

Museum Development Support Opportunities 2018-19

Guidance Notes

February 2018

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Museum Development Yorkshire is pleased to launch its museum development support programmes for museums in Yorkshire and the Humber during 2018-19.

Our vision is for the museums of Yorkshire and the Humber to be secure, accessible and sustainable homes for their collections and of value to the diverse communities they serve. Museums will develop excellence, be ambitious, resilient and deliver quality in all that they do.

We recognise the mixture of museums and geography of the Yorkshire & Humber region which is reflected in the institutions and the collections that they hold. Our role is to help museums to fully understand the complexity of operating successfully in the 21st Century and to build on good practice to assist them in releasing the cultural potential of their collections, people and sites. We will guide museums on their development journey by enabling them to benchmark themselves, understand changes in audience, sector and stakeholder expectations and identify the steps needed to realise their ambition.

Our aim is to build capacity across the region and foster an environment in which best practice is developed, shared and used to inspire others to deliver their own growth. We match museums with expertise and nurture their capacity to experiment and develop strong museum networks.

These Guidance Notes contain information about how Museum Development Yorkshire aims to help regional museums and how your museum can apply for specific development support from our team in 2018-19.

Museum Development Support Opportunities 2018-19

Your museum is invited to apply for support for the year 2018-19 (for the period April 2018 until the end of March 2019). Some museums will continue this support into future years. If you are unsure what to apply for, please contact your Museum Development Officer (see p.22 or our website for details) who will be happy to discuss this with you.

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1. The role of Museum Development support

Museum Development Yorkshire is part of York Museums Trust and is funded by Arts Council England to support museums across Yorkshire and the Humber.

We recognise the mixture of museums and geography of the Yorkshire & Humber region which is reflected in the institutions and the collections that they hold. Our role is to help museums to fully understand the complexity of operating successfully in the 21st Century and to build on good practice to assist them in releasing the cultural potential of their collections, people and sites. We will guide museums on their development journey by enabling them to benchmark themselves, understand changes in audience, sector and stakeholder expectations and identify the steps needed to realise their ambition.

Our aim is to build capacity across the region and foster an environment in which best practice is developed, shared and used to inspire others to deliver their own growth. We match museums with expertise and nurture their capacity to experiment and develop strong museum networks.

- MDY will prioritise work with Accredited Museums
- In the provision of Accreditation advice we support all organisations that are eligible to apply for Accreditation
- MDY will work with National Portfolio Organisations and DCMS sponsored National Museums to support the delivery of their projects but they are not eligible for 1:1 support or grants from MDY beyond Accreditation advice
- MDY will support but not prioritise work with museums that are recognised by Arts Council England as 'Working Towards Accreditation'¹
- MDY will collaborate with Sector Support Organisations including the Audience Agency, ACE, AIM, MA, Collections Trust, Culture 24, IVE, Kids in Museums and other Museum Development Providers to deliver benefits to the regional museum community

¹ Every museum that receives 'Working Towards Accreditation' will be offered a kit of essential resources and induction support on key areas of Accreditation

2. Our work in 2018-19

We will work with museums across Yorkshire and the Humber to support change, development and improvement and to help create excellent museums. Our general support work covers the following:

We will provide museums with the following services:

Relationship Management, Information Giving and Intelligence

We will manage our relationships with regional museums and ensure they have access to information from MDY. We will respond to enquiries from museums

Ongoing and incremental improvement

We will invest in one-to-many support so that a broad range of museums have access to development advice. This will focus on workshops, seminars, advice surgeries and small grants

Step Change - 1:1 Support

We will invest in a significant amount of coaching, mentoring and consultancy into a small number of museums so that they are able to effect significant change as a result of MDY support

Special projects

We will develop several projects that museums can participate in to develop their organisations. These will be designed to encourage museums to effect change

Museums will be required to demonstrate that any support request reflect key priorities or development needs for their organisation. This is likely to include any 'Areas for Improvement' or 'Required Actions' under Accreditation, initiatives prioritised within their business plans or a management review such as HLF's 'Resilient Heritage Strength Checker' or AIM's 'Hallmarks of Prospering Museums'.

Museums are encouraged to talk to a Museum Development Officer before making an application. They will be pleased to speak with you and be able to guide your application and ensure you request the most appropriate support.

Every museum that we support will be expected to share their learning with other museums. We require every museum receiving *1:1 Support* to complete an impact report and provide performance and benchmarking data as part of our *Museums in Yorkshire 2018* report. We might also ask you to write a short blog post or contribute to a regional meeting. We are keen to ensure that our investment makes the biggest possible difference.

The following detailed notes provide guidance and information to help you to decide the sort of specific developmental support that your museum might require. It is set out in three broad sections:

- A. Improving or changing how your museum runs (Organisational Health)
- B. Supporting your museum to manage and make best use of its collections (Collections)
- C. How your museum engages with and develops its audiences (Visitors, users and their experiences)

Please read through these notes which give a broad range of options. These options are also included in the application form.

To apply, please complete an online application form at <http://bit.ly/MDYSupport18> by 23:59 on 25th March.

We have consulted widely and listened to feedback on our programmes and have used a range of evidence to identify current and future development needs. As a result, we have created a comprehensive programme and secured a broad range of expertise appropriate to all types of museums. If you cannot see what you need, please do get in touch with us to see if we can meet your specific needs.

Michael, Alan, Dieter, Helen, Liz and Rosie

The Museum Development Officer Team (MDY)

3. Areas of support: Step Change 1:1 Development Focussed Support for Individual Museums

The range of specialist advice covers all aspects of museum operation, as outlined by the Museum Accreditation Standard.

Every museum receiving support relating to workforce development will be required to develop or review an Equality Action Plan.

A. Improving or changing how your museum runs (Organisational Health)

Support under Section A focusses on improving the overall health of your organisation. We are keen to work with you to make your museum more effective, efficient and resilient.

1. Reviewing and developing your museum's governance, management and ways of working

What is it?

An opportunity to look at how your museum is run; to check there is a clear understanding of roles and responsibilities through the whole organisation. We could also help you review the way you operate and that you are clear about what you do and who for.

Why you might need it?

There are specific changes in your environment or to important partners. Perhaps you have new personnel and are concerned about your organisational culture. Or you might have been static for a while and you want to refresh your organisation. You might be about to look at a major project. You might be a local authority looking at options for alternative ways of running your museum. You may be looking at changing your governance, for example seeking incorporation or hoping to put a succession plan in place.

What we will do to help you get there?

You will work with one or more of our team to review the current situation and look at options for change if necessary. We may bring in specialist help as needed such as legal or HR advice.

How will your museum benefit as a result of our support?

Your museum should be more efficient and effective. You will be better able to compare your museum against good practice and know where you need to improve. There will be an agreed way forward through the whole organisation. You will be in a position to move forward with more confidence.

2. Working effectively – reviewing and developing your business or forward plan

What is it?

An opportunity to review where you are going and producing a plan that is a useful tool for running your organisation and is suitable for Museum Accreditation.

Why you might need it?

You want to develop a clear direction for your museum that is understood by everyone. Your museum wants everyone to understand how their work contributes to the long term resilience of the organisation. Your museum wants something that it can check its progress against on a regular basis.

What we will do to help you get there?

You will work with a member of the MDY team or a contractor to review the current position and help you produce a plan suitable for the needs of your organisation in a format that will work into your Museum Accreditation application.

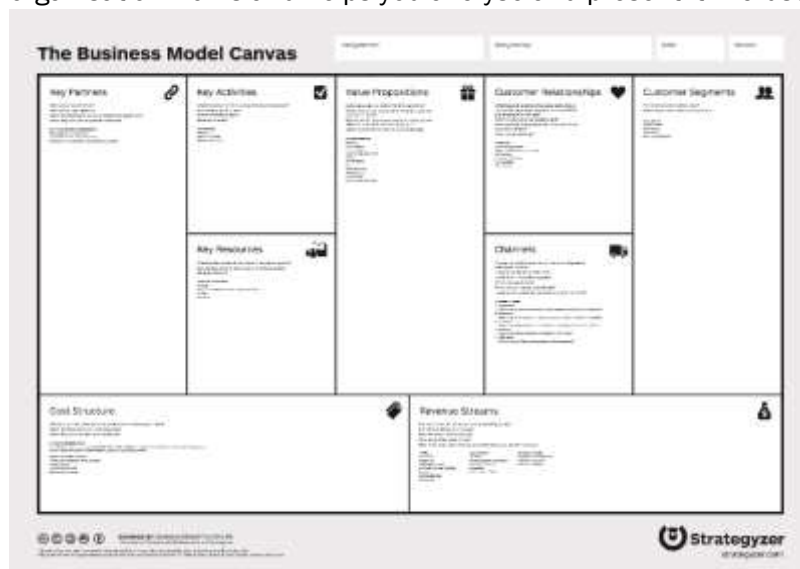
How will your museum benefit as a result of our support?

Having a robust and practical forward plan makes the management of any organisation more straight forward. It is a tool to manage the work of the museum and a document not just for Accreditation but that can be used to demonstrate the clarity of purpose and professionalism to funders and supporters.

3. Business models

What is it?

An opportunity to work with a member of our team using a tried and tested tool² to examine your museum and how it is valued by its users and stakeholders. This process examines how your organisation works and helps you analyse and present it in a useful visual format.



By Business Model Alchemist (<http://www.businessmodelalchemist.com/tools>) [CC BY-SA 1.0 (<http://creativecommons.org/licenses/by-sa/1.0>)], via Wikimedia Commons

Why you might need it

This is a chance to refocus your organisation through a thorough understanding of how it works now and how it might work in the future. You may have been asked to generate more income or visitors, or to explain where the value is in your organisation and how this might be used to bring in income.

What we will do to help you get there?

We will work with a group of people from your museum to analyse your museum's current business model, and how effectively it works. Our team will work with you to create a new business model for your organisation.

How will your museum benefit as a result of our support?

This clearer insight can be used to share with stakeholders, to change how you work and will focus you on the most valuable parts of your operation either in terms of public good or financial sustainability.

² Business Model Generation by Alexander Osterwalder and Yves Pigneur

4. Approaches to managing your museum's business

What is it?

We will work with you to review your museum's management systems, including gathering and using key management information and reviewing the delivery of your forward plan and key projects. We will support you in reacting to your business management data, such as accounts, periodic business reports and visitor figures. We will support you to become a learning organisation.

Why might you need it?

You might want to better understand how your museum operates so that you can develop as an organisation. You might be worried about lack of control, how to manage important projects or have gaps in your knowledge about key areas of your museum's business.

What we will do to help you get there

You will work with one of our team to look at how your internal systems work. This might involve checking your business and project management systems and reporting processes. We might help you develop a "dashboard" of the most important numbers and management information for you to look at on a daily, weekly and monthly basis. In some instances we will work with your team to review major projects and identify what changes you need to make for future initiatives.

As part of this work we might coach your team through the development of a new business plan or to use internal reviews to improve.

How will your museum benefit as a result of our support

Your museum will better understand how it is running as a business. Your museum will be better able to communicate its performance to your managers, trustees or important stakeholders. You will be able to use this information to amend and develop your forward plan into an effective and practical tool.

5. Preparing to fundraise

What is it?

A chance to be supported to improve your organisation's approach to raising money. This involves not only looking at types of grants and philanthropy but also improving how your museum works with potential funders including 'friends', 'members' and 'supporters'.

Why you might need it?

Your museum might be developing a major project or facing changes to traditional sources of income. You might want to look at which fundraising avenues are most appropriate for your museum or how to communicate with current and potential funders.

Many museums have friends and supporters schemes, but sometimes there can be room for them to deliver more. Other museums might be interested in setting one up and for it to deliver against their needs and with a solid and effective legal and operational structure. Occasionally, friends schemes have not focussed on their purpose and may not be benefitting the museum they support but rather their own members. Your friends group might be successful but may be ready to review their governance or activities.

What we will do to help you get there?

Your museum will work with one of our team to review your fundraising needs and your ability to work with funders. We will support you to identify the most appropriate types of funding for your museum and outline some of the key characteristics of this type of investment. Although some museums are

keen to look at trusts and foundations, other museums are interested in exploring opportunities around individual, legacy and business giving. Whilst we will not write specific fundraising bids for your museum, we will mentor your staff and volunteers so that they communicate their ambitions in the best way possible.

We will work with you to review the current or potential opportunities for using 'friends' or 'supporters' schemes. We can help you to assess whether your current scheme is meeting its objectives, and whether it could operate more effectively or efficiently. We can work with you to review options and develop the infrastructure for a new or revised 'supporters' scheme which meets your needs.

How will your museum benefit as a result of our support?

Your museum will have a better understanding of the fundraising landscape and which types of money it is best to target in the short and medium term. As part of the process you might develop a new fundraising policy or plan or create fundraising literature. Your team will have a better understanding of the expectations of funders and will be able to communicate with them in a more professional fashion.

6. Developing trading at your museum (enterprises)

What is it?

An opportunity to work with industry experts to review opportunities for your museum to review current performance and secure additional income from a range of sources. This could include a wide range of entrepreneurial activity as well as traditional sources of income like retail, catering and licensing.

Why you might need it?

Your museum might be looking at ways of diversifying its income to make it more resilient, or you might have a projected trading deficit that you need to fill. Similarly, your museum might have been set increased income generation targets and wants to know how best to respond.

Your museum has probably run retail or catering services for many years but would like the opportunity to benefit from a fresh pair of eyes to help you benchmark against industry averages or to identify whether there are ways for you to boost sales or profitability.

You might be concerned that the income per user is decreasing or are unsure about levels of profit in your trading activities.. You might be reviewing the balance of mission vs money activities to emphasise either your social purpose or to become more sustainable.

What we will do to help you get there?

We will work with your team to review the options and opportunities available to your museum and identify which ones are most appropriate. These opportunities could include taking on external commissions, providing wedding or event services, offering filming and location services, or providing images or licensing products based on your collections and buildings.

If you have a specific retail or catering need, we will partner your museum with a (heritage) expert to help you benchmark your current operation and identify areas for improvement. Our contractor will work with you on a one-to-one basis to identify practical and pragmatic solutions to your situation in order to allow you to either drive sales or increase profitability. Quite often this will be practical and will result in your museum changing layout, product lines or pricing policies. In other organisations we might discuss how your retail or catering outlets can better reflect your core purpose, even if that means sacrificing some profit.

Through the process we will help your team understand the implications of different types of trading and also whether they can be delivered within your existing organisation. In some instances you might find that you need to set up an additional trading body or that your museum does not have the powers to trade in certain ways.

How will your museum benefit as a result of our support?

Through your work with Museum Development Yorkshire, your museum will have a more effective approach to trading and income generation. Your museum may be able to increase the profitability of current, or establish new revenue streams with the confidence that they will be viable.

If our advice is implemented, your museum should see an increase of both income and profit per head. You will also be more confident that your enterprise activities are providing the products and services that your visitors or clients want and expect.

7. Making your museum greener and saving money

What is it?

A programme of work that will help your museum to better understand its operational costs, reduce them and also identify how your organisation can be more environmentally friendly. This scheme has ethical benefits in terms of environmental stewardship as well as practical ones in the everyday use of resources.

Why you might need it?

Your museum might have an environmental ethos or have sustainability written into its values and you want some assistance in realising those ambitions. Similarly, you might be planning a new exhibition or an event and want to minimise the amount of waste produced and carbon used.

We have worked with many museums who want to increase their income, yet few step back to ask if they could have saved money on heating, lighting or waste. In many instances this is possible and we believe that it makes more sense to save money on electricity bills before you expend energy on developing new income streams.

What we will do to help you get there?

You will receive support from a sector specialist to help your organisation review its current performance and identify where improvements can be made. We will also enrol your museum in a network of organisations from across the North of England that are exploring similar options.

This process will require your museum to better understand the resources it uses and the waste it generates and may involve your team reviewing or updating information about your utility and waste service suppliers. We often find that museums lack key management information about the volume of electricity, gas, oil and coal that are consumed. Once baseline information has been analysed, we will work with your team to identify energy and waste saving measures or adaptations that are practical and affordable. We will work out how much these could cost your organisation and the potential payback period from any intervention.

How will your museum benefit as a result of our support?

Through taking part in this programme of work, your museum will be more efficient in its use of resources and should generate less waste. It is our experience that an average museum site can save c. £3,000 within one year with minimal change or disruption. You will have a business case for the implementation of higher cost projects and a good understanding of the potential return on investment.

9. Harnessing the power of diversity within your museum

What is it?

Support to help you museum realise the opportunities presented by increasing workforce diversity and to appreciate the benefits of the [Creative Case for Diversity](#). To thrive as a sector we must reflect the diversity of the country in our workforce and in the ways we manage and interpret our collections.

Why you might need it?

Your museum might want to attract more visitors and is aware that a lack of diversity in its workforce and the messages it communicates might be a barrier. You may have audited the diversity of your workforce or reviewed visitor profiles and want to change the way you work. Perhaps your team are preparing for a new exhibition and feel that the information you hold or are planning to present does not reflect the culture of the UK.

What we will do to help you get there?

This area of work may relate to other programmes such as governance, access and audience development.

Depending on the needs of your organisation we will work with your team to understand opportunities to increase diversity within your organisation. In some museums this might include mentoring staff to develop or review an Equality Action Plan.

If the area of need is around collections management or interpretation, we would mentor your curatorial team about reviewing collections and identifying opportunities for creative programming. This could include exploring how your collection reflects the hidden diversity of your community for proactive collecting. We might also look at methodologies for enriching object records. In other organisations we would explore opportunities for involving diverse voices in interpretation and programming, including how to use wider art forms in this process.

How will your museum benefit as a result of our support?

As a result of this work, your museum would be better able to recruit and retain talent. You would have exciting and inspiring programmes and exhibitions that attract more and increasingly diverse audiences.

10. Harnessing the power of people in your museum

What is it?

Museums need people, both paid staff and volunteers, to operate. However, they often struggle to recruit, support and retain good people. We will mentor and coach your team to get the best out of your employees and volunteers.

Why you might need it?

Communities and the workforce are changing. Museums are responding by changing their workforce, either due to public sector spending cuts or the natural life-cycle of organisations. In some instances museums are employing (paid) staff for the first time but might not have the right (or legally required) policies and procedures in place. Other museums will be reducing the number of paid employees or expanding the role of their volunteers and want to manage the process fairly. We know that some museums struggle to recruit and retain volunteers and might want to secure support to respond to this. With their governance, many museums are aware of the need to look at succession planning at operational and board level to ensure that they remain robust organisations.

What we will do to help you get there?

We will work with you to scope your individual needs and will pair you with a subject specialist for a programme of one-to-one advice and support. We will mentor your organisation focussing on one or

more of the following areas; volunteer management, developing staff management structures and procedures and reviewing or developing personnel policies. We can also support your staff or governing body in developing your approach to succession planning.

How will your museum benefit as a result of our support?

Your museum will be better able to look after the needs of its employees and volunteers. You will be better able to recruit and retain good people and will have confidence that you are becoming an equal opportunities employer and volunteer placement provider. Your museum will be in a better position to recruit and retain high quality board members and personnel.

11. Developing effective governing bodies

What is it?

A focussed training programme for your governing body which can, if required, include your senior managers (paid or volunteer). This course covers the essential roles, responsibilities and duties of being a member of a governing body for a museum.

Although this is designed primarily for charity trustees, it would also work as a structure to brief Councillors in Local Government.

Why you might need it?

Every museum is required to offer basic training to its governing body but we know that few museums provide courses in trusteeship. You might want to refresh the skills of a long-standing board or perhaps you have a cohort of new trustees that need to understand their roles and responsibilities. You might be about to embark on a new project or to take on paid staff and want to understand the implications for your board.

What we will do to help you get there?

We will work with your team to scope the content of the programme and will then deliver a series of workshops or coaching sessions with your board and senior officers.

How will your museum benefit as a result of our support?

Your organisation will have a greater understanding of its legal status and the roles and responsibilities of trustees, paid staff and volunteers. Everyone will appreciate the risks and liabilities that they are exposed to and what is expected of them. Your trustees will appreciate the particular requirements of governing a museum as opposed to other types of charity.

B. Making the best use of your collections (Collections)

Support under Section B focusses on collections care and management. We want your museum to better understand, make the best use of its collections and to make sure they are well cared for in the long term.

Every museum receiving support in this area will be expected to demonstrate by the end of the financial year how they embed the Creative Case for Diversity in their collections management, interpretation and programming.

1. Reviewing and developing collections management

What is it?

An opportunity to work with one of the team to review your collections management policies, plans and procedures. This is also a chance to improve the collections management skills of the museum's team, whether they are beginners or have more experience in collections management. This is turning a vital part of your museum into your biggest asset.

Why you might need it?

As collections are key to what makes a museum a museum, all museums must have a clear picture of the size and scope of their collection. You cannot properly look after or give access to your collection without knowing what you have and its history. You might have a required action for Museum Accreditation or may need to identify areas for investment and further work.

What we will do to help you get there?

We will help you look at your collections management processes, documentation, storage, care etc., guide to where to find further guidance and look at what you do next working to sector standards. We will also help you to prioritise what needs to be done.

As a condition of our support your museum will be expected to attend relevant courses provided by the Collections Trust in the Yorkshire and Humber region. We will then use a collections management checklist or Benchmarks in Collections Care to develop a programme of work and support your team to consolidate learning and you will have access to a small implementation fund to embed these skills in practice. We will also support you in developing a collection biography which will be a valuable tool which will provide insight and understanding to all stakeholders.

How will your museum benefit as a result of our support?

You will have a better understanding of what is in your collection and, how it is currently documented and cared for. This will assist in prioritising future work to manage your collection more actively and share the information with your users and stakeholders.

You will have embedded managing the collection into the work of your organisation so that backlogs can be addressed and do not build back up again. You will be in a position to have a planned programme to improve the long term care and conservation of the collection that will allow it to realise its potential as a community and cultural asset. You will also be able to communicate the importance of your collections.

2. How to digitise and manage digital collections

What is it?

Managing digital assets is in some ways similar to managing physical collections. In the same way there are standards and areas of recognised practice that aim to create and care for digital objects (including digital photographs, moving image and sound files). You need to understand the basic principles and processes involved to do this in an efficient and effective way.

Why you might need it?

If you are thinking of developing a digitisation project or need to undertake *ad hoc* digitisation to meet the needs of audiences and users you may need guidance in looking at approaches, methodologies, technical and legal issues like copyright. You may need to review a past project which needs to be transferred to a new digital platform or create an overall framework for bits of digitisation that have been done in the past or want to put collections information on a web-site.

What we will do to help you get there?

A member of the team or a contractor will work with you to develop a project to give access to your collections whether you are managing digital objects or digitising physical collections. We are keen to encourage digital openness and will collaborate with YMT's Digital Team to identify opportunities for your museum.

How will your museum benefit as a result of our support?

We will help you look at your digitisation policies and processes, identify further guidance and look at what you do next to sector standards. We will also help you to prioritise what needs to be done. We will look to support you to put together an achievable and fundable digitisation project that will also help you to manage your collection securely for the long term.

3. Becoming and active and dynamic manager of your collections

What is it?

Opportunity to assess your collection and make strategic decisions about its future direction.

Why you might need it?

It is good practice to review your collection regularly so that the museum can continue to collect or re-focus its work. The museum may have challenges about controlling current acquisitions or be coming to terms with the legacy of past collecting in a world where the environment has changed significantly. You may also be looking to create new public space, address that overfull store in which you think that objects are being damaged or move your store. There is little point in moving objects that are not accessible to staff and users and which perhaps should not be part of the collection or might be found a better home elsewhere. You may also want to prioritise areas of the care of your collection while deciding how you spend collections care and conservation budgets so that more of the collection can be accessible to users. We can also support you in considering approaches, methodologies, technical and legal issues like copyright.

What we will do to help you get there?

You will work with a member of the team to look at your organisation's vision, mission and founding principles to map the future direction of you collection. We will also help you to identify the challenges of past collecting and its legacy today. This may involve de-accessioning and disposal. We will help you put together an ethical process and if necessary act as an external peer reviewer at disposal meetings.

We will mentor and coach your team so that collections development, documentation and management practices make it easier to tell stories that appeal to your visitors.

As a condition of our support your museum will be expected to attend relevant courses provided by the Collections Trust in the Yorkshire and Humber region. We will then use a collections management checklist or Benchmarks in Collections Care to develop a programme of work and support your team to consolidate learning and embed these skills in practice.

We are specifically interested in working with a small number of museums to develop and test new ways of tackling documentation backlogs. This work will be done in partnership with the Collections Trust.

How will your museum benefit as a result of our support?

You will develop the tools and skills to take control of your collection with confidence and be able to manage it strategically.. You will be able to take more informed decisions which will give the museum collection a secure and sustainable future in the long-term.

C. Engaging with and developing audiences (Visitors, users and their experiences)

Support under Section C focusses on the services that museums provide for visitors and users. A museum is weaker without a clear focus on their audiences. Audiences need to be planned for, welcomed and provided with high quality learning experiences. We want to help you provide the best possible service for your users and communities.

1. Improving your welcome

What is it?

A chance to review what your museum offers its visitors and users and to explore how public facing services can be improved. Your staff and volunteers will work with a facilitator or take part in a programme of learning with other museums to benefit from peer learning and sharing.

Why you might need it?

As a museum, you will always be looking for ways to improve your offer to users and non-users. You might be responding to poor feedback from audience consultation or social media. You may be planning a new exhibition and want to present the best possible face when it opens. Alternatively, you may need to increase income or visitor numbers and are looking at how to attract more visitors and increase secondary spend.

What we will do to help you get there?

We will match your museum with an external facilitator and enrol you museum in a learning cohort looking at how best to make visitors welcome. Participation in the workshop programme is a requirement of support. A copy of the 2017-18 programme is available [here](#). You might choose to send members of your front of house team or a manager, or both. You will work with a mentor from Museum Development Yorkshire to look at practical changes that can be made to your offer. Cohort members will also have access to a small fund to implement some of their learning, directly in the workplace - such as commissioning staff training or resources for the team.

As part of this programme your museum will also be required to participate in our Visitor Experience Consortium, which will involve your staff and volunteers in reviewing three or more other museums. You will also need to gather audience data using Audience Finder. In return, your museum will receive at least three peer reviews from other museums in the region.

How will your museum benefit as a result of our support?

Your museum will have been able to review its approach to welcoming visitors and provide training opportunities to its workforce. There will be practical actions to be delivered to improve performance over the next 12 months and beyond. Your visitors should have a more positive experience when visiting your museum.

2. Developing your knowledge of audiences, their motivations and how to market to them

What is it?

An opportunity to look at what you understand about your users and non-users and identify which markets or segments to prioritise.

Why you might need it?

You might be wanting to focus your exhibition or activity programme to better meet the needs of your visitors or simply to attract more people to your museum. You might be concerned about changes to long-term visitor trends. Your museum may be preparing to develop a new project and needs data to

take planning decisions. Equally, you might want to review the information that you have or need to know about your visitors so that you can take better business decisions.

What we will do to help you get there?

We will work with your team to understand the specific area that your museum wishes to focus on. If your museum lacks visitor information, we will collaborate with the Audience Agency to improve your evidence base. We will mentor your team so that they use this data to inform business plans, exhibition and programme plans, approaches to marketing and, if appropriate, collections development policies.

We might also work with you to identify and remove some of the social, economic, intellectual or physical barriers that might be reducing participation. We believe that great museums are accessible to all and able to target specific groups of people.

We may match your museum with an industry expert to review your approach to marketing. In some instances we might complete a 'visitor engagement journey' and then work with your team to respond to these findings. In other cases we could facilitate a number of workshops to create policies and procedures for your workforce to use social media such as Twitter or Facebook. We understand that your marketing budget might be tight and can focus on practical, low cost solutions.

You will be required to gather audience data using Audience Finder..

How will your museum benefit as a result of our support?

Your museum will have a more business-like approach to developing its audiences, communicating with them and meeting their needs. You will have a better understanding of who does and does not visit your museum and have an agreement about which audience segments to prioritise. In some instances you will have developed a new Audience Development Plan as part of this project.

3. Exhibitions, events and interpretation

What is it?

A programme of mentoring to ensure that your museum's approach to interpretation reflects good practice within our industry. This will help your museum develop exhibitions and events that meet the needs of your audience and communicate your key messages more effectively.

Why you might need it?

You might be looking to develop a new exhibition, refresh an existing display or create an activity programme. Your visitor satisfaction or numbers might be static and you want to have a fresh perspective on your events and exhibitions. You might have previously worked with us on Audience Development and now want mentoring to put some of those ideas into practice.

What we will do to help you get there

We will work with your team to review the foundation stones behind your approach to interpretation and build approaches that will help you create interesting and engaging exhibitions and events. Whilst we will not design a brand new museum for you, we will mentor and coach you to develop key messages and hone your approaches to using particular media, such as display panels. We can advise your museum whilst specifying and recruiting external contractors.

How will your museum benefit from our support?

Your museum will be better equipped to develop successful exhibitions and events. In some instances you will have developed an Interpretation Policy or Plan and in others you might have the information required to better fundraise for a project or to commission a designer.

4. Working to respond to 'Health and Wellbeing' agendas

What is it?

A support programme to help your museum understand and respond to the 'health and wellbeing' agenda. This might involve looking at how you can better support your staff and volunteers given current demographic trends, or you might be interested in developing services for your community.

Why might you need it?

Your museum might be interested in 'cultural commissioning' as a means of supporting your service development and delivery in light of public sector cuts or local government re-organisation.

Alternatively, you might have seen trends in your local community, such as an increase in loneliness or interest from a local care home in creative activities as part of a dementia support programme. You might simply want someone to act as a sounding board for our ideas, help you develop new partnerships, or give you practical support in developing new services.

What we will do to help you get there

Your museum will be expected to attend a training programme focussing on health and wellbeing and to participate in a peer learning group. In addition we provide mentoring support to help your museum respond to health and wellbeing agendas and there will be a small implementation fund to support museums in their work. For some museums this will focus on engaging with public health commissioning opportunities. In other museums we will concentrate on developing products and services that meet the needs of particular users such as creative arts or reminiscence workshops for use in care settings.

How will your museum benefit as a result of our support

Your museum will be better placed to welcome people with additional needs that impact their health and wellbeing. You might have additional products or services that individuals, groups or communities could use. You will also have a greater understanding of the realities of public sector commissioning within this sector.

5. Making your museum more accessible

What is it?

An opportunity to engage with experts to review how accessible your museum is and how you might be able to make improvements. This might be through upgrading facilities or changing the way you work.

Why might you need it?

You might have noticed that some people are 'put off' visiting your museum, or experience difficulties when they do. Your museum might have identified that people with particular or additional needs have been excluded from your museum or have reported unintended discrimination or other barriers. Your colleagues might also be interested in developing closer links with community support groups and need a way to begin discussion.

What we will do to help you get there

We will support your museum to review its accessibility in relation to social, physical or intellectual barriers. We want every museum to be good at the essentials of accessibility. To do this we will pair your museum with an industry expert to audit your site, if appropriate, develop relationships with particular communities and identify areas for improvement. We might provide mentoring so that your museum develops new policies, procedures or plans. We may be able to identify discreet projects to improve accessibility at your museum.

How will your museum benefit as a result of our support

Your museum will become a more accessible place to visit for a broader range of the community. Your staff will have a greater understanding about the needs and perspectives of different audience groups.

Your organisation will have a better understanding of how it can respond more effectively to the expectations of the Equality Act 2010.

6. Developing Learning in your museum

What is it?

An opportunity to review your approach to supporting learners at your museum and to develop new, customer focused products. We may also be able to support you to build networks with teachers and other professionals.

Why might you need it?

Your staff and volunteers might be keen to attract education users into your museum. You might have noticed a decline in bookings following changes local curricula or school governance. Your museum might be trying to work more effectively with its Local Cultural Education Partnership (LCEP).

Some museums are now trying to diversify their learning offer to address additional areas of the Curriculum, such as Early Years Foundation Stage or Science, Technology, Engineering and Maths (STEM) subjects. Other museums are interested in attracting learners from Higher or Further Education organisations or U3A groups.

Your museum might also be interested in making sure that its provision is appropriate for children and young people with special or additional educational needs.

What we will do to help you get there

We will work on a one-to-one basis with your museum to ensure that we focus on a particular area that meets your need. Depending on your requirements and current position, we will match you with one of our team or a sector specialist to mentor your museum in the development of new resources and services. If appropriate, we will collaborate with the regional 'Bridge' Organisation or learning support agency (IVE) to identify opportunities to work more closely with your LCEP. This support can include how to embed Arts Council England's [Quality Principles](#).

We will mentor and coach your team to develop your own ideas, services and products. In some instances this could include facilitating discussions with teaching professionals whereas in others we might review your current products against the requirements of target schools/learning providers. We will then support your team to help you revise your current resources or develop new ones. In some instances we may facilitate pilot sessions so that you can be confident in your delivery to learners.

Your museum will be required to sign up to the Kids in Museums Manifesto and embed its principles in your work.

How will your museum benefit from this support?

Your museum will be in a better position to promote great learning opportunities to educational users. You will feel more confident about what you can offer and how you deliver it. You will have a better relationship with local schools and other providers and might have additional products that meet their specific needs.

8. Involving Young People in your museum

What is it?

A chance to develop your museum's approach to working with young people so that they become more involved as a partner and less as a recipient.

Why might your museum need it?

You might be enthusiastic about engaging young people with your museum but need some support along the way. You know that involving young people helps them develop new skills and interests and have fun but you want to harness their ideas and enthusiasm to help deliver shared projects.

What we will do to help you get there

We will support your team to review how you engage with young people. Following this we will provide mentoring support to help you build links with young people and make practical changes to involve them in the work of your organisation.

Your museum will be required to sign up to the Kids in Museums Manifesto and embed its principles in your work.

How will your museum benefit from this support?

Following this programme of work, your museum will be better able to develop a sustainable relationship with young people that allows them to inform your programming and practice. You might have developed a project group involving young people or have signed up for 'Takeover Day' for Kids in Museums. You might be able to plan a collaborative project with a youth organisation.

4. How to Apply

4.1 Is my museum eligible?

It must be:

- In Yorkshire and the Humber
- Accredited
 - Excluding National Portfolio Organisations or a National Museum (non-departmental public body sponsored by the Department for Digital, Culture, Media and Sport)

MDY will support but not prioritise work with museums that are recognised by Arts Council England as 'Working Towards Accreditation'

If your organisation is not able to obtain free support from Museum Development Yorkshire we might be able to provide services on a commercial basis. We can explore similar options for organisations with shared services, such as libraries, arts activities, heritage sites and archives.

4.2 What should I consider before applying?

- Please discuss your planned application internally before applying
- Please review any documents (e.g. Forward/Business Plan), Accreditation Award letter or external review and how the requested support addresses these key areas
- Please decide who will be the lead on each area of support you are applying for
- Please decide who within your organisation will submit the application

4.3 How do I apply and who should I talk to?

We would welcome a conversation with your museum before you apply. Please contact a **Museum Development Officer**.(See 4.12)

Make your applications for in 1:2:1 Support via <http://bit.ly/MDYSupport18> by 23:59 on 25th March.

Please ensure that only one application is submitted by your organisation.

4.4 Is my museum's project eligible?

Your museum must evidence that its application is based on the development needs identified by its trustees or senior managers. This is likely to include any 'Areas for Improvement' or 'Required Actions' under Accreditation, initiatives prioritised within its business plans or a management review such as HLF's 'Resilient Heritage Strength Checker' or AIM's 'Hallmarks of Prospering Museums'.

Areas of activity that **Museum Development Yorkshire** has supported before are eligible.

We are keen to help previous projects expand, although direct repetition of activity will not be funded. The focus of the MDY scheme is developmental and museums need to demonstrate how they have improved as a result of past support.

4.5 I can't make the deadline, can I still apply?

We know that many museums are under huge time pressures and we can be flexible. If your museum cannot make the 25th March deadline please talk to us. If there is a genuine reason why your museum cannot meet the deadline we will try to agree an alternative approach. Please contact a **Museum Development Officer**.

4.6 How will requests be assessed?

- All applications will be assessed within one month by the **Museum Development Yorkshire** team.
- Decisions will be made on an assessment of need and viability.
- On some occasions we may, in discussion with you, identify different or additional types of support as appropriate.
- As part of the assessment process we will contact you to make sure that your museum receives the right type of support at the most appropriate time.

4.7 What will my museum have to contribute?

- Museums will be expected to commit a significant amount of time to any programme. Our experience suggests that you will need to allocate at least 5 days of staff involvement per unit of support to get the most out of the programme. In most instances, this will include operational team members and decision makers (managers or trustees).
- Museums tell us that they see this support as an opportunity for workforce and organisational development.

4.8 When will the work take place?

25 th March 2018 (23:59)	Closing date for applications
26 th March - 13 th April 2018	Assessment of applications
April – May 2018	Development of contract agreements with individual museums and external suppliers. This will include outputs and performance measures.
From April 2018	Project commencement We anticipate that the majority of support activity will occur between May 2018 and February 2019. We want to fit in with your timescales so you need to identify when you prefer to receive support.
1 st March 2019	Deadline for completion of programme activity and receipt of impact reports.

Each area of work will be project managed by a specific member of Museum Development Yorkshire who will be the principle contact for your programme. You might report to more than one Development Officer throughout the year.

4.9 Can my museum apply for more than one project?

Previously, some organisations have requested and received several units of support in a single year. However, this has occasionally proved challenging for them due to the level of work involved.

You can apply for up to three areas of support. We will ask you to prioritise what is most important for your museum at this time and assessment will take into account your museum's capacity, its needs and the overall demand on the support funds.

4.10 Conditions of support

Museum Development Yorkshire operates using government funds from Arts Council England. We place conditions on our investment so that we can demonstrate the value of our work and evidence the impact of your museum to our funders and stakeholders.

Each formal offer of support will require your museum to contract with **Museum Development Yorkshire**, agreeing the conditions of the award. You will be asked to:

- **Demonstrate accountability for public funds:** Monitor project progress and undertake an evaluation of the impact of our investment and extent to which the project has achieved its aims
- **Celebrate success:** Promote your activity and support **Museum Development Yorkshire** in making stakeholders aware of the benefits of museums delivering better services in more sustainable ways.
- Your museum will be required to acknowledge the support of **Museum Development Yorkshire** for your site or project. Acknowledgement could take the form of:
 - Inclusion of Museum Development Yorkshire with other funders and supporters (where applicable) in the acknowledgement panel as part of an exhibition
 - Inclusion of Museum Development Yorkshire in internal and external publicity and reports about the project
 - Reference to Museum Development Yorkshire on website, digital materials and social media feeds
 - Reference to Museum Development Yorkshire in print materials produced as part of the project
 - A pdf, jpeg or eps file of the Museum Development Yorkshire preferred logo is available on request.
 - We may require you to supply copies of the form of acknowledgement e.g. image of acknowledgement panel, copy of piece of print or URL.
- **Sharing learning: Share what your museum has done and learned** across the region Yorkshire so that others can benefit from the investment. We will expect you to host placements, provide case-studies and content at regional meetings.
- **Share benchmarking data:** Your museum must provide **Museum Development Yorkshire** with information as part of *Museums in Yorkshire 2018*. Your information will be anonymised and used to create benchmark performance information for the sector in the region.
- **Embed change:** Your museum is expected to demonstrate how you have used this investment to address specific challenges or opportunities and move forward. The programme's focus is on developing museums so that they continue to evolve and deliver more effective and efficient services for their audiences.

Our advice and support is provided on a confidential basis and we work within Code of Conduct and Practice of the Chartered Management Institute. We share programme information with Arts Council England. You need to be aware that client confidentiality does not override our legal responsibilities and we will challenge and report conduct or behaviour which we suspect to be unlawful or unethical.

Failure to comply with our conditions of award outlined above may result in the termination of support and the reallocation of resources to another museum. Any such actions will be used to inform future investment priorities.

4.11 What happens if the museum is unable to proceed?

If your museum is unable to take up the award please let us know as soon as possible so that we can re-allocate resources to another museum.

4.12 Who can we talk to about available support?

We encourage all museums to contact our Museum Development Officers before making an application:

Museum Development Yorkshire Intern

01904 687687

MDYOffice@ymt.org.uk

@MusDevYorks

Alan Bentley

0759 5609782

alan.bentley@ymt.org.uk

Liz Denton

07785 458220

liz.denton@ymt.org.uk

Dieter Hopkin

0797 0977217

dieter.hopkin@ymt.org.uk

Michael Turnpenny

0791 7220227

michael.turnpenny@ymt.org.uk

5 Where does the funding come from?

The Museum Development Programme is part of a national programme of funding from Arts Council England. (<http://www.artscouncil.org.uk/NPO>)

Museum Development helps deliver Arts Council England's strategic framework *Great Art and Culture for Everyone*. A copy of the framework can be downloaded from <http://bit.ly/1TDSAxK>.