area needs. Our aim has been to help museums to become resilient in challenging times through promoting excellence, innovation, partnerships and organisational sustainability.

The team's time is split between face-to-face contact with museums across the North West, continuing support through email and phone, attending meetings with other partners and developing and delivering programmes of work to support organisations and the workforce. In 2015-18, Museum Development Officers and the Sector Development Officer carried out **51** site visits and attended **596** meetings.

The Museum Development team attend subregional forums and networks; these are an important channel through which to convey and obtain information. Geographical forums and networks include Greater Manchester Museums Group, the HiDDEN network, Museums of Cheshire, Cumbria Museum Directors' Group and Lancashire Museums Forum.

We have worked with the national Museum Development Network (MDN), Museums Association (MA), subject specialist networks, national museums and Major Partner Museums (MPMs) and other sector support organisations to coordinate programmes of support and skills sharing:

- MPM expert staff have led and contributed to our training programmes
- Collections Trust and MDNW developed and delivered a documentation backlog support programme called 'What's In Store?'
- The British Museum developed the 'Getting Loan Ready Programme'
- Regular contact with Museum Development teams in Yorkshire and North East; funding fair and Collections & the Law conference held jointly, we have launched a joint volunteer pass across Northern England
- Money & Medals Network has supported the numismatics programme
- MDNW worked with Culture24 on its digital collections programme
- MDNW worked alongside the MA and ACE to develop the 'Museums Facing Closure: Legal And Ethical Issues' guidance for the sector

Impact of MDNW

In 2016 we commissioned an evaluation report on MDNW's programme of work from 2012 to date. Robert Meadows, an independent evaluator who had carried out initial evaluation on the programme in 2014, spoke to a number of individuals across the sector, regionally and nationally. Some of his key findings were:

- The programme has a clear vision
- The MDNW team is a highly effective one in all aspects
- MDNW gives strategic advice that is valued by the sector
- There is clarity in the relationship between the programme and ACE goals
- The blog is considered by the sector to be a valuable source of information
- The Sustainable Improvement Fund is a valuable source of support for making small but significant changes and transformations
- There was universal praise for the quality of Accreditation support provided by MDNW
- The training courses provided are relevant to the sector
- At a time when museums are facing the threat of closure and where the number of trained museum professionals is reducing, the professional support that MDNW provided is considered by the sector to be "crucial"
- Regional clusters are well- supported by MDNW
- In the opinion of those who work with museum development across the country on national initiatives MDNW is, *"One of the most 'with it' teams in the country"*, *"The relationship is more profitable than in any other part of the country"*

Source: *'Evaluation of the work of Museum Development North West'*, Robert Meadows, May 2016

Feedback gathered from the evaluation informed the development of the 2018-22 plans.

Outside of our core remit the MDNW team have also contributed to work which supports and demonstrates our own values:

- Staff have helped facilitate the University of Manchester's Ethical Grand Challenges programme which provides every Manchester University undergraduate with the opportunity to confront key challenges concerning sustainability, social justice and workplace ethics
- A member of the MDNW team is a mentor for the Girls' Network (see goal 5)
- We have been on the judging panel of the inaugural Heritage Awards for Cornwall, supporting our counterparts in Cornwall
- We have worked with Locality, a national network of community-led organisations and associate members which works to inspire and empower local communities to change and improve

2018-22 plans

- From April 2018 the funding lead for the MDNW programme will be the University of Manchester rather than Manchester City Council
- Our blog will be reviewed to make sure it is still up to date with information readily accessible
- Places on our workshops will not always be allocated on a first-come, first-served basis. Priority will be given to staff and volunteers from Accredited museums and those officially working towards Accreditation which are not National Portfolio Organisations (NPOs) or national museums
- MDNW is introducing a charge for delegates who book a place and do not attend, bringing us in line with some other Museum Development providers
- A new logo will be used from April 2018. Different colour ways will make it easier to see into which ACE goal different strands of the programme fit
- By May 2018 we will be GDPR compliant; this will affect how we collect and use data, especially from running workshops
- More of the MDNW programme than before will be delivered in partnership with organisations inside and outside of the museum sector, and beyond the North West region, rather than directly by MDNW staff

Goal 1 - Excellence is thriving and celebrated in museums

Excellence around care and support of collections

Numismatics

In 2015-18 we partnered with the Money & Medals Network (MMN) at the British Museum to continue the work we had started in 2013 to address the lack of specialist expertise in numismatics. We held another two training days and a two-day conference at National Museums Liverpool, all in partnership with the MMN. We also funded Matthew Ball, a numismatic specialist, to carry out collections reviews at four North West museums, as well as providing funding for the museums to implement some of the recommendations of the reviews. The work done with numismatic collections in the North West features in an exhibition at the British Museum, opening in March 2018. We will shortly be publishing a document detailing all the work done with numismatic collections in the region in recent years.

Industrial heritage

Between 2014 and 2017 we ran nine workshops in partnership with the Industrial Heritage Support Officer (IHSO) at Historic England. The workshops were for museums and heritage sites with industrial collections and buildings, with training on subjects as diverse as asset transfer, marketing and working with volunteers. 89 individuals are signed up to a shared Dropbox and subscribe to an email group, which supports the collaboration and support of the network members.

We are currently working with a small group of industrial heritage sites to develop plans for network meetings and themes going forward.

Natural sciences

Between 2013 and 2015 Manchester Museum staff carried out a number of collections reviews of natural science collections and also produced '7 Million Wonders' advocacy document.

With additional MDNW funding the 'Refloating the Ark' national conference was held in Manchester in 2015, and MDNW funding also contributed towards the World Symposium on Climate Change Communication in 2017, organised by

Manchester Museum in partnership with Manchester Metropolitan University. The conference gave opportunities for organisations around the world to learn about approaches to using natural heritage collections in the North West, and to build partnerships with heritage professionals worldwide and with non-museum partners.

The collections reviews carried out in the first phase of work will form the basis of further support for geology, botany and entomology collections from 2018.

Collections specialisms programme

In 2017 we held a series of taster workshops on different collections – human remains, textiles, manuscripts, ethnography, and geology, botany and entomology. We used these workshops to gauge interest in, and the need for, further in-depth support for two of these collections from 2018 onwards. 54 delegates from 25 museums attended in total; delegates' feedback has helped to determine which collections will receive additional support.

'The curators did a fantastic job! They had all levels to pitch it and a lot of material to get through... I thought the curators came across as very "down to earth" and approachable, willing to help. Thank you!'

Museums and the Law

We followed up our first Collections and the Law conference from 2014 with a Museums and the Law conference in 2017 focusing on wider legal issues museums face. The conference was a precursor to a more detailed programme of workshops run in autumn 2017 on copyright, General Data Protection Regulations, acquisitions and disposals and the law, and the role of trustees.

Working with Collections Trust

In 2016-17 Collections Trust launched an offer to each regional Museum Development team, giving a number of days of support for collections development programmes. The North West was allocated 11 days per year from the Collections Trust Outreach Officer. We used this to run workshops on collections review and rationalisation, and to promote the new Spectrum 5.0 following its review and relaunch in 2017. We also took part in the Spectrum review, sitting on two of its working groups.

In 2017-18, MDNW and Collections Trust piloted our 'What's In Store?' programme, working with eight museums with an Accreditation Area for Improvement in

documentation backlogs to take practical steps to start to address these backlogs. A second programme will be run in 2018. This pilot programme has formed the basis of Collections Trust's 'Banishing the Backlog' strand of work that will be launched in 2018.

Collections at Risk Framework

Prompted by museum closures across the country, including in the North West, MDNW has been working alongside the Heritage Lottery Fund (HLF), ACE and the MA to develop a framework to allow stakeholders to strategically support museums and collections at risk. The framework is due to be finalised in 2018-19.

Arts&Heritage

In 2016-18 we worked with Arts&Heritage on Meeting Point2, an ACE Resilience-funded project to improve museums' skills and confidence in working with contemporary artists by giving them the opportunity to commission site-specific artwork. 10 museums from across the North were selected to participate in this CPD programme with six from the North West.

2018-22 plans

- Run two more collections care & management programmes, revised from the 2014 version
- New programmes of support for ethnography, geology, botany and entomology, acquisitions & disposals and the law
- Continue relationship with the Money & Medals Network, including a medals training day in 2018
- Continue to support the industrial heritage network
- Continue to work with Collections Trust on the 'Banishing Backlogs' programme and other collections support
- Identify Creative Case For Diversity case studies involving collections
- Pilot 'Re:collection' sustainable collections project
- Continue to work with Culture24 on digital collections work

Encouraging national loans

Ready to Borrow

In 2015-18 MDNW administered, on behalf of ACE, three rounds of the Ready to Borrow grant scheme (originally called Small Capital Grants Scheme) to allow museums to improve their buildings and meet Government Indemnity standards, enabling them to borrow significant objects from museums, particularly national and Major Partner Museums. £132,000 was available in each round.

In the first year smaller amounts of funding were awarded to 14 museums for improvements to work towards Government Indemnity standards for future loan applications. In the second and third rounds, nine museums were awarded larger grants to enable them to borrow specific works for exhibitions to open in 2017, 2018 and 2019. Two of the museums awarded funding in 2017 were also successful in their applications to the Art Fund's Weston Loan programme for match funding, and another was one of two North West recipients of the Touring Exhibitions Group's 'Preparing to Borrow' mentoring bursaries.

Getting Loan Ready

In 2016 the British Museum, in collaboration with MDNW, developed and delivered a skills sharing programme to support 11 museums in requesting and borrowing collection material for short and long-term exhibitions and displays.

The programme was made possible with support of HLF and the expert personnel at the British Museum who developed this programme. Specialist staff from across the Manchester Partnership, National Museums Liverpool, National Museums Scotland, the V&A, Science Museum Group, Fitzwilliam Museum and Collections Trust also contributed to the programme. Four of the participating museums made successful bids to the ACE Ready to Borrow grant fund (see above).

2018-22 plans

- Continue to support museums in their ability to borrow national loans through:
 - brokering and supporting partnerships with national museums
 - signposting to funding opportunities e.g. Art Fund Weston Loan scheme
 - helping museums to improve environmental conditions through collections programmes

Accreditation support

Accreditation is the UK standard for museums and galleries endorsed by Arts Council England. In April 2015 MDNW took over the Accreditation technical advice contract to give support to Accredited museums and those officially working towards Accreditation. Technical advice provides guidance based on the content of the Accreditation guidance documents to:

- New applicants and returning participants preparing a return
- Provisionally Accredited museums
- Museums which may require a significant change review

In 2015 a training programme was devised to support museums preparing an Accreditation return; these workshops were scheduled to try to pick up as many of the participating museums as possible, taking into account the variation in numbers of North West museums in each tranche. Until ACE announced a light touch review of the scheme and the regular return cycle was halted, 20 delegates from 13 museums attended one or more of the workshops. An additional workshop was also run several times for museums thinking about applying to the scheme; 25 delegates from 11 museums attended these.

The regular workshop programme stopped when the returns cycle was halted in 2017. In its place, we partnered with Collections Trust to run the 'What's In Store?' programme (see page 9) to support museums specifically with Areas for Improvement (AFI) around documentation backlogs. We have also provided bespoke advice to museums going through the process of closing and have contributed to ACE's review of the Accreditation scheme, encouraging North West museums to also put forward their views.

Although the returns cycle is currently paused, we continue to provide Accreditation support via email or phone, and by supporting the Accreditation mentor scheme. In addition many of the development programmes run by MDNW support museums to achieve or maintain Accreditation, directly or indirectly.

2018-22 plans

- Continue to provide Accreditation technical support
- Work with Museum Development Yorkshire (MDY) and Museum Development North East (MDNE) on joint support for Accreditation mentors
- 100% of museums with a return due will be offered support
- Use AFIs to target museums to take part in development programmes

Goal 2 - More people experience and are inspired by museums

Region-wide audience data development

Viewpoint programme

MDNW inherited the Viewpoint audience data capture programme from Renaissance North West and since then has held the central licence that has enabled more than 60 museums to use the system free of charge. We have supported museums to make the most of the system through training programmes, user guides, access to the manufacturer's technical helpline and a series of 'super users' based throughout the region to assist museums in their locality.

During the lifetime of this programme some museums have used Viewpoint with considerable success – to gain a detailed understanding of their visitors, to work with other museums in joint marketing to targeted audiences and to lever in external funding.

At the beginning of the programme Viewpoint was ground breaking in capturing audience data, but now other systems specifically for arts and culture, such as Audience Finder and Visitor Verdict, are now available and there is also a greater use of more generic survey software such as SurveyMonkey.

It is unsustainable for MDNW to continue to pay for the licence for the Viewpoint programme. In 2017 we commissioned Marge Ainsley, an audience development and evaluation consultant, to carry out a review of the Viewpoint programme. Museums using Viewpoint were consulted on possible future options to continue Viewpoint, plus alternative options.

The outcome of the consultation is that the Viewpoint programme, as a centrally held licence, will cease from 31st March 2018. We have an indication of the alternative methods museums are considering, and will arrange training and support in these. We will incorporate an audience data collection marketplace within our annual funding fair to showcase different systems.

Knowing Your Audiences programme

Our 'Knowing Your Audiences' (KYA) programme emerged through the large number of Areas For Improvement in Section 3, 'Users and their experiences', from museums' Accreditation returns, plus our knowledge from site visits that museums struggle to collect, understand and use this vital data.

We ran a four-day programme looking at the basics of knowing who your audiences are and turning audience knowledge into action. We also produced an accompanying 'Knowing Your Audiences' epublication, available on our blog. 94 delegates from 30 different museums attended. Those who attended all four sessions were offered audience development bursaries to support them in implementing some of the ideas they had formed in the training. One individual took up the offer of a bursary for additional training.

The follow up programme of workshops in 2017-18, 'Engaging Your Audiences', aimed to build on the basic knowledge of audiences from the KYA programme by focussing on practical ways to engage audiences. Three workshops were delivered on common values between museums and visitors and how to communicate organisational values with audiences; interpretive writing to support good communication of information in exhibitions; and enhancing marketing communications and strategies to reach audiences. 58 delegates from 25 different organisations signed up to attend the programme sessions.

2018-22 plans

- Support museums in using at least one form of audience data collection by signposting to current systems available, arrange training for the most popular systems
- Incorporate an audience data collection marketplace within our annual funding fair to showcase different systems
- Work with Audience Agency to help museums get the most out of Audience Finder
- Audience development programme to support strategic audience development and marketing plans
- Support six organisations from the industrial heritage network with local audience engagement projects

Cultural tourism

Cumbria Museum Directors' Group

The newly constituted Cumbria Museum Directors' Group (CMDG) comprises the Directors of the 22 Accredited sites in Cumbria. Their aim is to, 'support and promote the Accredited museums within Cumbria' through collaborative working. MDNW supported CMDG to develop a strategic vision and action plan for 2017 to 2020. A consultant was commissioned by CMDG to support the group to analyse existing data and develop the vision and strategy.

The group made a successful application to our Sustainable Improvement Fund for a project to engage local people and visitors to Cumbria with the theme of women's lives in the county, past and present, working with community groups through the co-creation of exhibitions and events. The project culminated in exhibitions at each site, production of banners in collaboration with a local artist, the Women's Institute and Girl Guides and a parade of the banners in Carlisle scheduled for 2018.

Support for museums affected by flooding

A number of museums across Cumbria have been affected by historical flooding as well as the flooding in 2015 caused by Storms Desmond and Eva. MDNW supported the museums to gain a deeper understanding of current and future risks to enable them to improve the resistance and resilience of their buildings and business, and protect collections for the future.

MDNW commissioned BRE Scotland and Harwell Document Restoration Services to undertake a flood risk and defence review at 20 Accredited museums across Cumbria. The review established current and future risks, taking into consideration climate change projections, and gave museums the chance to review emergency plans and the effectiveness of the area emergency network. Full flood risk assessments were subsequently carried out at four of the museums at high and medium risk of future flooding with each venue receiving a report on resistance and resilience improvements which could be made to mitigate flood risk.

Salvage training was provided for both Cumbrian Museum Directors' Group museums and Greater Manchester Museums Group.

Dippy the Diplodocus on tour

We supported Link4Life and Rochdale Borough Council's successful application to be a host venue for the Natural History Museum's Dippy tour. Dippy will be coming to Number One Riverside in Rochdale in 2020. We have been involved with the initial appointments and planning of the project, and we will continue to support them to make links with museums throughout the North West to increase the visibility and reach of the Dippy project.

'A History of Lancashire in 70 Objects'

In 2016 we brokered a partnership between Lancashire Life magazine and Lancashire Heritage Learning Team for 'A History of Lancashire in 70 Objects' to mark the 70th anniversary of the magazine in 2017. The project celebrated the richness of Lancashire's heritage, showcasing 70 objects from museums within the old county palatine of Lancaster, each object selected in consultation with visitors and local communities. We used a small amount of money to lever in over £50,000 of HLF funding for the project. The evaluation of the project found that it provided a showcase for collections, giving a true 'sense of place' for Lancashire, was a great partnership with an external partner and equality between participants, and provided a model for a large consortium of heritage venues to combine for the benefit of the public and their own resilience.

Liverpool City Region heritage network

The Liverpool City Region heritage network was created in 2016-17 with funding from MDNW. The network is the first time the 23 museums, galleries and heritage attractions outside of Liverpool city centre have worked together. Academics from Liverpool University identified links between collections based on STEM subjects (science, technology, engineering and maths). A paper and downloadable trail, connecting collections and sites, is the first outcome of the network's intention to work together to increase their profile, develop new and existing audiences and connect better with the local community and cultural tourists.

Greater Manchester Museums Group (GMMG) BBC Civilisations theatre

In 2018 GMMG was funded by both MDNW and GMArts for a project to tie in with the BBC's Civilisations TV series and festival exploring thousands of years of visual culture. Its museums worked with a theatre company to produce and perform a piece of promenade theatre at each of the venues, tailored to the collections on display at each museum. The project aimed to provide new ways for families to engage with GMMG's collections, using the BBC's national platform to reach audiences who do not usually take part in museum activities.

2018-22 plans

- Continue supporting cultural tourism projects which encourage museums to work together
- Introduce a new strategic strand of cultural tourism funding for museums creating new high-level strategic partnerships e.g. to meet place-making agenda
- Continue to support museums at risk of flooding through signposting to external funding available to make improvements to flood resilience
- Contribute to Cumbria Museum Consortium's conference in June 2018 on rural leadership
- Work with Link4Life and Rochdale Borough Council on the next phase to bring Dippy to Rochdale
- Promote opportunities for North West museums to get involved in the Great Exhibition of the North

Health & wellbeing

Health & wellbeing programme

In 2016-17 we ran a pilot health & wellbeing programme. The aim was to showcase some of the health & wellbeing work some museums are doing, to support and inspire others to implement similar activities within their programmes. Areas covered included mindfulness, working with people with dementia and their carers, and delivering activities within hospitals. During 2017-18 we worked alongside the National Alliance for Museums, Health & Wellbeing and Museum Development Yorkshire to deliver the 'Museums as Spaces for Wellbeing' programme.

2018-22 plans

- Deliver an Age Friendly Accessibility programme for a cohort of museums using the new ACE-supported Age Friendly Standards as a framework
- Subject to funding, work alongside Paintings in Hospitals to deliver a touring exhibition of museum objects and artist workshops
- Improve visitor services in museums - provide, with MDY & MDNE, an 'In Our Customers' Shoes' programme to develop visitor services teams and improve customer experience
- Support museums to develop and implement equality action plans

Goal 3 - Museums are sustainable, resilient and innovative

Organisational resilience

Funding fair

Since 2013 we have held an annual funding fair, offering museums a chance to speak to a number of funders in one place and to also hear from speakers about case studies and best practice. An evaluation of the event showed that museums particularly valued it for the opportunity to speak face-to-face informally with funders, and for the overview of funding it offered. Since 2016 representatives from national museums have also attended to make links with regional museums. This is the largest event we run and since 2013 has attracted over 240 delegates.

Organisational health and resilience programme

Following on from an Organisational Development programme in 2014-15, we funded external consultancy support for seven museums in Cumbria to provide them with achievable ideas for activity and recommendations to develop organisational resilience and forward plans. The objectives of the programme were to:

- Support the museums with prioritising projects for the activity plan
- Give them the skills and support required to implement the activity plan
- Encourage the museums to look to new ways of working

Retail development programme

The North West was one of the pilot regions for the Association of Cultural Enterprises' ACE Resilience-funded retail development programme. The programme saw 20 museums from across the North West participate with each session looking at different aspects of museum retail.

In 2017 we offered participating museums the opportunity to apply for funding to develop their retail offer. Five museums were successful in receiving funding and used it to focus on retail improvements ranging from a café feasibility study, new guidebook and a retail space refit.

Board development programme

This programme was designed to support museum boards to fulfill their potential through achieving, maintaining and improving strong and effective governance to ensure organisational resilience through in-depth and independent governance assessments by an independent expert consultant. Six Accredited museums across the North West participated in the programme in 2016-17.

Each participating museum was given a report by the consultant with recommendations for development. Follow-up evaluation showed all the museums to have implemented and planned changes following on from the process.

Business skills programme

This programme, run in 2017-18, comprised three strands:

- Seed funding for museums which had taken part in the board development programme in 2016-17 to implement some recommendations of their review
- Bursaries for staff and volunteers to tailor their own CPD in business skills
- Open training programme of workshops on wider business skills e.g. time management

Five boards were funded to implement recommendations and staff and volunteers from eight museums received grants for their CPD. Over 30 people attended the business skills training.

2018-22 plans

- Organisational resilience programme pilot
- Support good governance – signpost the work of the Association of Independent Museums (AIM)
- Provide bespoke support for new and emerging groups
- Continue to run annual funding fair, revising it for 2018 onwards
- From 2019, implement a national business diagnostic tool developed by MDN and ACE
- Continue to support the Retail Development Network

Partnerships

A notable difference in the 2015-18 programme from the 2012-15 programme has been an increase in the number of partnerships forged between MDNW and partners both inside and outside of the region to bring additional support into the North West and to strengthen the existing relationships with the region. Many of these relationships are detailed elsewhere in this report; others are included here.

Capital development network

In 2013 MDNW and HLF established the Capital Development Network, a group of organisations either undertaking or interested in undertaking capital development projects. To date we have run eight events covering topics such as working with architects and fundraising.

Culture24

Culture24, working in partnership with MDNW, has supported 10 museums in the North West to understand how to reach and engage adult audiences and communities of interest with digital content from and about collections. The ACE Resilience-funded programme ran from January 2017 to March 2018.

The aim of the programme was to enable participating museum professionals and volunteers to run digital experiments to understand how to make their content fit for purpose to meet audience needs, and understand better what motivates people to discover and visit museums on and offline.

Association of Independent Museums

In January 2018, AIM held one of its trustee seminars in the region in collaboration with MDNW. 'Review and recruitment for your board' was attended by 16 individuals from 9 organisations. We work closely with AIM and signpost museums to their guidance, resources and funding sources, and make links between their programme offer and museums that could benefit from it.

Culture Now

In 2016 MDNW worked with Museum Development teams in the East Midlands and the South West to establish Culture Now, a network for early to mid-career museum professionals to support them to challenge established thinking on museum practice and to help make changes to the way the sector works.

Culture Now was officially launched at the MA conference in 2017 as part of the Festival of Change programme.

Major Partner Museum contribution to MDNW programme

The success of the MDNW programme relies on the contribution from staff and managers of the Major Partner Museums. In 2016-17 alone, staff from the Manchester Partnership contributed 14 days' of time preparing for and delivering training on our behalf. The training areas covered included collections, audience development, fundraising, volunteer development and health & wellbeing.

2018-22 plans

- MDN will continue to be represented on the Museum Support Organisation Alliance (made up of MD teams, Sector Support Organisations and other groups that provide training/support to museums)
- MDNW will continue to work with ACE funded Sector Support Organisations to enhance programmes and support for North West museums
- Work with existing and new museum National Portfolio Organisations, SSNs and national museums to draw in expertise for skills sharing programmes
- Culture Now will continue to deliver events and networking opportunities across the country

Environmental sustainability

Green Museums programme

In 2015 museums that had taken part in the 2014-15 Green Museums programme were offered bursaries of £500 to implement ideas they had formed from the course. Six projects were funded, ranging from energy efficient equipment to developing a community garden and a family programme of green-themed activities. The 2014-15 Green Museums programme was evaluated in 2015, and the outcome of the evaluation has helped shape MDNW's involvement in the Carbon Literacy project from 2016. Two of the delegates from the Green Museums programme have gone on to become Carbon Literacy trainers to help deliver Carbon Literacy workshops. Case studies of delegates' achievements in the 2014 Green Museums programme are also being used in our Carbon Literacy workshops.

Carbon Literacy project

From the summer of 2016, to coincide with Manchester Museum's Climate Control exhibition, one staff member from MDNW along with one member of Manchester Museum staff delivered Carbon Literacy training to 100 staff and volunteers, resulting in Manchester Museum becoming the first Carbon Literate museum. The Carbon Literacy project aims to give every person who works, lives or studies in Manchester a day of carbon literacy training, as part of Greater Manchester's plan to reduce its carbon footprint by 41% by 2020.

MDNW is taking this project outside of Manchester. In 2017 we delivered Carbon Literacy training to staff from Curious Minds, the Bridge organisation. We also ran our first Carbon Literacy workshop open to North West museums, and are in discussions with other Museum Development teams to deliver it in their regions.

In 2017 a number of staff from museums across the region, from Cumbria to Cheshire, undertook the Carbon Literacy 'train the trainer' course so that we now have a pool of people trained to deliver carbon literacy in their area. From the cohort of seven who were trained in May 2017, the Greater Manchester-based trainers have started to deliver Carbon Literacy workshops to staff at The Whitworth, and we are working with two of the smallest independent museums in the region on their applications to become Carbon Literate museums.

To ensure our work on environmental sustainability is of the highest quality, all of our Carbon Literacy activity meets the Carbon Literacy standard. Our courses have been approved by the Carbon Literacy Trust and we provide evidence to them

that individuals taking part in our workshops have met the standard to receive their certificates. The trainers who deliver the courses have completed Carbon Literacy's 'train the trainer' course. The two original trainers (from MDNW and Manchester Museum) have now delivered the required number of training days to be certified on the second tier of the Carbon Literate Trainer standard (facilitator, trainer, consultant); MDNW hopes to become one of the first organisations to become a Carbon Literacy Training Organisation once the scheme is launched.

U-values guide

In 2016-17 MDNW worked with ARUP to develop a U-values tool and guide to support the museum sector to improve the environmental sustainability of their buildings. The tool was piloted with Greater Manchester Police Museum. It complements the 'Art Gallery and Museum Survival Strategy', published in 2011, in which delegates from the first Green Museums programme contributed their experiences. Both are available to download on the MDNW blog.

Julie's Bicycle

In 2017-18 MDNW joined the steering group for developing the new Museums' Environmental Framework, produced by Julie's Bicycle. It aims to support museums to develop environmental practice, and used alongside their Industry Green Tools to help museums to benchmark and improve their environmental sustainability.

MDNW's carbon footprint

We aim to lead by example and have reduced our own carbon footprint from 2.8 tonnes CO₂e in 2013-14 to **850kg CO₂e** in 2017-18. From 2018 we, alongside all National Portfolio and Sector Support Organisations, will be reporting our environmental impact to ACE using the IG Tools through Julie's Bicycle.

2018-22 plans

- Offer Carbon Literacy across the region, supported by regional trainers
- Bring in additional income by delivering Carbon Literacy out of the region
- MDNW becomes one of the first Carbon Literate Training Organisations
- Work with Manchester Museum to pilot it as a Carbon Literacy Centre
- Begin to measure impact of events on our carbon footprint
- Promote Julie's Bicycle Industry Green tools and Museums' Environmental Framework to support environmental sustainability

- Host a university placement student to support museums to carry out energy audits and calculate carbon footprints to develop a strategy to improve environmental credentials
- New café development programme to look at developing a sustainable café offer in museums

Impact and evaluation

Regional benchmarking survey

In 2016 we carried out our second regional benchmarking survey to Accredited museums to look at changes and trends across the region. The findings are an invaluable source of data, helping to inform our bid to ACE for funding for 2018-22.

Museum Development impact

In 2016 we commissioned an external evaluation of the MDNW programme and impact. See page 6 for a summary of the findings. This helped shape the delivery of the 2016-18 activity plan and the bid to ACE for funding for 2018-22.

From 2018 all Museum Development programmes will report to ACE on nationally-agreed objectives to ensure consistent reporting across the programme. Some of the data required can be generated by us but some will be requested from museums taking part in our development programmes, workshops or receiving funding. From 2019 we will be using a diagnostic tool, currently in development, to assess the impact of Museum Development interventions on museums.

2018-22 plans

- Continue with the benchmarking survey but outsource to national model administered by South West Museum Development
- Benchmarking survey will become an annual survey
- Feedback forms for workshops will follow the nationally agreed MD format
- Development programmes will be targeted at museums with relevant AFIs
- Progress of museums participating in development programmes will be measured through learning needs analysis and evaluation forms
- We will develop a template for museums to provide case studies and final reports from grant-funded activity
- Our programme of activity is aligned with ACE nationally agreed SMART objectives for Museum Development delivery

Goal 4 - Leadership and workforce in museums are diverse and highly skilled

We have provided a full and well-attended workforce development programme across all five goals. Workshops are programmed on an annual basis but we ensure that we are also able to develop sessions based on feedback and requests. We try to spread the sessions across the region to give everyone the opportunity to attend some of the sessions.

In 2016 we swapped paper evaluation forms distributed at the end of a workshop for online feedback. Although we no longer get a 100% return rate on feedback, it does give delegates time to reflect on the workshop they have attended and we believe we are getting more thoughtful, considered opinions which are very useful to us. In 2017, for the first time, we started using waiting lists as a number of our workshops proved to be in high demand.

Open training programme

Workforce development programme

In 2015-18 we ran **108 workshops** for regional museums with tickets allocated to 1,742 delegates, an **average of 16 people per workshop**. However, over the last three years we have seen an increase in no-shows to workshops which now totals 9%. The workshop programme was developed after we undertook a needs analysis exercise using evaluation forms and anecdotal feedback to ensure the programme was of use to the sector.

Feedback from the courses show:

- 90% of delegates agreed that the courses were enjoyable
- 94% of delegates thought the courses were well conceived, well organised, relevant and a good use of time
- 92% felt that the courses were inspiring

'This was the second workshop that I had attended organised by MDNW. It was one of the most enjoyable and productive training sessions that I have attended and was expertly delivered by the trainer. Having only recently moved into the museum sector I am constantly impressed with the quality of the training provided by MDNW and the follow up information.'

Conferences

Since 2012 we have funded 79 places at national and international conferences for first time delegates. Conferences included the Museums Association, AIM, MuseumNext and GEM.

Recipients of conference funding must write a report for our blog.

2018-22 plans

- Continue to run an annual workshop programme open to all staff and volunteers at Accredited museums and those working towards Accreditation
- Review the systems we use to run events to ensure people from Accredited museums and those working towards Accreditation are prioritised in booking places at our events
- Continue to fund places at regional, national and international conferences
- Run a responsive training strand to address current and emerging issues in the sector
- The Museums Basics programme will return to support museum staff and volunteers with essential skills development
- Introduce a discretionary charge of £50 to organisations that sign up to workshops and do not send a representative without giving 48 hours notice

Closed training programmes

Emerging Leaders

A new strand of work for 2015-18 was the Emerging Leaders programme that focussed on the development of leadership skills for museum professionals in their first ten years working in the sector. The first programme was run in 2015-16 and was repeated again in 2016-17 and 2017-18, with 31 delegates in total. The programmes armed participants with skills to manage teams successfully and prepare them to face challenges they may come across on a day-to-day basis.

Knowledge Sharing Fellowships

This programme was delivered in two phases. The first phase comprised a six-month CPD programme for two members of staff in each of the four participating museums where a senior member of staff could help with succession planning.

The second phase was delivered through in-depth support for a museum to undertake a succession planning activity, using an existing framework to focus on the day-to-day management of the museum with comprehensive handover guidance developed in the event of the Curator/Manager's departure.

Share Academy

In early 2017 we worked with Share Academy on an event called MUPI Match that brought together museum professionals and academics for one day. The aim was to broker partnerships between museums and academics, encourage them to develop a project and make a pitch for funding. The day saw the emergence of six new partnership projects.

We were also allocated funding to support the development of more partnerships within the region and these will form part of the university placement programme being delivered in partnership with Curious Minds (see Goal 5).

2018-22 plans

- Our Emerging Leaders programme will continue in 2019-20 and 2021-22
- New development programmes will be run for different career stages – New to the Sector, Middle Management and Succession Planning

Volunteer development and support

SOS (Save Our Skills) volunteer development programme

In 2016-17 the NWFED, in partnership with and funded by MDNW, delivered a pilot training programme for volunteers in North West museums based on consultation carried out prior to the development of the programme.

The aim of the programme was to provide a flexible and accessible series of workshops to meet the specific needs of a cohort of eight volunteers. Six sessions were delivered over five months covering a range of topics from presentation skills to collections management and care.

Museums of Cheshire volunteer development programme

In 2017-18 we funded Museums of Cheshire to develop a programme of CPD opportunities for their volunteers that would help them progress in their careers or to help them to work more effectively in their on-going support of the museums.

North West Volunteer Managers' Network

MDNW partnered with the National Football Museum to establish the North West Volunteer Managers' Network. This quarterly network supports the sharing of best practice between organisations. With the support of MDNW it commissioned training for members to learn new skills to enable them to improve the way they work.

Volunteer Pink Pass

In 2015 MDNW, alongside Museum Development North East, joined Museum Development Yorkshire's 'Pink Pass' scheme. The biggest of its kind in the country, it is a mutually beneficial partnership between participating museums and entitles volunteers to free entry (and/or additional benefits where advertised) at participating museums in the region. The total of participating museums is currently 168 with 41 of those in the North West.

2018-22 plans

- We are committed to the continued participation in the Pink Pass scheme with Museum Development Yorkshire and Museum Development North East
- We will also continue to support the North West Volunteer Managers' Network

Goal 5 - Every child and young person has the opportunity to experience the richness and inspiration of museums

Working in partnership with Curious Minds

We have continued to work with Curious Minds, the Bridge organisation for the North West.

In our 2016 regional benchmarking survey we included a section on Curious Minds to gain a snapshot of their perception by museums and the impact of their work in the sector. The results showed that there is more that we and Curious Minds can do to raise their profile in the region.

We worked with Curious Minds' Young Associates group to undertake a series of mystery shopping exercises so that the museums could gain insight into their offer from a different perspective. The Young Associates drafted reports and made recommendations for the museums and their boards to implement, and funding was offered to the participating museums to implement some of the recommendations.

MDNW sat on the steering group for a report commissioned by Curious Minds which responded to a piece of research carried out by CapeUK on behalf of ACE into formal learning in museums. Whilst the CapeUK research gave a snapshot of formal learning provision in museums in 2016, the subsequent Curious Minds report, 'Making Formal Learning in Museums Sustainable', focused on detailed examples of sustainable practices and new and emerging business models for learning delivery.

SMILE network

Since 2014 we have supported the SMILE network; a series of site-specific events that utilise the great resources of the North West's cultural venues and have a strong practical and interactive element. SMILE has been hosted at a range of locations, including World Museum Liverpool, Museum of Science & Industry, Tatton Park and Chester Zoo.

Kick the Dust

MDNW is a partner with Curious Minds and Youth Focus NW in a HLF-funded 'Kick the Dust' project running until 2022, working with Local Cultural Education Partnerships (LCEP), museums and young people. The programme, named 'Hope Streets', aims to improve the engagement between museums and young people by:

- Ensuring local heritage offers in five different local areas across the North West are relevant to more, and a greater diversity of, young people and continue to build on their needs and interests
- Increasing the ambition, scale and quality of youth engagement with heritage in all five focus areas and more widely across the region
- Encouraging the development of a range of high quality, sustainable work within heritage organisations across the North West
- Developing a portfolio of evidence showing the value of young people's engagement with heritage

University Placements

In 2017-18 we worked alongside Curious Minds to deliver a regional paid University Placement programme. The aim of the programme was to support museums to engage with non-museum or heritage students to showcase the range of roles and opportunities in the sector, whilst benefiting from the diverse skills the students are able to bring. Four museums participated in the programme and MDNW will also take on a student as part of the programme.

Historic England's Heritage Schools pilot

We worked with Prescott Museum and Historic England's Heritage Schools project to pilot a local history resource for teachers using the museum's resources alongside Historic England's archive map collection. Options following on from this pilot will be looked at from 2018.

Girls' Network

In 2017 we had a number of meetings with the Girls' Network, a charity that works to inspire and empower girls from the least advantaged communities by connecting them with a mentor and a network of professional female role models. We are looking to involve museums in the cities in which they currently have bases in the North West (Manchester, Salford and Liverpool) by providing them with contacts to female role models within the museums sector, and using museums as inspirational venues for workshops.

2018-22 plans

- Support more museums to engage with LCEPs
- Work with Kids in Museums to promote their manifesto
- Work with Curious Minds and the Cumbria Museum Consortium to promote the development of a sustainable offer for children and young people
- Carry out a Family Friendly mystery shopper programme
- Continue our support of the SMILE network
- Continue to work with the Girls' Network to provide mentors and inspirational spaces
- Run a sector fair with Museum Development Yorkshire, Museum Development North East and other appropriate partners for students as a showcase to careers in the sector

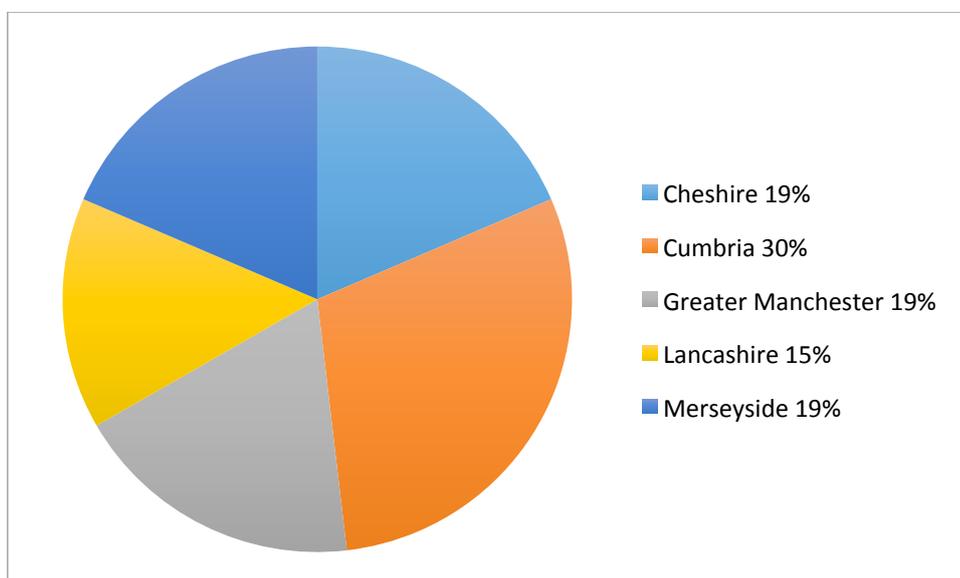
Sustainable Improvement Fund

The Sustainable Improvement Fund has been a major part of the MDNW programme and works across all of ACE's five strategic goals to drive development and deliver sustainability, resilience and innovation in museums in the North West.

The programme has been an opportunity for Accredited museums, and those officially working towards it, to apply for support that enables them to become more resilient through new developments, partnerships and fresh approaches.

In 2015-18 **£126,867** was awarded to **27** projects. This is an average of £4,699 per project, but in reality ranged from £1,000 for the HiDDEN network to carry out a skills audit to £9,125 for the Cumbria Museum Directors' Group for a county-wide project celebrating women in Cumbria.

The geographical spread of projects is shown below:



These percentages also roughly correlate to the funding allocated to each county.

For details of the projects and museums funded through SIF, see *'Small Change, Big Change, Sustainable Improvement Fund 2015-18'* on the MDNW blog.

The external evaluation found:

- 'The phrase "Small Change, Big Change" was significant... for evaluating the potential of SIF to effect change'
- Compared to similar funds run by other museum development providers in England, MDNW allocates more money per application and is also innovative in its support for cluster development as a model for sustainability
- The 'open application' process is also a distinctive and widely appreciated element of the programme
- The majority of views about the two-stage process with Expression of Interest first to filter out ineligible applications, introduced in 2015, has 'improved the process'
- SIF is perceived to be a good source of funding to kick start projects

The following points were made by those interviewed for the evaluation:

- Application process is 'clear and transparent'; this is valued by the sector
- Pre-application advice was very helpful, 'useful to talk through prior to making an application'
- It was also stated that 'the tough advice given' was appreciated, 'such as being told that it was not yet the right time to make an application'
- Most felt the system of making an application worked
- The flexibility of the process was appreciated, particularly when the start of a project was, of necessity, delayed. The MDOs' responses were thought to be helpful and supportive

Source: 'Evaluation of the work of Museum Development North West', Robert Meadows, March 2014 and May 2016

2018-22 plans

- Continue to allocate SIF each year as a core part of the MDNW programme
- Review the criteria for SIF to take into account ACE's revised National Lottery Project Grants (formerly Grants for the Arts) and HLF's funding programmes, particularly Resilience Funding, to ensure there is no overlap
- Whilst we carry out our review, in 2018-19 run a revised version of SIF to provide funding for museums to achieve objectives around environmental sustainability, audience development and collections care and management

Front cover image: courtesy of Lancashire Life

MDNW, March 2018



Smithills Hall Fleetwood Museum [Armitt Museum & Library](#) Bolton Museum, Art Gallery & Aquarium [Macclesfield Silk Heritage Centre](#) South Ribble Museum [Windermere Jetty, Museum of Boats, Steam and Stories](#) [Prescot Museum](#) [Tameside Central Art Gallery](#) [Helena Thompson Museum](#) Judges Lodgings Town House [The Lowry Penrith & Eden Museum](#) [Catalyst Science Discovery Centre](#) [Chetham's Library](#) Lancaster Maritime Museum [Garstang Museum of Archaeology](#) [Paradise Mill Keswick Museum & Art Gallery](#) Ruskin Library [Museum of the Manchester Regiment](#) [Dock Museum](#) Cottage Museum [Rochdale Pioneers Museum](#) [Dunham Massey Gallery](#) Oldham Port Sunlight Museum [Kendal Museum](#) Platt Hall Lancaster City Museum [Staircase House](#) [Cheshire Military Museum](#) Towneley Hall [Wordsworth House & Garden](#) Birkenhead Priory & St Mary's Tower [Greater Manchester Police Museum](#) Liverpool City Region Heritage Network Astley Hall [Brougham Castle](#) [Museum of Transport](#) [Grosvenor Museum](#) Peter Scott Gallery [Stockport Story Museum](#) [Smithy Heritage Centre](#) Clitheroe Castle Museum [Museum of Hatting](#) Helmshore Textile Museum [Saddleworth Museum & Art Gallery](#) [Weaver Hall Museum & Workhouse](#) [Dove Cottage, The Wordsworth Museum & Art Gallery](#) Queen Street Mill [National Waterways Museum](#) [The Whitworth](#) [Warrington Museum of Freemasonry](#) Lytham Hall [The Atkinson](#) Grundy Art Gallery [Ordsall Hall](#) [Norton Priory](#) [Quaker Tapestry Exhibition Centre](#) [Williamson Museum & Art Gallery](#) [Astley Cheetham Art Gallery](#) [Museum of King's Royal Hussars](#) [Portland Basin](#) [Senhouse Roman Museum](#) [International Slavery Museum](#) Duke of Lancaster's Own Yeomanry Museum [Abbot Hall Art Gallery](#) [Cheshire Police Museum](#) [Museum of Science & Industry](#) [Tullie House Museum & Art Gallery](#) Blackburn Museum & Art Gallery [Guildhall Museum](#) [Bolton Steam Museum](#) [Tatton Park](#) [Merseyside Maritime Museum](#) Haworth Art Gallery [Touchstones](#) [Rochdale](#) Lancashire Infantry Museum [Lyme Park Silk Museum](#) Ribble Steam Railway [Deaf Museum & Art Gallery](#) [Cumbria's Museum of Military Life \(Border Regiment & King's Own Border Regiment\)](#) [Museum of Liverpool](#) [Fusilier Museum](#) [Little Moreton Hall](#) [Manchester Metropolitan Museum Special Collections](#) [The Beacon](#) [King's Own Royal Regiment Museum](#) [Congleton Museum](#) [Museum of Lakeland Life & Industry](#) [Trencherfield Mill](#) [Speke Hall](#) [HiDDEN network](#) [Blackwell, The Arts & Crafts House](#) [Manchester Art Gallery](#) [Nantwich Museum](#) [Sudley House](#) [The Whitaker](#) [Victoria Gallery & Museum](#) [Peoples' History Museum](#) [Englesea Brook Museum](#) [Greater Manchester Museums Group](#) [Lady Lever Art Gallery](#) [Furness Abbey Museum](#) [West Park Museum](#) [Hall I' Th' Wood Museum](#) [Astley Green Colliery Museum](#) [Royal Northern College of Music](#) [Ribchester Roman Museum](#) [Millom Discovery Centre](#) [Museums of Cheshire](#) [Tate Liverpool](#) [Salford Museum & Art Gallery](#) [Walker Art Gallery](#) [British Commercial Vehicle Museum](#) [Brantwood](#) [Imperial War Museum](#) [North Quarry Bank Mill](#) [Mr Hardman's Photographic Studio](#) [Manchester Museum](#) [Rufford Old Hall](#) [Stretton Watermill](#) [Bramhall Hall](#) [Museum of Lancashire](#) [Merseyside Fire and Rescue Service's Heritage & Education Centre](#) [Cumbria Museum Directors' Group](#) [Manchester Jewish Museum](#) [Gawthorpe Textiles Collection](#) [Museum of Wigan Life](#) [Warrington Museum & Art Gallery](#) [World of Glass](#) [University of Salford Art Collection](#) [Harris Museum & Art Gallery](#) [Chadkirk Chapel & Country Estate](#) [Pendle Heritage Centre](#) [Bury Art Gallery & Museum](#) [Anson Engine Museum](#) [National Football Museum](#) [Ravenglass Railway Museum](#) [World Museum](#) [Liverpool Stockport Air Raid Shelters](#) [Turton Tower](#) [Ruskin Museum](#)