

## NPO-SSO South West Museum Development Programme Plan 2018-2022

<b>SW Museum Development Context:</b>	Bristol City Council is the applicant for NPO-SSO funding for Museum Development in the South West of England region. The purpose of Bristol City Council as expressed within our corporate strategy 2017-2022 includes goals which aim to celebrate equality and diversity, improve access to and participation in the arts, sports and culture, support excellence and preserve and develop our cultural heritage. Bristol City Council, as grant recipient of SW Museum Development, is the host organisation of the SW Museum Development programme and also Museum Development Officers delivering across the south West of England. Strategic input for the programme is provided by an Advisory Panel with specific reference to the development of effective Partnerships, Evaluation & Research and Learning & Skills. The process of moving from the current representational board to the new arrangements are in place in order for implementation by the start of the new programme.
<b>Regional Museum Context:</b>	The South West region is the largest English region and reaches from Penzance to Tewkesbury. The distance from the South to the North of the region is equivalent to half of the journey from Penzance to the Scottish borders. The region has 210 museums in the Accreditation Scheme which attracted around 8.5 million visits during 2015/16. Annual sector data shows us that over two thirds of the museums in the region are small Independent museums with half receiving less than 10,000 visits per annum. There is a relatively small paid staff base with around 2000 people employed by museums and over 30% of sector are entirely volunteer run. More than 10,000 people actively volunteered in museums during 2015/16.
<b>Regional Museum Context cont.</b>	Arts Council England has developed nine SMART objectives that enable the Museum Development programme to be nationally consistent and regionally responsive. The definition of museums includes Accredited but non NPO or National museums. Museum Development funding is allocated using a formula of; number of museums in The Accreditation Scheme (excluding those Working Towards Accreditation), number of museums requiring Mentors, population of the ONS South West region and scale of geography of the ONS South West region. This formula has generated an award of 16.9% of the national annual budget of £3.145m for the South West. The number of museums within the Museum Accreditation Scheme fluctuates with the schedule of assessments and national panel meetings and so for the purposes of reporting the most recent available July 2017 Accreditation data has been used for the consistent calculation of targets throughout the programme plan. There are 210 Accredited Museums in the SW region of which 11 are Working Towards Accreditation. Of the 210, 2 are National Museums and 8 are NPO organisations (comprising of 24 Accredited sites) in the region. There are 31 National Trust and 2 English Heritage Accredited museum sites in the region representing 19% of the remaining museum sector. National targets will be measured using the formula provided within the Arts Council's 14th November MD Smart objectives document: Fully Accredited (199) minus NPO Accredited sites (24) minus Nationals (2) providing 100%/173 of eligible museums in the south west. Regional targets will be measured at the core non National, NPO, EH, NT Fully Accredited 140 museums in the region during 2018-2022. The wider SWMD programme offer including networks, skills and training offer and access to online resources and support is available to all museums in the region including Nationals, NPOs and museums supported by national organisations such as English Heritage and the National Trust. The Technical Accreditation Support function is provided to all non-National museums and therefore this service is available to 208 Accredited Museums in the region.
<b>Vision:</b>	To work with museums and partners to drive ambition, excellence and resilience to support a thriving sector to deliver valued and inspirational engagement with audiences and communities
<b>Mission:</b>	To effectively deliver the regional museum development programme and maximise the impact of this funding for museums across the region
<b>Values:</b>	Trusted, to operate with transparency and openness. To place equality and diversity at the heart of all we do Committed to environmental sustainability To deliver a relevant and quality service and provide value for money To maximise opportunities through Partnerships and Collaboration Proactive advocates for the value and contribution of museums to society
<b>Aims:</b>	Assets: to improve the care of collections in order to make them as accessible as possible for a wide audience Audiences: Improve access to and participation in museums with particular regard to increasing engagement of children and young people in local heritage Excellence and High Profile Leaders in the Sector: Developing, Collaborating and Sharing innovative practice in digital technology to improve quality of experience and audience engagement Resilient: to enable museums to be environmentally sustainable and financially resilient with a diverse range of funders Skilled: to deliver, coordinate and develop an appropriately skilled and diverse workforce Effective Governance: to support museums to develop strong and sustainable organisations Valued: to raise the profile of museums and their social and economic value (to society) Partnerships: Collaborate with and facilitate national providers of specialist skills and support to deliver effectively in the region
<b>Resourcing:</b>	Arts Council England Museum Development Grant: 16.9% of £3.145m (£531,505) through an agreed formula, This equates to 73% of projected annual turnover of £726,000. (original planning figure provided by ACE £530,444) Local Authority investment through direct and aligned investment in a network of local Museum Development Officers. Currently £40,000 of direct payments and £80,000 of aligned funding.  Additional grant income of £200,000 over the four year programme will be secured with the expectation that £40,000 of this grant income is reinvested in core SWMD staff costs.

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### Museum Development SMART objectives provided by Arts Council England in order to enable the museum development programme to be nationally consistent and regionally responsive

*Museums in this document means Accredited but non-NPO museums or National museums. ACE intends to support development initiatives with National Trust and English Heritage Museums at a national level. Tracking and monitoring these indicators will form the core of the Arts Council's longitudinal evaluation for MD and monitoring discussions with Arts Council Relationship Managers. Note that these are for MD business planning for 2018-21; business plans for 2012-22 will be developed in 2020. (Version 4 14th November 2017) As of October 2017:1312 Accredited museums: including 202 NPOs, 44 National, 145 National Trust and 34 English Heritage.*

### National Objectives for 2018-2022

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| <b>Goal 1</b> | <b>Objective:</b> To enable museums to more effectively assess and develop through self-evaluation, peer review and audience review (in line with Quality Metrics principles) 1) the quality of how they develop, research care for, interpret and share their collections, and 2) the quality of their engagement through their interpretation and programming. (NMDG.1) |
| <b>Goal 1</b> | <b>Objective:</b> To enable museums to embrace and embed the Creative Case for Diversity (CCD) in how they deliver their work. (NMD.CCD)  |
| <b>Goal 2</b> | <b>Objective:</b> To enable museums to understand and benefit from standardised audience data collection to increase and develop audience engagement. (NMDG.2)  |
| <b>Goal 3</b> | <b>Objective:</b> To embed the role of MD in supporting effective delivery of the revised Accreditation Scheme. (NMDG.3)  |
| <b>Goal 3</b> | <b>Objective:</b> to use a nationally-consistent diagnostic toolkit including relevant Accreditation elements as appropriate, to enable more museums to be resilient as a result of museum development interventions. (NMDG 3.1)  |
| <b>Goal 4</b> | <b>Objective:</b> to enable museums staff (paid and voluntary) to develop key skills including wider than traditional museum skills such as business, retail, digital etc. (NMDG.4)   |
| <b>Goal 4</b> | <b>Objective:</b> to ensure that museums diversify their workforce and governance, as appropriate to their context. (NMDG.4.1)  |
| <b>Goal 5</b> | <b>Objective:</b> to enable museums to attract more children and young people by being family friendly (NMDG.5)   |
| <b>Goal 5</b> | <b>Objective:</b> to enable museums to improve their learning offer to children and young people. (NMDG.5.1)  |

### Additional Regional SMART Objectives

*The following objectives are based on working primarily with non NPO Accredited Museums in the South West region during 2018-2022.*

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| <b>Goal 1.</b> | <b>SW Objective: Collections</b> - 40% of target museums (56) in the region are supported to achieve a measurable improvement in the care, management, interpretation of and/or increased access to collections  |
| <b>Goal 2.</b> | <b>SW Objective: Visitor Experience</b> - 10% of target museums (14) are supported to improve the visitor experience through activities developed, delivered or coordinated by South West Museum Development   |
|                | <b>SW Objective: Audience Insights (Leadership and sector support)</b> - 20% of target museums (28) actively engage in standardised audience collection and audience insights in order to develop, diversify and/or increase engagement.   |
| <b>Goal 3.</b> | <p><b>SW Objective: Digital (Leadership)</b>- To enable museums to improve the quality of experience for audiences through the application of digital technology; with an emphasis on supporting volunteer run museums with small physical spaces. (Pilot HLF project in Wiltshire with 6 museums to inform programme and target)</p> <p><b>SW Objective: Financial Resilience</b> - 15% of museums are supported to develop and secure external funding and/or to diversify sources of income generation</p> <p><b>SW Objective: Advocacy (Leadership)</b> - To work with museums to advocate the social and economic value of the sector at local and regional level (with a particular emphasis on local authorities) through the delivery and coordination of regular sector data collection and analysis in order to provide evidence of the sectors impact (60% of 184 museums maintained each year).</p> <p><b>SW Objective:</b> South West Museum Development is strengthening its own resilience and income generation - Levels of LA investment maintained from previous year.</p> |