

# Museum Development Support Opportunities 2020-21 Guidance Notes

November 2019

## **Museum Development Support Opportunities 2020-21**

**Museum Development Yorkshire** is pleased to launch its museum development support programmes for museums in Yorkshire and the Humber during 2020-21.

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.

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 explain:**

- **how Museum Development Yorkshire can help regional museums in 2020-21;**
  - **how your museum can apply for specific development support from our team this year.**
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# Museum Development Support Opportunities 2020-21

Your museum is invited to apply now for support in the period 1<sup>st</sup> April 2020 - 31<sup>st</sup> March 2021. It is now possible for museums to continue this support into future years if your museum is involved in a longer-term project. The call is out earlier than in previous years in order to enable you to better plan the use of your resources.

If you are unsure what to apply for, please contact your Museum Development Officer (see p.22 or our website for details). Your Museum Development officer will be happy to discuss with you the most appropriate support for your museum.

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# 1. The role of Museum Development support

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

We recognise the range of museums and audiences in 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 assist them by building on good practice to release the 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 ambitions.

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
- MDY will provide Accreditation advice to all organisations that are eligible to apply for Accreditation
- MDY will work with National Portfolio Organisations and DCMS sponsored National Museums by providing Accreditation advice and supporting project development and delivery, but they are not eligible for ACE funded one to one support or MDY Small Grants
- MDY will support but not prioritise work with museums that are recognised by Arts Council England as 'Working Towards Accreditation'<sup>1</sup>

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

## 2. Guidance Notes

The guidance below will help you decide what development support your museum might need. Our support covers all aspects of museum activity, as outlined by the Museum Accreditation Standard. It is set out in three sections:

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

Please read this guidance. These options are also included in the application form. This year we have two submission dates. We hope museums will take advantage of the earlier date to aid with planning.  
To apply, please complete an online application form:  
at <https://www.snapsurveys.com/wh/s.asp?k=157251860038>  
by 23:59 on 12<sup>th</sup> January 2020 or 23:59 2<sup>nd</sup> February 2020

We have consulted widely, listened to feedback on our programmes, and used a range of evidence to identify potential development needs. Based on this, we are proposing a broad programme which will give access to a range of expertise, tailored to all types of museums. If you cannot see what you need, please contact us to see if we can meet your specific needs.

Michael, Alan, Dieter, Jo, Liz, Rebecca and Lily

Museum Development Yorkshire

### **3. Development Support Options**

#### **A. Organisational Health: *Improving or changing how your museum runs***

This section focuses on improving the overall health of your organisation. We are keen to work with you to make your museum more effective, efficient and resilient.

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

#### **A1. 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 can also help you review the way you operate and make sure that you are clear about what you do and who for.

##### **Why might you need it?**

There may be new challenges to the way you operate or changes to important partners. Perhaps you have new personnel or are concerned about your organisational culture. 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 able to move forward with more confidence.

#### **A2. Working effectively – reviewing and developing your business or forward plan**

##### **What is it?**

An opportunity to review where you are going and produce a plan that is a practical useful tool for running your organisation and meets the Museum Accreditation requirement.

##### **Why might you 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 a plan to check 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 meet your needs and Museum Accreditation requirements.

**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 straightforward. It is a tool to manage the work of the museum and a document not just for Accreditation, but which demonstrates your clarity of purpose and professionalism to funders and supporters.

**A3. Innovation and approaches to managing your museum's business****What is it?**

We will work with you to review your museum's management and key projects with a view to becoming a more innovative organisation. We will support you in selecting and reacting to your business management data, such as accounts, project reports, business reports retail and visitor figures.

**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. You may be keen to become a more innovative organisation. You might want to share information about your museum with staff and volunteers.

**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 can 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. We can support your organisation identify and implement approaches to innovation and change. 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 the understanding of your museum business.

**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. Your museum will be better able to identify and implement new practices. You will be able to use this information to amend and develop your forward plan into an effective and practical tool.

**A4. 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 might you need it?**

Your museum might be developing a major project, be wanting to expand the work of your museum with audiences or collections or needing to broaden sources of income. You might want to assess which fundraising methods are most appropriate for your museum or how to sharpen the messages you communicate to current and potential funders.



### **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 access a variety of sources of funds. You will be invited to participate in a learning cohort to benefit from sharing experiences and knowledge with other museums. We will support you to identify the most appropriate types of funding for your museum and help you understand the key characteristics of each type of investment. Many museums are keen to get more support from trusts and foundations, other museums are successfully raising money from individual donations, 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 can target the best sources of funds for the project and communicate the needs of your museum in the best way possible.

We could also work with you to review the current or potential opportunities for having a '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. As part of the process you might develop a new fundraising policy or create fundraising literature. Your team will have a better understanding of the expectations of funders and will be better able to communicate with them

## **A5. Generating income at your museum**

### **What is it?**

An opportunity to work with industry experts to review current performance and identify how your museum can generate income from a range of sources. This could include new entrepreneurial activity as well as traditional sources of income like retail, catering and licensing.

### **Why might you need it?**

Your museum might be looking at ways of diversifying its income to make it more resilient, generating funds for your museum's priorities or you might have a projected trading deficit that you need to fill. Or, your museum might have been set increased income generation targets and needs to respond. Your museum might want to refresh its retail or catering services, with support to identify how you can boost sales and profitability.

### **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. This might include providing external services, offering facilities for hire, offering filming 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 quick wins and pragmatic solutions to either drive sales or increase profitability. This might result in your museum changing layout, product lines or pricing policies, or looking at how your retail or catering outlets can better reflect your core purpose.

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.

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

Your museum will have a more effective approach to trading and income generation. Your museum may increase the profitability of current income streams or establish viable new income streams. You will be more confident that your enterprise activities are providing products and services that your customers want and an appropriate level of income for your museum.

## **A6. Towards an environmentally sustainable approach and adapting to climate change**

### **What is it?**

Taking a progressive view of adaptation to climate change, we will work with you to identify ways in which your museum can work towards a sustainable net-zero carbon footprint, and use a framework to consider required adaptations to the expected impacts of climate change to inform your strategic planning.

### **Why you might need it?**

Museums wishing to incorporate climate change adaptation into their strategic planning will have an opportunity to trial this new element in our support. Moving rapidly beyond existing frameworks for environmental sustainability, this support will make a bold step into climate change adaptation, identifying how your museum can embrace planning for a climate change world. As well as short-term behaviour changes and savings, this support aims to identify strategic priorities to make your museum more prepared and resilient for climate change in the short- to medium-term.

### **What we will do to help you get there?**

You will receive support from external experts to help your organisation consider potential challenges to its mission arising from the expected impacts of climate change.

Working back from current information, we will use a framework to explore how your organisation might prepare and respond, and what shifts in thinking and behaviour are required to develop your resilience to change.

We will use established frameworks to assess your current carbon footprint and identify viable opportunities and targets for reducing to net-zero.

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

Your museum will produce a planning framework identifying potential risks from climate change and adaptation actions to inform strategic planning. We will work with you to identify viable plans for working towards net-zero carbon impact.

## **A7. Harnessing the power of diversity within your museum**

### **What is it?**

Support to help your museum realise the opportunities presented by increasing the range of people who work for your museum. To thrive as a sector reflecting the diversity of the country in our workforce can give real benefits in the ways we manage and interpret our museums. Through this, process, your museum will better reflect the community it serves. Bringing in people with diverse experiences can increase creative and innovation and research shows that decision making and problem solving is more effective in groups that mix age, gender, ethnicity, physical ability and sexual orientation (<https://www.ft.com/content/4f4b3c8e-d521-11e3-9187-00144feabdc0>)

### **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 will improve team working and problem solving in your organisation. Your organisation will better reflect the population of the UK

## **A8. Harnessing the power of your workforce**

### **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 so might require support in developing new policies and procedures. They might also require support in managing what can be quite a disruptive change to the way the organisation runs. The member of staff may benefit from some external support as they start a new role.

Some museums are reducing the number of paid employees and restructuring the workforce they may need support adjusting to their changing the roles There maybe a new focus on the use of volunteers perhaps for the first time and want to manage the process fairly introducing new policy and procedure. We know that some museums struggle to recruit and retain volunteers and might want support to look at why and produce a new strategy to address these issues.

Many museums are aware of the need to look at succession planning at operational and board level to ensure that they remain robust organisations. MDY can support this in a variety of ways.

### **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 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. One to one mentoring. 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.

**A9. Developing effective governing bodies****What is it?**

A focused 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 might you need it?**

Every charity is required by the Charity Commission to offer basic training to its governing body it is, therefore, important that museums provide training 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 as part of an induction programme. You might be about to embark on a new project, or 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 agree the content of the programme and the most appropriate method of delivery. Usually, two of our team will then deliver a series of workshops or coaching sessions with your board and senior officers. We can also make suggestions for further reading, sources of information and support.

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

Your organisation will have a greater understanding of its legal status and the different roles and responsibilities of trustees, paid staff and volunteers. We understand that these might all be the same person, but it is necessary to think and behave differently when carrying out these different roles. 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 charity and the specific consideration when acting at the trustee of a museum.

## ***B. Collections: Making the best use of your collections***

This section focuses on a core area of the museum's business, the care, management and accessibility of its collections. We want your museum to better understand them, make the best use of them, and 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 March 2021 how they embed the Creative Case for Diversity in their collections management, interpretation and programming.

### **B1. 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 some experience. This is about ensuring that your collections are recognised and valued as your biggest asset.

#### **Why might you need it?**

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, Area for Improvement, or Area for Development for Museum Accreditation, or may wish to identify areas for investment and improvement.

#### **What we will do to help you get there**

We will help you review your collections management processes, documentation, storage and care. We will guide you to find further guidance and use sector standards to assess your practice. The programme will also help you to prioritise what needs to be done. We will also work with you to embed the principles of the Creative Case for Diversity into collections management practices.

As part of our support your museum may be asked to attend a series of meetings lead by MDY and the Collections Trust as part of a cohort of museums with similar issues. Alternatively, we may work with you using the MDY collections management checklist or Benchmarks in Collections Care developing a programme of work and supporting your team to consolidate learning. We will also require you to develop a collection biography using a MDY simple toolkit which will provide better insight and understanding to the museum itself and 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 help you prioritise future work, actively manage your collection, and share information with your users and stakeholders.

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

## **B2. How to digitise and manage digital collections**

### **What is it?**

There is an increasing wish to give access to our collections digitally. This can be a way of unlocking knowledge and creativity both within the museum and from our audiences. Managing digital assets is in many ways like 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 to decide the best approaches, methodologies, technical and to legal issues like copyright. You may need to review a past project which you wish to transfer 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 website.

### **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 work with a newly developed toolkit and 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. Use the toolkit developed by the Universities of Glasgow and York with MDY to generate ideas and develop them so you can take the worked-up concept to a contractor. We will also help you to set priorities. We will look to support you to put together an achievable and fundable digitisation programme.

## **B3. Becoming an 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 an environment that has changed significantly. You may be looking to create new public space, improve the quality of storage or move your store. There is a clear opportunity to review collections as part of the move. Identifying objects that are poorly documented so invisible to staff and users or which perhaps should not be part of the collection and might be found a better home elsewhere. You may also want to decide how to spend collections care and conservation resources through prioritising areas of your collection. So, in the long-term, the collection can become or remain accessible to users. We can also support you in considering approaches, methodologies, fundraising, 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 and how that relates to your current situation to map the future direction of your collection. We will also help you to identify the challenges of past collecting and its legacy today and help you in developing a collection biography. This may, in due course, 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 the stories that appeal to your visitors.

As a condition of our support your museum will be expected to attend workshops lead by the Collections Trust and MDY. We will then use the MDY collections management checklist or Benchmarks in Collections Care to develop a programme of work and support your team to consolidate learning and embed these 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 long-term future.

## **C. Visitors, users and their experiences:**

### **Engaging with and developing audiences**

This section focuses on the services that museums provide for visitors and users. A museum is weaker without a clear focus on its audiences. Audiences need to be planned for, welcomed, and provided with high quality experiences. We want to help you provide the best possible service for your users and communities.

#### **C1. Improving your welcome**

##### **What is it?**

A chance to review what your museum offers its users and to renew its approach to welcoming visitors. Your staff and volunteers will work with a facilitator. They will be encouraged to 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 change the way your front of house interacts with visitors in the future. For example, offering talks and tours or having a more active approach to your visitors. Alternatively, you may need to increase income or visitor numbers and are looking at how to attract more visitors, increase secondary spend and donations.

##### **What we will do to help you get there?**

We will match your museum with an external facilitator and enrol your 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 2019-20 programme is available at <https://www.museumdevelopmentyorkshire.org.uk/wp-content/uploads/2019/02/Front-of-House-Cohort-2019.pdf>. 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.

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. In return, your museum will receive at least three peer reviews from other museums in the region. If you don't already, you will also be supported to gather audience data using Audience Finder

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

Your museum will have been able to review its approach to welcoming visitors. You will have provided training opportunities and support to your front of house workforce. The programme will provide the opportunity to network with colleagues across the region – share ideas and learn from each other. 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.



## **C2. Developing your knowledge of audiences, their motivations and how to market to them (Audience Champions)**

### **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 might you need it?**

The most successful museums focus their exhibition and activity programmes to meet the needs of their visitors and so attract more people to their museums. You might be concerned about changes to long-term visitor trends. Your museum may be preparing to develop a new project and need data to assist with planning. Equally, you might want to review the information that you have or need to know about your visitors so that you can take better informed 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 work with what you have and collaborate with the Audience Agency to improve your evidence base. We will mentor your team so that they can use this data to inform business plans, exhibition and programme plans, approaches to marketing and, if appropriate, collections development policies.

We can also work with you to identify and remove some of the social, economic, intellectual or physical barriers that may be reducing participation. We believe that excellent museums are accessible to all, and able to target specific groups of people as current and potential audiences.

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. For example, to use social media such as Twitter, Instagram or Facebook. We understand that your marketing budget is likely to be small and will focus on practical, low cost yet effective solutions.

**Your museum will be supported to gather appropriate audience data most likely 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 develop a new Audience Development Plan as part of this project.

## **C3. Exhibitions, events and interpretation**

### **What is it?**

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

### **Why might you need it?**

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

### **What we will do to help you get there**

We will work with your team to review your approach to interpretation planning. We will build approaches that will help you create interesting and engaging exhibitions and events as part of an overall strategy for your organisation. We will mentor you to identify and develop key messages and hone your approaches to using different media. We can advise your museum when specifying and recruiting external contractors. We can also support your museum to embed principles of the Creative Case for Diversity into your exhibitions and events.

### **How will your museum benefit from our support?**

Your museum will be better equipped to develop successful exhibitions and events for your museum. In some instances, you will have developed an interpretation policy or plan, or you might have the information required to better fundraise for a project or to commission a designer.

## **C4. 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 additional needs have been excluded from your museum they may have reported unintended discrimination or other barriers. You and 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 people. Your organisation will have a greater understanding of the needs and perspectives of different audience groups. Your organisation will be able to respond more effectively to the Equality Act 2010.

## **C5. Developing learning in your museum**

### **What is it?**

An opportunity to review your approach to supporting learners and to develop new products that will improve the quality of experience at your museum. 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 new education users into your museum. You might have noticed a decline in bookings. Your museum might be trying to work more effectively with its Local Cultural Education Partnership (LCEP).

You might want to develop new products to diversify your learning offer. To address a broader range of areas of the Curriculum. For example, by looking at different age groups such as early years,

foundation Stage or learners from Higher and Further Education. You may want to look at other subject areas and develop a STEAM subjects offer, which is, Science, Technology, Arts Engineering and Maths. Other museums are interested in attracting informal learner such as U3A groups and family 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 ensuring 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 (IVE) to identify opportunities to work more closely with your LCEP. This support may 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 and 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.

## **C6. Welcoming families in your museum**

### **What is it?**

An opportunity to review your offer to families and develop new products or services that will improve the quality of experience at your museum.

### **Why might you need it?**

Families are a major potential visitor base for museums. Is your museum realising its potential? Your staff and volunteers might be keen to attract more families into your museum. Or perhaps you want to focus on a specific group, such as new parents and babies or pre-school children, and you don't know where to start. You might want to develop new products to diversify your family learning offer. Your museum might also be interested in making sure that its provision is appropriate for children with special or additional needs.

### **What we will do to help you get there**

We will work on a one-to-one basis with your museum to audit your current Family Learning offer. The audit will include reference to the wide range of free resources available, such as the Kids in Museums Manifesto. Work will then 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 your family offer.

We will mentor and coach your team to develop your own ideas, services and products. 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 families. 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 develop a deeper understanding of the needs of this vital visitor base. You will have a clear action plan for the next 1-2 years identifying all aspects - from facilities through to marketing and communications. You will be more family friendly and in a better position to provide a warm welcome to a wider range of visitors. You will feel more confident about what you can offer and how you deliver it.

## **C7. 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 you 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 and embed its principles in your work. You may want to take part in one of the Kids in Museums projects such as "Museum Take Over".

### **How will your museum benefit from this support?**

Following this programme of work, your museum will be 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.

The Kids in Museums Manifesto can be used in a number of ways. As an audit tool, as a framework for improvement, it can be used to show stakeholders you are serious about understanding families and young people and support your Accreditation application

## **C8. Developing your knowledge of the health and wellbeing agenda and how museums can support it**

### **What is it?**

A chance to increase your knowledge about how all aspects of health and wellbeing impact on all your audiences (including your workforce and volunteers). You will access high level training and receive individual mentoring from experts in the field. Participants will take part in a programme of learning with other museums to benefit from peer learning and sharing.

### **Why you might need it?**

Are you confused about what the terms Health and Wellbeing really mean and how they affect museums? You may have been approached by a potential partner in the community but are unsure how to develop services. Perhaps you already have an interest in this area but want to develop a greater understanding about aspects such as Social Prescribing and how they could link to funding. With the diversity of potential audience groups are you unsure how to evaluate projects and demonstrate impact?

**What we will do to help you get there?**

You will be a member of our established Health and Wellbeing cohort – now in its 5<sup>th</sup> year. This is a fantastic opportunity to access high quality training, whilst learning alongside peers in a supportive environment. You will receive targeted reading lists, research and case studies – specific to your interest. The cohort is designed to support you to develop a project, test out your skills and pilot your idea. Participation in the programme is a requirement of support. A copy of the 2019-20 programme is available at <https://www.museumdevelopmentyorkshire.org.uk/wp-content/uploads/2019/11/Health-and-Wellbeing-Cohort-2019.pdf>

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

Your museum will thoroughly audit and recognise the assets it can use for health and wellbeing programming. The programme will provide the opportunity to network with colleagues across the region – share ideas and learn from each other. You will develop an action plan with achievable goals for the next 12 months.

## 4. How to Apply

### 4.1 Is my museum eligible?

The programme is open to all museums and heritage organisations however you may be charged for the one to one support unless your organisation fulfils all of the following criteria

It must be:

- In Yorkshire and the Humber
- Accredited with Arts Council England\*

It must not be:

- Funded by Arts Council England as a National Portfolio Organisation
- 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, you might be able to pay to access our services. 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 as we will not accept more than one application per organisation
- If unsure, about what to prioritise we encourage you to use the [Museum Development Network Diagnostic](#)
- Please review any documents (e.g. Forward or Business Plan, Accreditation Award letter or external review) and how the requested support addresses any recommendations
- 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. We will only accept one form on which you can ask for up to 3 areas

### 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**.

**Make your applications for Museum Development Yorkshire support via**

<https://www.snapsurveys.com/wh/s.asp?k=157251860038>

**This year we have two assessment deadlines**

**by 23:59 on 12<sup>th</sup> January and 2<sup>nd</sup> February 2020**

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, Required Actions or Areas for Development, its business plans or a management review such as HLF's 'Resilient Heritage

Strength Checker' or AIM's 'Hallmarks of Prospering Museums'. Or recommendations that result from previous work with MDY.

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 deadlines, can I still apply?

If there is a significant reason why your museum cannot make the 2<sup>nd</sup> February deadline, please contact a **Museum Development Officer**, to discuss how we may be able to help.

#### 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?

12<sup>th</sup> Jan and 2<sup>nd</sup> Feb 2020    Closing date for applications  
(23:59)  
13<sup>th</sup> Jan – 2<sup>nd</sup> March        Assessment of applications  
2020

March – April 2020        Development of contract agreements with individual museums and external suppliers. This will include outputs and performance measures.

From April 2020

Project commencement

We anticipate that the majority of support activity will occur between April 2020 and February 2021. We want to fit in with your timescales, so you need to identify when you prefer to receive support. Although if the project requires longer, we can run projects over more than one financial year

1<sup>st</sup> March 2021

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 principal 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 via our website.
  - 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 Yorkshire region so that others can benefit from the investment. We will expect you if asked 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 the *Museums Development Yorkshire Annual Survey of Museums*. 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. MDY is a participant in the [Museums and Collections at Risk protocol](#).

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**

Lily Wilks  
01904 687687  
MDYOffice@ymt.org.uk  
@MusDevYorks

**Alan Bentley**

0759 5609782  
alan.bentley@ymt.org.uk

**Joanne Bartholomew**

**07730 642919**  
joanne.bartholomew@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

#### **4.13 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>.