

1. The Role of Museum Development Yorkshire

Museum Development Yorkshire offers a range of options for expert, one-to-one support for your museum. This year, we are using the [Arts Council England Investment Principles](#) to frame our support offer. We have also updated our support options to make them easier to understand. Our full range of support is still available, if you can't see what you want, please talk to your Museum Development Officer (MDO).

During 2023-24, MDY will receive a standstill funding allocation from Arts Council England. At a time of rising costs, this means that our resources will not go as far as previously.

During this year, MDY will also prepare and submit a new bid with colleagues at Museum Development North West and North East, to provide Museum Development services as Museum Development North from April 2024. This change will draw on our capacity as a team in 2023-24. While we hope to bring you as much of our usual service as possible, we hope that the following year will bring greater stability, as well as new opportunities via the new museum development service for the North of England.

Museum Development Yorkshire is funded by Arts Council England (ACE) to support museums across Yorkshire and the Humber. We are hosted by York Museums Trust. We work with all museums in the region and support the freelance workforce. We are tasked with prioritising support for Accredited museums without national funding (non-National Portfolio Organisations and non-National museums).

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

Museum Development Yorkshire will:

- prioritise work with Accredited museums.
- provide Accreditation advice to all organisations that are eligible to apply for Accreditation.
- work with National Portfolio Organisations and DCMS sponsored National Museums by providing Accreditation advice and supporting project development and delivery, but these museums are not eligible for one-to-one support or MDY Small Grants.

- support museums that are recognised by Arts Council England as ‘Working Towards Accreditation’¹.
- frame our support using the ACE Investment Principles, the ACE 10-year strategy “Let’s Create” and the Museum Accreditation Standard.

2. Guidance Notes

Investment Principles

Please use the guidance below to help you decide what development support your museum needs. Our support covers all aspects of museum activity. It is set out in four sections aligned with Arts Council England’s Investment Principles:

- **Ambition and Quality:**
Cultural organisations are ambitious and committed to improving the quality of their work.
- **Dynamism:**
Cultural organisations are dynamic and able to respond to the challenges of the next 10 years.
- **Environmental Responsibility:**
Cultural organisations lead the way in their approach to environmental responsibility.
- **Inclusivity and Relevance:**
England’s diversity is fully reflected in the organisations and individuals that we support and in the culture they produce.

Please read this guidance. The support options are also included in the application form.

To apply, please complete an online application form by 23:59 on Monday 27th February 2023 at: <https://online1.snapsurveys.com/scbqv9>

Learning Cohorts

In addition to one-to-one support, MDY will also offer opportunities to take part in learning cohorts. Participants will learn together in a group via a structured mixture of training, mentoring and peer support. This approach has proved very popular and effective. Past participants have valued professional advice and guidance from the facilitator, mentoring and networking opportunities within the cohort.

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

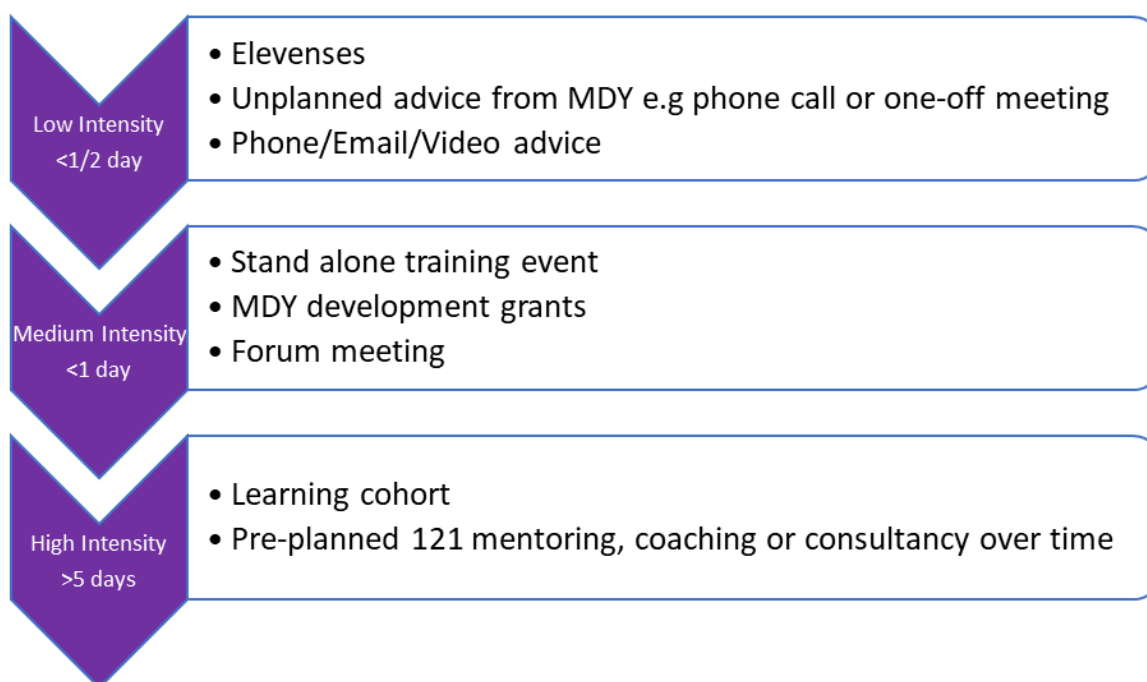
Our learning cohorts will be open for application separately from March 2023. We may suggest that you join a learning cohort as well as undertaking one-to-one support.

Learning cohorts in 2023-24 will focus on:

- Health and Wellbeing
- Front of House
- Everyday Innovation
- Getting Your House in Order (Collections Management)

The graphic below indicates the types of support available to your museum, and the structure of our funnel of support. The level of intensity is the amount of resource that your museum will need to invest to get the most out of the opportunity. We provide a wide range of activity at a low level of intensity, moving through to a narrower range of activity at high intensity.

By accessing lower intensity activities, your museum can gain a broad overview or subject taster, and then choose to move through to more in-depth learning at higher intensity, requiring more time commitment from your museum.



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

Jo, Alan, Kelly, Liz, Sue, Sarah and Victoria
Museum Development Yorkshire
January 2023

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3. Development Support Options

Ambition & Quality

AQ1 Audience Knowledge and Development



What is it?

Museums need to know and be able to evidence who is visiting or engaging with them, and who is not. An Audience Development Plan with information about your users and non-users is a requirement of Accreditation. It provides a solid foundation for your planning and programming and is vital for many funding applications.

We will work with you to define what support is needed to move you forwards so that your museum is collecting and using audience data to plan your programmes and marketing. If you are already at this stage, we can bring in further support for your audience development, social media engagement or marketing strategies.

Our focus is on enabling you to take ownership of your own audience data collection and analysis to inform your audience development work.

What is the process?

- We will have a conversation with you to understand your current situation and aspirations
- Decide the consultancy support you need and contract the relevant expert support to move you forwards with audience data collection, analysis, or use of existing information for audience development
- Review of existing audience data
- Support to establish audience data collection
- Analysis of audience data if available
- Support to update or produce an audience development plan informing your development
- Informed actions for your marketing or social media engagement activity

What other museums said ...

"We can now prove our observed audience knowledge ... We have used this knowledge to target the same audience in our immediate area, who were not typically visiting our site. Through local advertising, for example in parish magazines, we have been able to increase this existing audience. We are also looking to build a new family audience in our local area."

Kiplin Hall and Gardens



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.

Your museum will be better equipped to develop successful exhibitions and events. You will have developed an interpretation policy or plan or you could have the information required to fundraise or to commission a designer.

You could develop a new exhibition, refresh an existing display or create an activity programme to tackle static or falling visitor satisfaction levels or visitor numbers. Alternatively, this support could help you build on your existing Audience Development Plan, to produce work to appeal to your identified audiences.

What is the process?

- We will have a conversation with you to understand your current approach to interpretation planning and what you want to achieve
- We will match you with one of our team or a sector specialist
- Your mentor will do desk research prior to a site visit
- A visit will include a tour of the site and discussion
- We will help you develop an approach that will create interesting and engaging exhibitions and events that fit with the overall strategy of your organisation, target your key audiences and reflect your collection
- We will look at how you can use different media as part of this approach
- We can support you to embed the principles of the "Creative Case For Diversity" into your exhibitions and events
- Help you understand the process and prepare to commission contractors as part of the exhibition process
- Support to update or produce an exhibitions and events plan



What is it?

An opportunity to review your approach to supporting audiences in either formal or informal learning and to develop new products such as workshops or gallery activities. You may want to look at other subject areas or be interested in attracting informal learners such as U3A groups.

Your museum might also be interested in improving your provision for children and young people with special or additional educational needs. We can also support you to build networks with education providers or support you to develop methods to reach audiences digitally via online platforms.

What is the process?

- We will work on a one-to-one basis with your museum, ensuring that we focus on the particular area that meets your need.
- We will match you with one of our team or a sector specialist
- Your mentor will do desk research prior to a site visit
- A visit will include a tour of the site and discussion – this could also include a mystery shop or audit of your facilities
- You will receive a report packed with practical ideas on how to improve your provision – including clear actions
- Dependent on your need – the work might include development of teaching resources (for example self-led resources or workshop outlines). There may also be opportunity for staff or volunteer training and piloting activities with schools or other groups.
- You'll have the option of a follow up online meeting to talk through your learning and develop a targeted action plan highlighting methods for reaching schools, funding and consultation

Dynamism

D1 Improving Governance, Planning & Management



What is it?

Good governance and management are vital to the smooth running of any organisation. To achieve this, it is important to have clear plans, policies and procedures and to review these regularly. This will help smooth the operation of your museum giving a clear shared destination to aim for, and a framework to support decisions to get you there.

The economic and social climate has changed post-pandemic in an already quickly changing world. This makes regular review and clear plans built around your organisation's values and aims even more vital. Having a plan is also a requirement of Museum Accreditation.

This option is likely to include a mix of consultancy and training to improve the governance of your organisation. This might include mentoring or coaching for key staff, or training for a whole governing body, or the facilitation of a planning session.

Your museum might need to focus on governance, for example conversion to CIO, succession planning, or planning such as identifying and agreeing what the museum aims to be like in 10 or 25 years' time and what you need to do to get there. Alternatively, you might look at financial procedures and how to match budgets with ambition.

What is the process?

- Explore and agree the priority issues within your organisation, this might be an overall view to diagnose and identify future action, or a deeper look at one particular aspect of your work
- We will match you with one of our team or a sector specialist
- A commissioning meeting with all parties
- Between 3 and 5 days of support, a mix of remote and face-to-face activity
- If appropriate a brief report and recommendations for short, medium and long term actions

D2 Preparing to Fundraise or Earn Money



What is it?

Most museums face the need to raise money either to continue with current operation or to fund projects or capital development. There are a range of techniques and methods to improve the way you bring money into your organisation. If there are museums with similar objectives, we will encourage peer support and if appropriate run the programme as a cohort.

Support is likely to include training and support for those tasked with increasing income for their museums. Starting from your current situation, we can look at making current enterprises such as shop and catering more profitable. Look at the viability of new enterprises you may have in mind. Come up with ideas for new income streams and test them using recognised tools. Identify the best areas of fundraising for you to look at to develop a strategy and a plan. Understand what others in the area are doing and share ideas and experiences of success and failure.

What is the process?

- We review your museum's need and identify a programme of support either with a one of our team, an expert consultant or peer support
- We plan an agreed programme and deliver a mix of mentoring, training and support as appropriate

D3. How to Digitise and Manage Digital Collections



What is it?

Giving access to our collections digitally 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 good practice that aim to help museums 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. 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. Smaller organisations may find this useful to develop systems and processes

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.

What is the process?

- A consultant or team member will meet with you to understand the work you wish to do
- A programme of site visits and meetings will be agreed
- You will work through a programme over the year
- You will have a plan for future developments

D4 Taking Control of your Collection Understanding your collection and how to make it work for you



A museum's collection is its key asset. It is what differentiates it from other organisations and is what makes your organisation a museum. This programme will help you review your collections systems to take control of what you have and be able to make sure collections are key to your museum's future development. You may be part of a cohort to address backlogs, update and review policy and procedure to comply with accreditation. This might be ahead of a new development or as part of keeping your collection dynamic and relevant. You could work with a MDY team member or other consultant to look at your future and past collecting using one or more of the sector tool kits such as collection biographies. You might want to review how your collections relate to your museum's strategy and understand how they may be better aligned.

What will we do?

We will assess the current situation, making sure current systems comply with Museum Accreditation are streamlined and appropriate for your organisation. Look at the viability of new projects you may have in mind. Come up with ideas for new income streams and test them using recognised tools. Identify the best way forward for you, and to develop a strategy and a plan.

What is the process?

- MDY team member appointed project lead

- Review of museum need
- Identify programme of support
- one-to-one with MDY team or with external consultant
- Look at options for peer support as part of a cohort with the collections trust and other museums across the North
- Deliver a mix of mentoring, training and support as appropriate

Environmental Responsibility

ER1 Reducing Carbon & Adapting to Climate Change



What is it?

All organisations need to work towards becoming net-zero carbon and identify ways to adapt to climate change impacts, such as heatwaves and flooding. Support could take a range of forms, depending on your organisational priority and current situation. Accreditation now requires museums to have an Environmental Policy Statement.

What is the process?

Support could include any of the following:

- Energy audit of your buildings and ways to reduce energy use
- Carbon Literacy training and developing capacity for you to deliver internal training with the Museums Carbon Literacy Toolkit
- Ways to connect your collections and programme to the climate crisis
- A framework for whole organisational adaptation to climate change, including your purpose, strategy, buildings, collections, programme and people

What other museums said ...

"The energy efficiency report has been really helpful ... We are already using it as evidence for a grant bid to install insulation, secondary glazing and solar panels to enable us to increase our energy efficiency and decrease our carbon footprint." **Beck Isle Museum, Pickering**

Inclusivity & Relevance

IR1 Welcoming Families into Your Museum



What is it?

Do you want to get an external perspective on how your site can be more welcoming to children, young people and families? Do you want to focus on improving your offer for families with additional needs. If you are interested in either of these options, then a Family Friendly Museum Audit might be for you.

What is the process?

- A consultant will meet with staff to talk through what you want to get out of the audit, so that they can tailor it to your organisation's needs
- Site visit where they carry out the audit – this will include all areas of the museum and also reference your marketing and social media
- A detailed report with photos of your site, will assess the areas that work well and those that might need improving
- The consultant will include suggestions for how improvements might be made and bring in real examples from other organisations to inspire you.
- MDY will talk to you about how you turn recommendations into clear action and highlight funding opportunities

What other museums said ...

"Kids in Museums provided us with a comprehensive and practical report ...We have been able to take the advice and examples from other places in the report to implement numerous new things via a volunteer working group. I would highly recommend to anyone wanting to refresh their current offerings to be more family friendly." **Ilkley Manor House Trust**



What is it?

Has your museum already attended the Health and Wellbeing cohort but would now value additional support? You will access individual mentoring from experts in the field. **Please note this option is only open to museums who have been part of the MDY Health and Wellbeing cohort.**

What is the process?

- You will work with a mentor to review your current practice – this could be online or in person
- You will develop a clear set of actions for the next 12 months.
- Further support could include introductions to potential partners such as local public health teams, link workers and commissioners.
- For those focusing on sector improvement, there may be an opportunity for a mentor to support you in developing an evaluation process that is both rigorous and ethical.

What other museums said ...

“Taking part in the MDY Health and Wellbeing programme has had a hugely beneficial impact on the Pannett Art Gallery. We have built relationships with local community groups new to our organisation, and Health and Wellbeing is now embedded in the design of all our community engagement activities.” Pannett Art Gallery, Whitby



What is it?

This support will help your museum retain and increase the diversity of people who are involved in governing, working or volunteering for it. Involving a wider range of people increases organisational creativity, ability to problem solve and to make good decisions, by drawing on a wider range of perspectives. Developing in this way will support your museum to diversify its ambitions, audiences and programming.

It can be tailored to suit museums of any size. Work may also inform development in areas such as governance, collections, access and audience development.

What will we do?

Working with an expert consultant, we will:

- Review your current situation and aspirations
- Identify and prioritise opportunities to increase diversity in your organisation, from governance and policies through to your public outputs
- Provide internal training if appropriate to develop organisational understanding of equity, diversity and inclusion
- Support and mentor staff to develop or review an Equality Action Plan giving you a plan to continue developing your inclusivity and relevance as an organisation

IR4 Making Your Museum More Accessible



What is it?

Does your visitor profile represent a wide cross section of society? Would you like to improve the visitor experience for disabled people? We want every museum to be good at the essentials of accessibility. We can commission an expert to visit your site conduct an audit and provide some mentoring. This support is best suited to single site museums or those organisations where there is a specific need at an individual site.

What is the process?

We will commission an access consultant to work with you. This will include:

- Desk research – review of any current resources for disabled visitors, as applicable
- Site visit
- Meeting with staff
- Written report with recommendations
- Online debrief with team
- There may be opportunity for further mentoring and staff training

What other museums said ...

"[The] expertise has widened our vision as to how we can work collaboratively with our SEND communities to create accessible inspiring venues for all our audiences. From guidance on resources, staff training through to consultation on events, the mentorship has been intrinsic to our development." **Oakwell Hall, Kirklees Museums & Galleries**

4. How to apply

4.1

Is my museum eligible?

The programme is open to all museums and heritage organisations that fulfil all the following criteria*:

It must be:

- In Yorkshire and the Humber
- Accredited with Arts Council England
- Officially registered with ACE as Working towards Accreditation**

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)

* if your organisation doesn't meet all these criteria talk to your MDO we may still be able to arrange access to the programme

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

4.2 What should I consider before applying?

- Please discuss your planned application with your colleagues before applying as we will not accept more than one application per organisation.
- We encourage, museums to complete the Museum Development Network - Museums' Organisational Health Check. If you do, it will help you, and the MD team, understand what support will most help your organisation.
- Please review any documents such as your Forward or Business Plan or Accreditation Award letter and see how the support requested addresses any recommendations.
- Please decide who will be the lead on each area of support you are asking for.
- Please decide who within your organisation will submit the application. We will expect just one form per organisation and you can ask for up to 3 areas of support.

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://online1.snapsurveys.com/scbqv9>

Please submit your application by the deadline of 23:59 Monday 27th February 2023.

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, 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 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.

We may, in discussion with you, identify different or additional types of support as appropriate.

As part of the process, we may contact you to make sure that your museum receives the right type of support at the most appropriate time.

4.6 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.

4.7 When will the work take place?

| | |
|-----------------------------|--|
| 27 th February | Closing date for applications |
| 17 th March 2023 | Assessment of applications |
| March – April 2023 | Development of contract agreements with individual museums and external suppliers. This will include outputs and performance measures. |

From April 2023

Project commencement

The majority of support will occur between April and December 2023. We want to fit in with your timescales, so you need to identify when you prefer to receive support.

15th December 2023

Deadline for completion of programme activity and receipt of impact reports.

4.9 Can my museum apply for more than one project?

Previously, 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 – two requests plus a reserve option. We will ask you to prioritise what is most important for your museum given your capacity and needs. We have limited officer time and 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 and other museums 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 the Code of Conduct and Practice of the Chartered Management Institute. We share programme information with Arts Council England. You need to be aware that client confidentiality does not override our legal responsibilities and we will challenge, and report conduct or behaviour which we suspect to be unlawful or unethical.

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

4.11 What happens if the museum is unable to proceed?

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

4.12 Who can we talk to about available support?

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

Museum Development Yorkshire Intern

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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 has been commissioned to deliver Arts Council England's *Great Art and Culture for Everyone* 2020-2030 strategy, [Let's Create](#).