

Museum Development Support Opportunities 2021-22 Guidance Notes

January 2021

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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 2021-22.
 - How your museum can apply for specific development support from our team this year.
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Museum Development Support Opportunities 2021-22

Your museum is invited to apply now for support in the period 1st April 2021 - 31st March 2022. If you know now what support you have identified that you need, please apply now. However, we recognise that your needs may change during these challenging times and you may want different support in the autumn, we will repeat this process in summer 2021.

If you are unsure what to apply for, please contact your Museum Development Officer (see p.27 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 Yorkshire

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 those 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.

Museum Development Yorkshire is renewing its focus on the importance of museums being inclusive, diverse and accessible to everybody, in order to deliver on its stated purposes. We will be a visible advocate of equality, diversity and inclusion for all museums in Yorkshire and the Humber. Our museums will become confident in their equality, diversity and inclusion aims and will be able to articulate their development needs and progress in this area. We will create a strong and growing body of best practice in the region, with museums being able to evidence the changes being made through audience engagement, and in the positive benefits experienced throughout their organisation from best practice in equality, diversity and inclusion.

- 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 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'¹.

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. 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:

N.B. The full depth of support offered in this document is dependent on social distancing measures being eased. We are confident that all units can be delivered remotely and will discuss any implications with your museum.

Organisational Health:

Improving or changing how your museum runs

Collections:

Supporting your museum to manage and make best use of its collections

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 application tranches due to the level of change that many museums are experiencing.

To apply, please complete an online application form:

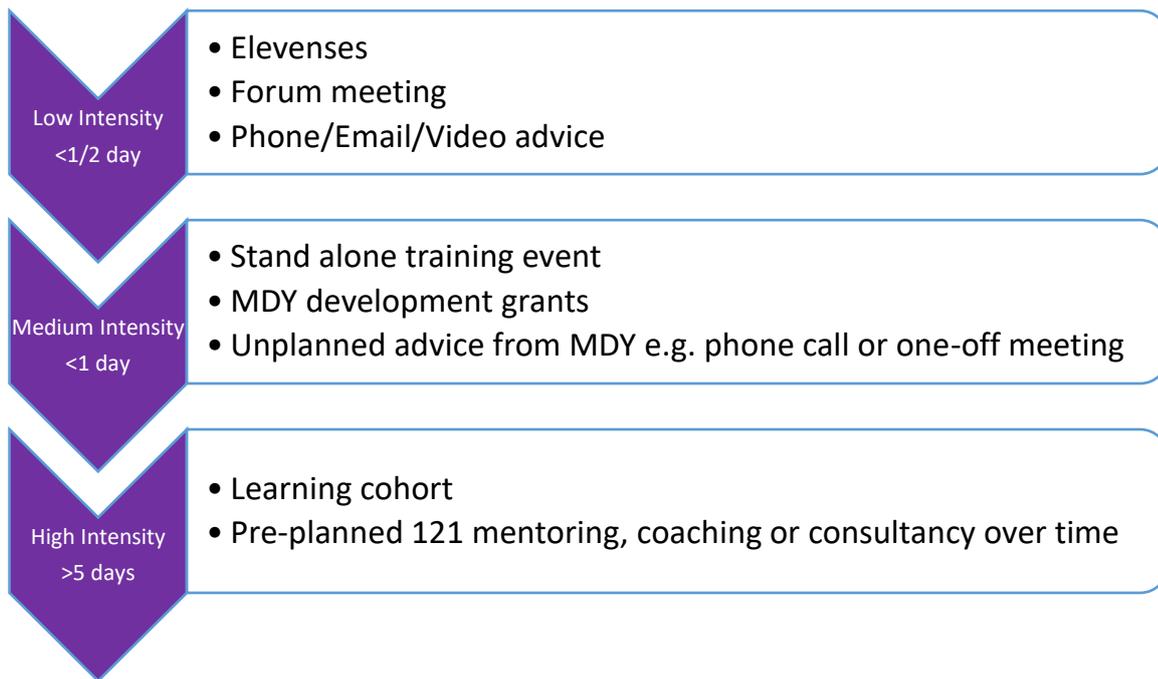
at <https://wh1.snapsurveys.com/s.asp?k=16082277931>
by 23:59 on 28th February

A second round will open in the late spring/early summer of 2021.

In the spring we will be offering opportunities to take part in learning cohorts. These will be open to application separately. These cohorts will focus on:

- Health and Wellbeing
- Fundraising
- Income Generation (enterprise)
- Front of House Expertise
- Family Friendly Offers
- Everyday Innovation

The graphic below indicates how our offers can be used to best support your museum. The level of intensity is the amount of resource that your museum will be expected to invest to get the most out of the opportunity.



If you cannot see what you need, please contact us to see if we can meet your specific needs.

Michael, Alan, Alice, Dieter, Jo and Liz

Museum Development Yorkshire

3. Development Support Options

3.1 *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 expected to develop or review an Equality Action Plan.

A1. Aiming to Fly – Building your Plan for the Future and the Systems to Deliver

What is it?

An opportunity to develop your plan for the future informed by an understanding of your current position. We will work with you to develop a practical plan and system for you to run your museum.

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 and success of the organisation. Your museum wants a plan to check progress against on a regular basis. Your museum may have a great plan but lack the structures or systems to deliver it.

This area of support is suitable for any type of museum at any scale. It is best suited for museums that want to be proactive, evidence driven and agile, reaching beyond minimum standards to achieve a higher level of performance.

What we will do to help you get there

You will work with a member of the MDY team or a contractor to assess your organisational health, benchmark performance, and review your current position. After this we will mentor your team to produce a plan suitable for the needs of your organisation, in a format that will meet your needs and Museum Accreditation requirements. We will also work with you to build the structures, systems and processes needed to realise your plan.

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

Having a robust and practical forward plan and associated systems makes the management of any organisation more straightforward. It is a tool to manage the work of the museum and demonstrates your clarity of purpose and professionalism to funders and supporters.

A2. Rebuild and Recover

What is it?

A chance to review your museum's financial and business model to identify how you can rebuild and recover from the Covid-19 crisis. This involves looking at your museum's short-term financial position and its plans and projections for the next twelve months. We will help your museum identify the actions needed to survive, rebuild and recover.

Why might you need it?

2020-21 has changed the way we work and potentially challenged assumptions about how our museums are run. Some of us are optimists and others pessimists, which will impact the way your museum plans its future. You might want to model different scenarios and what this means for your future and the opportunities available to your museum.

This support is appropriate for museums who have access to their management accounts and financial records. For museums that do not have access to that information, we would need to work with you on sourcing that information.

What we will do to help you get there

Your museum will work with one of our team to review your current and short term (1 year) financial position. This will identify assumptions and threats to your financial model. We will support you to identify and explore options for development and assess their potential to realise your objectives.

Depending on your need, we can work with you to review and refine your business model using a visual approach underpinned by financial information. Alternatively, we would work with you to establish and implement new financial management strategies that will help your museum grow and strengthen its resilience.

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

Your museum will have a better understanding of short to medium term financial scenarios and be able to plan for its future. Your museum will be more confident about the business model used by your organisation and the methodologies for managing your resources.

A3. Preparing to Fundraise**What is it?**

Support 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 donors, 'friends', 'members' and 'supporters'.

Why might you need it?

Your museum might be developing a major project, be wanting to expand its work with audiences or collections, or needing to broaden sources of income. Your museum may be trying to diversify its income to respond to a loss of earned income as a result of Covid-19. 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.

This support is appropriate for museums that have already completed our 'Broke to £500k' learning cohort or who have experience in fundraising.

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. 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. While 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.

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

A4. 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.

This support is appropriate for museums that want to review or expand their earned income activity. It is best suited to museums that have been on the Income Generation cohort or who have a specific area of enterprise to review.

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. We will work with your team to analyse, model and assess income generation opportunities so that you can make the right investment at the best time. Enterprise activity in museums is changing rapidly and traditional sources of income may not be the best solution in uncertain times.

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.

We encourage museums to think holistically about enterprise opportunities.

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. Your museum may decide to terminate other activities if they do not deliver an appropriate social or economic return. You will be more confident that your enterprise activities are providing products and services that your customers want and deliver an appropriate level of income for your museum.

A5. 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 might you 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 both 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.

A6. Unlocking the Benefits of Diversity

What is it?

Support to help your museum realise the opportunities presented by increasing the range of people who are involved in governing, working or volunteering for your museum. Reflecting the full range of social diversity in the organisational life of our museums benefits their management, the collections we develop, and the stories we tell, in turn attracting more diverse and representative audiences. Research also shows that diverse experiences increases organisational creativity, ability to innovate and problem solve, and improve decision making, by drawing on a wider range of perspectives.

Why might you need it?

Your museum might want to attract more visitors and be aware that a lack of diversity within the organisation and the messages it communicates might be a barrier. You may have audited your organisational diversity or reviewed visitor profiles and want to change the way you work. Like MDY, you may have looked at the sector and the wider world and decided there is a need for change. Perhaps your team realise that the collections information you hold and the messages you communicate to visitors do not reflect the reality of historical and contemporary societies in the UK.

This support is best suited to museums of any size, and key people within them, who are committed to driving organisational change, moving beyond statements and good intentions to action.

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. This may involve working with your teams to explore and understand the inequalities and structural barriers in place within both museums and wider society. 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 to review collections and identify 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 might explore opportunities for involving diverse voices in interpretation and programming, including how to use wider art forms in this process.

We know that the barrier to improving volunteer and workforce diversity is often not recruitment as the talent is available, but about minimising bias within our procedures and retaining good people when they join us. We will work with specialists in this field to mentor your team on how to tackle this challenge.

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

As a result of this work, your museum will have a clear plan to improve its organisational diversity and will have begun taking action towards change. You will be better able to recruit and retain diverse talent. You will improve team working and problem solving in your organisation. Your organisation will better reflect the population of the UK in its organisational life, and the way it manages its collections and engages audiences and communities with them.

A7. Developing Staff and Volunteers to Meet the Needs of your Museum

What is it?

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

Why might you need it?

The world of work and volunteering has changed over the last year, as have our communities. Museums are responding by changing their workforce and how they work. In some instances, museums are employing paid staff for the first time so might require support in developing new policies and procedures. In other museums they have virtual volunteers for the first time. They might also require support in managing what can be quite a disruptive change to the way the organisation runs.

Some museums are reducing the number of paid employees and restructuring the workforce and may need support adjusting to their changing roles. There may be a new focus on the use of volunteers, perhaps for the first time, with museums wanting to manage the process fairly - introducing new policy and procedure. We know that some museums struggle to recruit and retain volunteers and might value support to look at why and then 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 so that we all understand your strategic workforce development needs (not as complex as it sounds) and will pair you with a specialist for a programme of one-to-one advice and support. We will mentor your organisation focusing on one or more of the following areas: volunteer management, developing staff management structures and procedures, reviewing or developing personnel policies. We can also work with you to identify the talent(s) that your museum will need. 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 have a workforce that is able to respond to the future needs of your organisation. You will be better able to meet the needs and expectations of your paid and unpaid workforce so that you retain the skills, behaviours and experience you need. Your museum will be in a better position to recruit and retain high quality board members and personnel.

A8. 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 museum's governing body.

Although this is designed primarily for charity trustees, it would also work as a structure to brief Senior Managers or 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 as trustee of a museum.

3.2 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 2022 how they embed diversity and inclusion into the strategies and processes involved in collections management, interpretation and programming.

B1. Taking Control of your Collection

What is it?

An opportunity to review or create your documentation policies and procedures and their implementation. A chance to better understand what collections management backlogs are and what they are not and how to explain what is important about them to others. An opportunity to develop strategies to raise the profile of collections management and documentation in your organisation and how that can deliver value to your organisation.

Why might you need it?

All museums must have a clear picture of the size and scope of their collection and be confident in managing them. 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.

This support is best suited to small or medium sized independent, or Local Authority museums that have dedicated collections volunteers or staff but who have identified a need to improve skills, systems or behaviours. It is particularly useful for museums who wish to change the way they work to tackle historic problems.

What we will do to help you get there

We will help you review your collections management processes, documentation, storage and care. We will signpost you to 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 and wider diversity and inclusion approaches into collections management practices.

If your museum has not already participated, we will expect you to attend workshops lead by the Collections Trust and MDY. We will then work with you to develop recommendations for your museum. This may involve using the MDY Collections Management Checklist or Benchmarks in Collections Care. We will then work with your team to consolidate learning through practice.

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 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 might you 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 or methodologies to use or how to resolve 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.

This support is suited to organisations that are able to invest in digital skills and behaviours as well as infrastructure. Large organisations may find the support useful to develop their relationships with ICT teams. Smaller organisations may find this useful to develop systems and processes. Your organisation will need to be able to manage or develop its digital infrastructure to benefit from this support.

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 to identify opportunities for your museum. This could include reviewing systems or processes.

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 applying sector standards. We may 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 support you to put together an achievable and fundable digitisation programme.

B3. Strategically Developing Collections

What is it?

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

Why might you 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 have realised that your historic approach to collecting has excluded important communities. 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.

This support is suitable to any museum, and works best when there is a dedicated volunteer or officer team focusing on collections development.

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 lead to improved understanding of the significance of some objects or 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.

If your museum has not already participated, we will expect you to attend workshops led 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 and future work.

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

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

B4. Developing a Collections Biography

What is it?

An opportunity to work with one of the team to understand the background to your collection and key influences on its development. This will help your museum better document and interpret the collection and inform its future development.

Why might you need it?

All museums are a product of their histories and reflect the influences of previous generations. Understanding how and why a collection developed over time allows organisations to enrich collections databases in a meaningful way, which in turn provides opportunities to share richer stories with visitors and communities. An understanding of the heritage of a collection also enables museums to rationalise and acquire in a more strategic way.

This support is suited to any museum that has dedicated collections volunteers or staff. It is most appropriate for museums with collections information systems or databases that allow for object history information to be updated.

What we will do to help you get there

We will work with your team to identify and explore key histories, influences and people involved in your museum's collection. This will include completion of a simple toolkit and checklist which will then expand into a more thorough reference tool for your museum. As part of this process, we will encourage you to consider how people or communities with different backgrounds and life experiences have influenced your collection and allow you look critically at your current approaches.

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 has developed and been documented over time. This will help you prioritise future work, actively manage your collection, and share information with your users and stakeholders.

You will be able to share richer, more informative, relevant and exciting stories with your visitors and communities. You will also be able to communicate the importance of your collections to visitors, communities and stakeholders.

3.3 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, as are businesses which fail to recognise the needs of their customers. 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. 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 might you need it?

The most successful museums have a clear focus and have exhibition and activity programmes which meet the needs of their visitors who are attracted to visit. 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.

This support is best suited to museums that have visitor research or need to prepare to collect this type of information.

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 explore how your museum could prepare to work with Audience Finder in the future. We will mentor your team so that they can use existing 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. We understand that your audience development or marketing budgets are likely to be small and will focus on practical, low cost yet effective solutions.

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 audiences you wish to engage with. In some instances, you may develop a new Audience Development Plan.

C2. 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.

This support is most appropriate to smaller independent or local authority services or for teams that have limited experience of developing exhibitions or events.

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.

C3. 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 also 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.

This support is best suited to single site museums or those organisations where there is a specific need at an individual site.

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.

C4. 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. Post Covid-19, you may also want to develop methods to reach audiences digitally - via online platforms.

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). Your museum might be trying to re-engage with schools after the Covid-19 crisis and respond to their changing needs.

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 learners 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.

This support is appropriate for any museum with an employee or volunteer who focuses on working with schools.

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.

C5. 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.

This support is best suited for museums that are keen to invest in their public facing offer and want to increase the number of families with younger children visiting the museum. If your team are inexperienced in providing facilities and services for families, we will recommend that you join the Family Learning cohort for comprehensive support.

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.

C6. Developing Health and Wellbeing Agendas to Benefit Communities

What is it?

A chance to embed and deepen your knowledge about how all aspects of health and wellbeing impact on all your audiences (including your workforce and volunteers). You will access individual mentoring from experts in the field.

Why might you need it?

Have you taken part in our Health and Wellbeing cohort and are now ready to embed your learning or expand your practice? You may have been approached by a potential partner in the community but are unsure how to develop services and engage with partners and commissioners. Are you unsure how to evaluate projects and demonstrate impact?

What we will do to help you get there?

You will work with a mentor to review your current practice and develop new products or services. We may work with you around Social Prescribing to develop links with local public health teams, link workers and commissioners. In some instances, we will support you to develop projects or initiatives that could be funded through grants or commissions.

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

Your museum will be more confident in developing products, services and initiatives that will strengthen the health and wellbeing of your community.

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 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.
- We encourage, but don't require, museums to complete the Museum Development Network - Museums' Organisational Health Check to inform their application. Following completion, your museum will be sent recommendations on development support that meets your expressed needs.
- 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 With?

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://wh1.snapsurveys.com/s.asp?k=160822777931>

This year we have two assessment deadlines by 23:59 on 28th February.

A second round will open in the late spring/early summer of 2021. Please ensure that only one application is submitted by your organisation in each round.

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, individually or as part of a cohort. We encourage museums to use the [MDN Organisational Health Check Tool](#).

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?

We know that this is a difficult time for many museums. If there is a significant reason your museum cannot make the 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 or volunteer 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?

28 th February (23:59)	Closing date for applications
16 th March 2021	Assessment of applications
March – April 2021	Development of contract agreements with individual museums and external suppliers. This will include outputs and performance measures.
From April 2021	Project commencement We anticipate that the majority of support activity will occur between April 2021 and February 2022. 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 st March 2022	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.

Where work requires MDY to visit your museum we may need to delay some elements of our programme with you until social distancing and safe working measures are relaxed. We do not want to unnecessarily increase the risk of infection to your staff, volunteers or visitors.

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 consider your museum's capacity, its needs and the overall demand on the support funds.

If we complete any of these units before the summer and you want to apply for a different area of support, your museum can do so.

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 *MDN 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 are 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 with about Available Support?

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

Museum Development Yorkshire Intern

Alice Macpherson
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 Yorkshire was originally commissioned to deliver Arts Council England's last strategic framework [Great Art and Culture for Everyone](#). We are also delivering against the new ACE strategy, [Let's Create](#).