



South West Museum Development Programme

Annual Review

2017/18

south west
museum
development
programme



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ARTS COUNCIL
ENGLAND



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2015 –2018 Programme

The development support services provided to museums across the region are focused on delivering against Arts Council England’s five strategic goals, set out in their 10-year vision *Great Art and Culture for Everyone*. The South West Museum Development programme maximises the grant award provided by Arts Council England by working in partnership to align existing and new funding for museums to meet these ambitions.

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- Goal 1** Excellence is thriving and celebrated in the arts, museums and libraries.
- Goal 2** Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries.
- Goal 3** The arts, museums and libraries are resilient and environmentally sustainable.
- Goal 4** The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled.
- Goal 5** Every child and young person has the opportunity to experience the richness of the arts, museums and libraries.

Museums in the South West

As part of our programme we deliver a data survey, analysis and reporting activity for several other regions. During 2017/18 we have continued to deliver this work for the East Midlands, East of England, North East and also, for the first time, with the West Midlands. Further information on the South West Annual Museum Survey can be found under publications and resources on our website.

- South West Museum Development (SWMD) supports 212 museums within the Arts Council Accreditation scheme.
- Museums in the region attract around 7,602,274 million visits per year.
- 29% of Accredited museums are entirely volunteer-run.

- 10,227 people actively volunteer for museums.
- There is a relatively small paid staff base with around 1,588 (856.FTE) people employed by museums.
- Visits to museums help contribute approximately £92.7 million annually to the regional economy.
- 31% of the museums in the region are small independents with half of these receiving less than 9,999 visits per annum.

**Statistical data based on 2016/17 south west Annual Survey of Museums.*

Our 2015 –18 programme

- Invests over £750,000 in museums per year with funding from the Arts Council and 23 local authorities across the region.
- Was developed through extensive consultation with museums about their priorities.
- Ensures that museums, no matter what their size or scope, can access professional expertise and opportunities to build their resilience.
- Integrates Arts Council’s five goals with the needs of local museums and with the strategic priorities of local authorities.



£973,628*

Total invested in museums through our programme

206

The number of museums that benefitted from support during the year

The number of museums supported with volunteering development

50

£22.061

The total awarded in grants to support museum projects

125

Number of museums supported to improve collections care

309

The total number of delegates that attended Museum Skills training

27

The total number of museums supported to develop their digital engagement

The total contributed by local authority partners to support museums through our programme

£113,146

**Inc £92,910 funds from 2016/17*



Introduction

The South West is home to a vibrant museum sector from small independent, volunteer-led museums to large local authority museums. Regardless of their size or governance, museums play an important part in our communities whether in our region’s cities, towns or rural and coastal areas. This vibrancy extends to their collections; they not only document the lives of local people and their experiences, but those from across the globe, spanning the breadth of human history up to present day.

This uniqueness is to be celebrated and championed, however it is not without its challenges. Funding cuts and an overall difficult economic climate continues to place pressure on museums and they must look to new ways of working to ensure they thrive. South West Museum Development provides professional support and expertise to the region’s workforce through its local Museum Development Officers and regional specialists in audiences, collections, digital and volunteering, and through its programme to support museums in strengthening their resilience.

The final year of our 2015-18 programme has seen 206 museums supported by the programme with a further £113,146 additional investment secured from 23 local authorities over the course of 2017/18. We have brokered new partnerships and worked with sector bodies to deliver national initiatives at a local level to directly meet the needs of our region’s museums. This year saw us work with the Association of Independent Museums, the Audience Agency, Culture 24, Collections Trust, Kids in Museums and the Touring Exhibitions Group.

We have also continued to channel additional investment into the region; delivering the Ready to Borrow capital funding stream and secured additional funding to support at risk collections with Raising the Standard: Banners of Devon and Cornwall as well as funds to encourage new approaches to collections with our Muse: Makers project.

As I step down from my role as Head of Bristol Culture and Chair of the South West Museum Development Partnership I would like to take this opportunity to wish all of the region’s museums every success for the future. I have loved getting to know the sector here in the south west and I am sure that South West Museum Development’s 2018-2022 programme will not only continue to support museums during these difficult times, but will also move them forward as responsive and innovative spaces which serve our local communities and the many visitors our region receives each year.

Laura Pye
Chair of South West Museum Development Board

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Goal One: Excellence

Our aim: Work with museums to achieve and maintain high collection care and management standards and enhance collections accessibility to audiences and communities.

In 2017/18:

- Our Conservation Development Officer supported 125 museums in 2017/18 through a mixture of direct support including remote advice, site visits, training and surgery sessions at county museum group meetings.
- 19 site visits supported museums to assess the condition of their collections and provide recommendations for improvements.
- We partnered with Collections Trust to deliver a suite of collections care training delivered through the South West Museum Skills programme reaching 39 delegates.
- We worked with 10 community-led museums across Devon and Cornwall to secure £67,500 from the HLF as part of a project to conserve, interpret and display 15 banners and engage local communities and schools with the vibrant social history and contemporary relevance of the banners. The project, Raising the Standard – Banners of Devon and Cornwall, engaged 3,280 visitors across 18 community engagement events plus a further 53 activities in 2017/18, capturing the imagination of local residents and audiences from further afield.

In 2018/19 we will:

- Continue to support museums to improve their collection care and management.
- Continue to offer a central purchasing scheme, saving museums money on collections care supplies and a loans service for essential environmental monitoring and control equipment such as data loggers and dehumidifiers.



We were part of the Raising the Standard Project and it was amazing. We also called for professional advice with our collection especially in the area of pests.
Helston Museum



Case study:

Raising the Standard: Banners of Devon and Cornwall

Raising the Standard was a project working with 10 community led museums across Devon and Cornwall to conserve, research, interpret and display 15 banners alongside a programme of vibrant community engagement. The project took place during 2017 and enabled the museums to share the local stories of social justice, identity and comradeship that the banners represent.

Due to the fragile nature of some of the banners it is the first time they have been on display for many years. The banners explore issues significant to local communities and wider national campaigns and are centred on three key themes; political and social justice, the importance of local charities and the role of young people in the community.

This project has been a long time in coming. From early in 2013 when our Development

Officer first caught sight of a beautifully painted banner, draped awkwardly over furniture and boxes in an unheated, dusty garage she knew something had to be done. Little did she anticipate it would take three projects, five funders, at least six painting and textile conservators, 25 banners and many miles in a hire van, squeezing through the cobbled Mevagissey streets to transport the final, beautiful silk Methodist, banner back to the museum four years later.

The project is testament to the partner museums who delivered 18 community events and 53 further activities and workshops in the summer and autumn of 2017 reaching approximately 3,280 participants. There are too many highlights to mention, but these range from the family events at Grampound with Creed Village Fete to a parade through the village of Whimble at which many of the village residents marched behind a band and both the newly conserved banners alongside one produced by an artist from a local school child's winning design; to the tea party held by Saltash Museum at which

members of the Toc H group were invited. With fabulous attention paid to every detail, the lower ground gallery of the museum was transformed with Toc H bunting and small prayer books were created, alongside a wall of research and archive photographs to reignite the memories of past Toc H activities. Most of this was delivered by a small number of volunteers, whose dedication and skill contributed almost 1500 volunteer hours at a value of over £9,900 to the project.



We discovered things we didn't know and preserved something that could easily be lost.

Raising the Standard, Project Participant

Goal Two: Audiences

Our aim: Work with museums to develop coherent strategies for audience development to improve their reach and the quality of the visitor experience, focusing particularly on enhancing digital engagement.

In 2017/18:

- Our Digital Engagement Officer worked with 27 museums through site visits, remote support and digital audits, providing practical advice to help museums increase their online visibility, enhance their online presence and use digital tools more effectively.
- We secured £9,300 from the Heritage Lottery Fund to work with six museums across Wiltshire to interpret and share Armistice era stories from their collections as part of our Digital Armistice Stories project. The project will enable the predominately volunteer-led museums to further their skills

in digital engagement in galleries and to share objects, stories, archival material, audio and film in an accessible digital format to maximise audience engagement.

- Five training sessions were delivered through the South West Museum Skills programme to support museums with marketing, digital engagement and audience development, reaching 60 delegates.
- Two clusters of smaller volunteer-led museums in Devon and Somerset were supported to undertake audience data collection that provided them with consistent and comparable insight.

In 2018/19 we will:

- Support museums to make more of their collections and stories available online, through direct support and through partnering with other regional and national organisations.
- Target support for museums participating in audience data collection initiatives, including South West Museum Development's Visitor Insights programme developed specifically for smaller museums in the region, and Audience Finder, to develop and refine their audience development planning and incorporate audience insight into their Forward Plans.



Our focus was very much on how best to utilise Facebook to promote our events, we ran a series of Facebook adverts in the run up to our event... with between £10 –15 being spent each time. Our best result was with our Museums at Night BBQ last year. The advert had really good responses, but that also turned into likes, shares and actual attendance at our event.

Kingsbridge Cookworthy Museum

Case study:

Devon Museums and Digital Marketing

Between June 2017 and January 2018, eight Devon museums (Axminster Heritage, The Bill Douglas Cinema Museum, Dingles Fairground Heritage Centre, Kingsbridge Cookworthy Museum, Sidmouth Museum, Tiverton Museum of Mid Devon Life, Torre Abbey and Torquay Museum) took part in a digital marketing development programme, delivered by Culture 24 in partnership with South West Museum Development.

Participant museums ran a series of digital marketing 'experiments', under the guidance of Culture 24 and the Digital Engagement Officer, ranging from running Facebook adverts for the first time to using visitor selfies to promote an exhibition. Many used the project as an opportunity to promote events as part of the 'Museums at Night' festival which takes part in May and October every year. The participants had the opportunity to work with online analytics experts, museum digital marketing professionals and were supported in their experiments with online, phone

and in-person support as well as small project grants.

Though the main objective of the programme was to learn and experiment, some museums also reported surprising successes from fairly small actions. After running a modest Facebook advert for the first time, one museum completely sold out their event, making over £2,000.



Image courtesy of Tiverton Museum of Mid Devon Life

Case study:

Muse: Makers in Museums

Muse: Makers in Museums was a year-long pilot project which explored how small and primarily volunteer-run community museums can create mutually beneficial collaborations with artists.

The project gave eight small community led museums across Devon and Somerset their first experience of working with local arts organisations and collaborating with contemporary artists. It aimed to make their historic collections more accessible to artists, to create new opportunities for community groups to engage with the collections, and to engage new audiences with what the collections offered.

Muse was led by the Museum Development Officer for Somerset at South West Heritage Trust, in partnership with the Museum Development Officer for Devon at Royal Albert Memorial Museum, and two arts organisations, Devon Guild of Craftsmen and Somerset Art Works.

Participant museums and artists were:

- Bruton Museum worked with Dorcas Casey (Bristol), mixed media sculptor
- Museum of Dartmoor Life worked with Jess Davies (Devon), printmaker

- Wells and Mendip Museum worked with Sean Harris (Powys), visual artist, and film maker
- Chard and District Museum worked with Caitlin Heffernan (Brighton), installation artist
- Axminster Heritage Centre worked with Emma Molony (Devon), artist and printmaker
- Axbridge and District Museum worked with Andrea Oke (Axbridge), artist
- Teign Heritage Centre worked with Jacky Oliver (London), metalwork and blacksmithing
- Kingsbridge Cookworthy Museum worked with Taja (Devon), ceramics

Each of the artists spent 20 days with the museums and the artists' final works were placed on public display at the museums during Devon Open Studios and Somerset Art Weeks, plus the artists' works were featured in a special group exhibition at the Museum of Somerset in Taunton.

Working with artists brought unique benefits to the museums and their collections. Sometimes this was about bringing a new, emotional layer to encountering collections or simply about looking at collections in fresh ways and from surprising angles. It brought imagination and poetry to the visitor's encounter with collections and heritage and enabled museum audiences to appreciate the living stories behind individual objects in the collections.

During Somerset Art Weeks and Devon Open Studios new audiences were attracted to the museums to view the artists' work. Over half of local visitors to the museums were first time visitors.

Workshops provided a unique environment to connect with others in shared activity. Families appreciated the opportunity that they gave to connect the youngest residents to local history and place. Over 80% of participants in artist-led activities at the museums were more likely to visit the museum after their experience, and nearly 100% were likely to take part in further activities.

Participant museums also experienced economic benefits from taking part in the project; Teign Heritage Centre received a grant from Teignbridge District Council for further project activity at the museum and Axminster Heritage Centre have held more artist-led workshops generating income for the museum.



Art can change the way you look at the whole museum collection and the museum collection can change the way you look at the art.
Museum Visitor

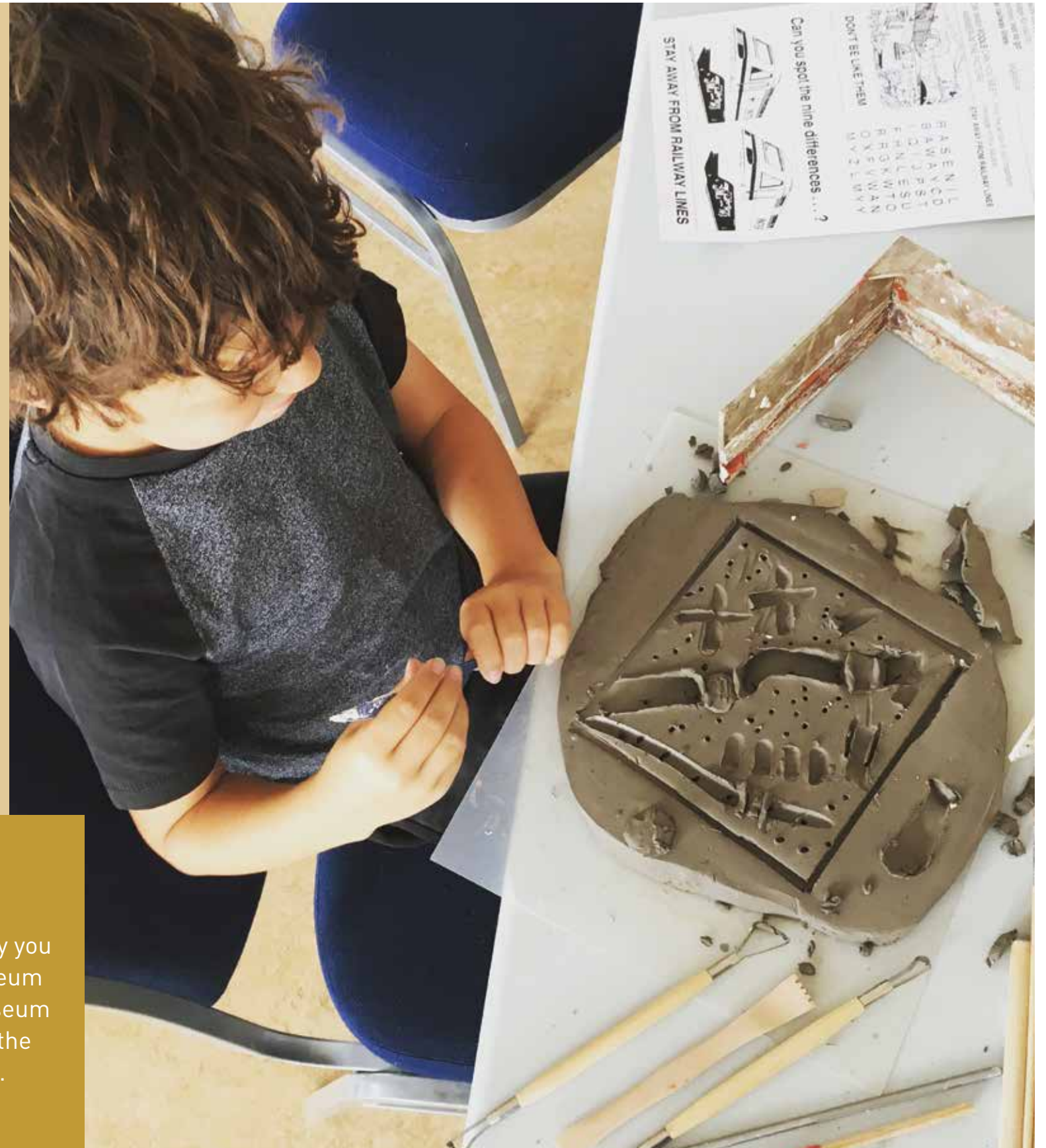


Image courtesy of Jacky Oliver

Goal Three: Resilience and environmental sustainability

Our aim: Support museums to become more resilient organisations, encourage them to explore new ways of working and promote more entrepreneurial and business-like approaches.

In 2017/18:

- We continued to work with our local authority funders to advocate the social and economic impact of museums and value to their communities, sustaining an investment of over £110,000 per year from local authorities through the Museum Development programme.
- Our Museum Development Officer network provided significant funding advice to 23 museums and helped secure £562,601 in external funding. This funding has enabled many museums to make step changes towards greater sustainability and in some cases facilitated major organisational change.

In 2018/19 we will:

- Continue to advocate for the social and economic contribution of museums to funders and stakeholders and the continued value that ongoing strategic investment in museums can have in creating thriving and vibrant local communities.
- Develop a baseline to establish a targeted offer of support to help museums identify and grow income generation opportunities.

- Work in partnership with Cornwall Museum Partnership, following the securement of £241,800 in funding from the Heritage Lottery Fund to support 16 rural museums in Cornwall, Devon, Dorset and Somerset to improve their resilience. The project Rural-Proofing Resilience will provide museums with dedicated support, training and mentoring over two years to enable them to future-proof their organisations in challenging times.
- Launch our Good Business Planning Campaign and Business Diagnostic tool to provide museums with firm foundations in order to make a strategic step change across their organisation.

Gathering museum sector data

In order to develop and maintain a sector-wide overview, each year we undertake an Annual Survey of Museums collecting core statistical data from museums about their audiences, educational engagement, volunteers, staff and financial operations. We collect, analyse and share this data from

the museums that we work with to report on the health of the sector, advocate for the value of museums and enable museums to benchmark their performance. During 2017/18 we also worked in partnership with Museum Development providers in the East Midlands, East of England, North East and West Midlands to apply this shared approach to data collection. The survey now reaches over 702 Accredited museums, providing valuable insight into national sector changes.

Small Grant, Big Improvement

Our small grants scheme offers funding to museums to address a broad range of development needs to improve their medium and long term sustainability. Projects range from commissioning retail consultants and governance reviews to purchasing essential conservation materials that ensure collections care meets national standards.

In 2017/18:

- 25 museum projects were awarded £22,061 in grant funding with £23,938 leveraged by museums in match funding.

Development Fund

In 2018/19 we will:

- We will be launching our new development fund, available to those museums that have participated in our Business Diagnostic. This fund can be drawn upon to support significant step changes within their museum.

Ready to Borrow – Small Scale Capital Development scheme

In 2016/17 Arts Council announced a second round of Ready to Borrow. The small capital funding scheme supports smaller museums to borrow from nationals and Major Partner Museums, by helping them upgrade exhibition spaces to meet standards required by lenders loaning objects for display.

In 2017/18:

- Following our allocation of £362,400 by Arts Council to distribute to museums in the south west, £174,070 was awarded in 16/17 and the balance £188,330 was awarded to the following museums in 2017/18:
Museum of Bath Architecture – £35,000
Museum of Barnstaple and North Devon – £37,415
Padstow Museum – £27,000

Somerset Rural Life Museum – £29,000

The Castle, Bude Heritage Centre – £22,500

Wiltshire Museum – £37,415

- We worked with the Touring Exhibitions Group to host a seminar on Preparing to Borrow. We also worked in partnership with the British Museum and the region's Major Partner Museums to deliver a six part training programme targeted at museums which have benefited from Ready to Borrow funding.

In 2018/19 we will:

- Work with Bristol Culture to host the Touring Exhibitions Group annual Marketplace and pre-Marketplace Seminar in Bristol.
- We will develop a network for those involved in exhibition development, particularly those in receipt of loans and/ or touring exhibitions in the south west to facilitate greater partnership working within the region and beyond creating a lasting legacy for Ready to Borrow.

Accreditation

The Accreditation scheme sets nationally agreed standards for museums across three key areas: organisational health, collections care and management and users and their experiences.

The scheme supports museums to focus on standards, identify areas for improvement and develop their resilience through forward planning. South West Museum

Development is commissioned by the Arts Council to:

- Provide support and guidance to museums to meet the Accreditation standard – both new entrants and existing participants
- Support a network of Museum Mentors. Mentors are experienced museum professionals who help smaller museums without access to appropriately qualified professional staff to achieve and retain Accreditation.

In 2017/18:

- We hosted a Museums and Mentoring conference in February 2018, in partnership with the South East Museum Development programme and the Inspiring a Culture of Philanthropy programme. The event in Reading provided an opportunity for those involved in mentoring programmes across the museum sector to network, share experiences and exchange good practice.
- Four new Museum Mentors were recruited for the region and three were matched with museums.
- We worked with Arts Council to inform the Accreditation Review to refresh the scheme for its upcoming 30th anniversary in November 2018.

In 2018/19 we will:

- Support museums with their Accreditation returns following

the launch of the revised Accreditation standard.

- Work with identified museums to complete their Accreditation eligibility questionnaire and support them to begin formally working towards Accreditation.
- Develop a new suite of training for Museum Mentors to equip them with the knowledge, skills and confidence to continue to work with their museums.



Support and advice from the County Museums Advisor, which is excellent and worth its weight in gold.

Priest's House Museum and Garden



Goal Four: Leadership and workforce

Our aim: Support the museum workforce to build skills and self-reliance, promoting diversity and effective leadership focusing particularly on volunteering development.

In 2017/18:

- We launched our enhanced South West Museum Skills programme, a tiered training offer delivering bite size sessions through local museum groups, a package of Essentials providing training in core museum skills and Museum Skills Plus offering more in depth training. 20 full-day sessions were delivered with 278 delegates attending from 139 different organisations under our Essentials strand and 31 delegates attending from 24 organisations under our Plus strand.
- A volunteering advice service was delivered through museum network groups, and 'Question Time' peer advice sessions. In-depth support was provided to 50 museums advising on issues such as governance, diversity in recruitment, volunteer management systems and succession planning.
- Participants of our Copyright Forum explored and discussed a variety of topics including contracts and commissioning, copyright and volunteers, moral rights and ethics and managing rights within the Collections Trust SPECTRUM standard.
- Our network of Museum Development Officers continued to support local and regional networks as a means of sharing good practice, channelling funding and fostering collaborative working.
- We developed a Young Devon Museum Volunteers project which supported three museums to work with secondary schools and colleges to develop volunteer programmes specifically targeted at young people.

In 2018/19 we will:

- Work with individual museums and clusters of museums to develop their volunteering programmes through a micro-consultancy approach.
- Continue to use regional intelligence to actively broker and signpost museums to nationally funded programmes, supporting increased development of new approaches to volunteering for resilience and diversity.
- Support museums to think about the representation of their workforce through the development of Equality Action Plans.
- We will continue to support workforce development through regional forums in copyright and volunteering, and establish a network to support exhibition development in the south west.



The Young Devon [Museum] Volunteers project gave valuable safeguarding training to our volunteers and [has] given us the confidence to work with more young volunteers.

Goal Five: Children and young people

Our aim: Support museums to improve the quality of experience for children and young people, increasing reach and levels of participation.

In 2017/18:

- We continued to work in partnership with Real Ideas Organisation (RIO), the Arts Council Bridge Organisation for the south west that works with schools, youth settings and cultural organisations to connect young people with great art and culture.
- Our Museum Development Officers promoted take up of Artsmark and Arts Award and supported the recruitment of Artsmark Partners across the region.
- We worked in partnership with Kids in Museums to deliver two briefing sessions reaching 30 participants to encourage museums to run a Takeover Day in November 2017.

In 2018/19 we will:

- Deliver work in partnership with Kids in Museums through training and signposting, to support children and young people's participation in museums, in particular Takeover Day in November 2018.
- Provide training on safeguarding to ensure essential frameworks are in place to build engagement with children and young people through our South West Museum Skills programme.



A colleague and I are both extremely keen to take part in Takeover Day this coming November.
South West Museum Skills programme, Attendee

Cornwall highlights

Accredited Museums	35
Volunteer run Accredited Museums	10
Museums received support	38
Awarded in small grants	£3,283
Museums supported to improve collection care	21
Awarded in Small Scale Capital Grants	£49,500
Participated in externally funded projects	6

This year saw the launch of Cornwall Heritage Awards; an initiative designed to raise the profile of museums and heritage organisations, to celebrate and share the innovative projects and activities that take place, inspire and promote ambition in the sector. 39 organisations took part and award categories were aligned to national and local strategic priorities: Innovation, Project on a Budget, Audience Initiative, Family Friendly, Cornish Heritage and Heritage Heroes. There was an open, public vote for Object of the Year that ran online through Cornwall and Devon Media. Best practice case studies will be shared to inspire future projects.

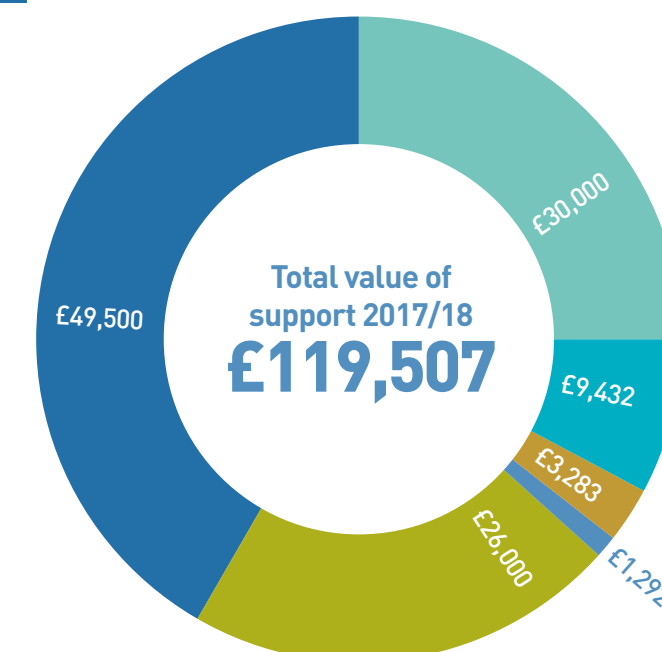
The Castle Heritage Centre, Bude and Padstow Museum were awarded grants towards developing ambitious exhibition programmes that include national and regional loans under the Ready to Borrow scheme. This will see a significant step-change in their provision and be the catalyst towards attracting wider and more diverse audiences.

Visitor experience continued to be a priority for local museum networks and museums were offered formal training on identifying audiences and developing their offer. Cornwall Regimental Museum took advantage of a small grant towards exploring a destination marketing partnership project, working with other attractions and tourist providers in Bodmin to promote the area at a national tourism convention.

In recognition of the particular challenges faced by rural community museums around long-term resilience; rurality and seasonality, South West Museum Development working with Cornwall Museums Partnership have developed a programme of activity to support museum resilience. It includes layered levels of access around the fundamental skills in understanding finances, fundraising, business planning, leadership and governance and marketing and audience intelligence. The Museum Development Officer for Cornwall wrote a successful application to the Heritage Lottery Fund for £241,800. The project will support a wide cohort of museums across the south west region to build skills and capacity towards better management of heritage assets and address long term stability.

Key

- MDO provision
- Thematic Development services
- Small Grant Big Improvement
- Museum Skills Essentials (delegate places)
- Local Authority investment
- Small Scale Capital investment



Devon highlights

Accredited Museums	50
Volunteer run Accredited Museums	16
Museums received support	49
Awarded in small grants	£4,096
Museums supported to improve collection care	32
Awarded in Small Scale Capital Grants	£37,415
Participated in externally funded projects	12

East Devon, West Devon, Torbay, Teignbridge and South Hams museums participated in a project supported by Culture 24 and South West Museum Development to develop and improve digital marketing skills. Participant museums organised an event for Museums at Night, with many taking part in this national programme for the first time.

Teignbridge

Teign Heritage, in partnership with South West Heritage Trust, created a very successful exhibition about Pike Ward, a Teignmouth resident celebrated for his role in the development of Iceland and featured in the national museum. The exhibition was opened by the Icelandic ambassador.

Newton Abbot Town and GWR museum received a Stage 1 HLF project development grant of £150,000 for ‘Newton’s Place’ the move to the St Leonard’s Church building, purchased by the town council. As part of the development they delivered a wide range of community engagement activities which helped to inform their Stage 2 application.

East and West Devon

Axminster Heritage received a stage 2 HLF grant of £520,000 to complete the redevelopment and refurbishment of Thomas Witty House, the original Axminster carpet factory which now houses the museum and achieved Full Accreditation.

Fairlynch Museum and Art Gallery secured a loan from Tate Britain of Millais’ famous painting ‘The Boyhood of Raleigh’ as part of their commemoration of the 400th anniversary of the execution of Sir Walter Raleigh. A successful fundraising campaign by the team to make improvements to the museum enabled this high profile loan.

West Devon

In West Devon Fairground Heritage Museum installed the Moonrocket, purchased with the support of a grant from the National Heritage Memorial Fund. They received a Heritage Lottery Fund ‘Then and Now’ grant to research and develop an exhibition to show the part that showmen played in World War One. The museum also achieved Full Accreditation.

South Hams

Totnes Elizabethan House Museum in South Hams introduced free admission and a programme of changing temporary exhibitions and had a successful 2017 season with visitor numbers increasing from 2,000 to over 9,000.

Kingsbridge Cookworthy Museum used their Small Grant Big Improvement funding to commission a consultant review and proposal to inform a grant application to Heritage Lottery Fund for the phased redevelopment of the museum.

North Devon and Torridge

The Museum of Barnstaple and North Devon is now closed for its extension project. During its closure the museum’s Project Coordinator will be running a pop-up museum to collect stories for the new social history gallery and two new teams of volunteers – story collectors and object carers – have been trained to support this activity.

The Burton Art Gallery and Museum in Bideford became part of Arts Council’s National Portfolio in April 2018, and appointed a new Executive

Director to oversee its continuing development. This includes new investment in learning and exhibition programmes.

Several museums, including Ilfracombe Museum and Torrington Museum, have made the transition to incorporated status as Community Interest Organisations. Braunton and District Museum, Holsworthy Museum and Lyn and Exmoor Museum achieved Full Accreditation, while South Molton received Provisional Accreditation for six months. A new manager has taken the reins here, and the town council are beginning to look at options for the museum to capitalise on the reinvigorated Pannier Market, with which the museum shares a building.

South Molton Museum participated in the Raising the Standard: Banners of Devon and Cornwall project, while Ilfracombe Museum and The Museum of Barnstaple and North Devon took part in the John Ellerman Foundation funded South West Area Natural Sciences collections project. Ilfracombe Museum has been working with the South West Heritage Trust to create a new exhibition about World War One, based on their remarkable photographic collection of Ilfracombe soldiers.

Combe Martin Museum continues to work closely with Exmoor National Park and the North Devon Area of Outstanding Natural Beauty, with investment in new equipment for seashore safaris. They were also voted best small visitor attraction in the local business awards, and participated in the Natural History Museum’s Dippy on Tour programme.

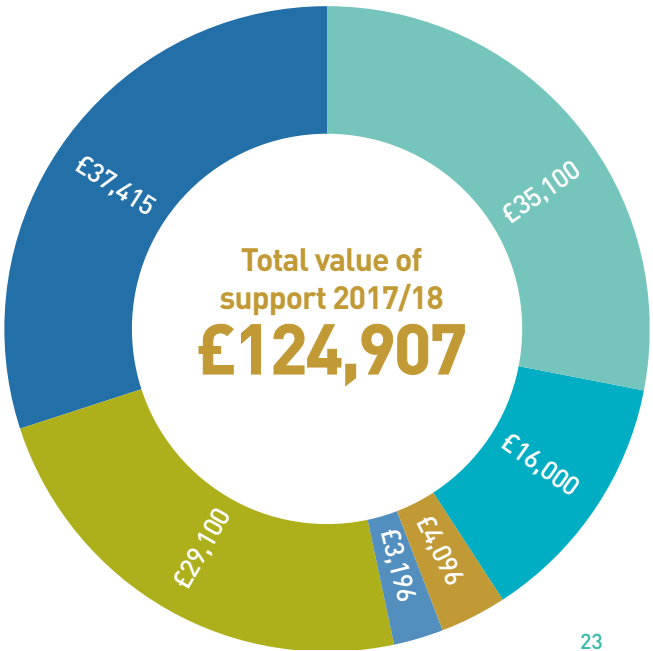
Key

- MDO provision
- Thematic Development services
- Small Grant Big Improvement
- Museum Skills Essentials (delegate places)
- Local Authority investment
- Small Scale Capital investment

Torbay

The three museums in Torbay continued to implement the Arts Council Museum Resilience funded Growing Museums programme with a clear focus on collaboration across key themes such as programming and volunteering. This project culminated in external evaluation which provided useful insights into the benefit and investment required to make partnership working effective across the bay.

A key opportunity for Torre Abbey was provided through their engagement in the Getting Loan Ready programme that South West Museum Development delivered in collaboration with the British Museum. A programme of in depth training ‘home and away’ provided vital links with the British Museum team but also provided opportunities to spend more time with Major Partner Museums; Bristol Museum and Art Gallery, Falmouth Art Gallery, Penlee House, Gallery and Museum, Royal Albert Memorial Museum, Royal Cornwall Museum as well as Poole Museum. Six sessions ranging from insurance, security and planning for loans provided a vital contribution to Torre Abbey as they strive to raise their ambitions in delivering high quality programming for both Torbay and the surrounding areas.



Dorset highlights

Accredited Museums	28
Volunteer run Accredited Museums	8
Museums received support	21
Awarded in small grants	£3,550
Museums supported to improve collection care	12

This year saw the completion of some landmark museum projects within the county. Bridport Museum opened its refurbished galleries in May to widespread acclaim and just a couple of months later Lyme Regis Museum unveiled its new extension and geology gallery, providing both museums with a strong platform for future sustainability. The museum advisory service provided targeted support on fundraising and organisational goals during project delivery and will be working with both museums over the coming year as major local government reorganisation in Dorset begins to take shape.

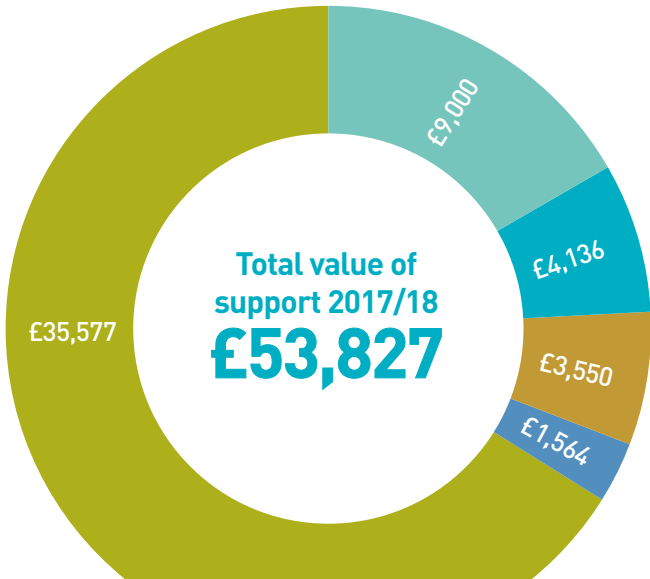
Following investment from the Ready to Borrow scheme, the Russell Cotes Museum and Art Gallery completed a major conservation project on their historic skylights, facilitating the safe and effective display of nationally significant artworks. The Museum Development Officer also played a primary role in securing £35,000 of Heritage Lottery Fund investment for a resilience project at the museum which will assess options for future governance and business models.

Collaboration and partnership working continues to play an important role in project work, skills development and networking opportunities across the sub-region. The Museum Development Officer supplied professional museum expertise to facilitate appointments to new curatorial posts at Hengistbury Head Visitor Centre and Swanage Railway Museum. The North Dorset Museums Network continued to grow and flourish with plans for an application to Arts Council Project Grants in the pipeline and the

Dorset Museums Association, which is actively supported by the Museum Development Officer, achieved the highest membership in its history with 33 museums represented, and many regularly participating in initiatives and activities.

As a result of museum development guidance, Sturminster Newton Museum and Mill Society have secured Heritage Lottery Fund funding to undertake full structural survey work, a comprehensive governance review and audience development planning. Weymouth Museum has been supported to create a clear strategy and business plan for its new quayside home, with significant project funding levered from the district council. Sherborne Steam and Waterwheel Centre have successfully entered the Accreditation scheme. Highcliffe Castle has benefitted from multifaceted capital project support relating to national museum loans, governance and conservation standards. Blandford Museum have been supported to access European funds from LEADER to support vital facilities and display improvements.

Museum development has also supported Poole Museum Service with collections auditing and significance assessment work, which can be used to support interpretation and underpin funding applications.



Somerset highlights

Accredited Museums	23
Volunteer run Accredited Museums	9
Museums received support	34
Awarded in small grants	£3,225
Museums supported to improve collection care	21
Awarded in Small Scale Capital Grants	£29,000
Participated in externally funded projects	4

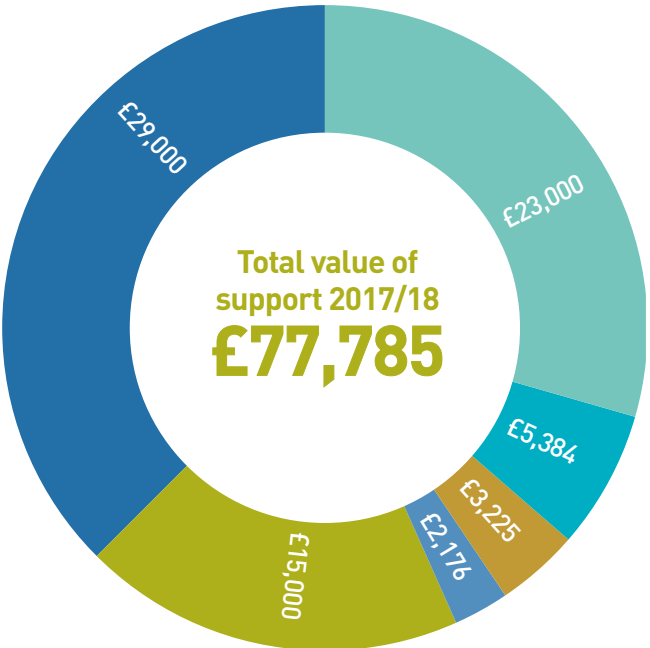
Two inspirational partnerships in Somerset were seed-funded through the Museums Universities Partnership Initiative. *Our Town, Our Museum, Our Place* was led by the Museum Development Officer and engaged six local history museums with the history department of the University of the West of England (UWE). The partnership explored the concepts ‘What is history?’, ‘What is sense of place?’, and ideas on how to engage audiences with collections. Complementing this was ‘Remember the Floods’ which engaged museums in Somerset and Gloucestershire with UWE and the University of Gloucestershire. The partners visited museums to explore what collections are held on floods and why, over time, floods fall out of our collective memory.

The Museum Development Officer has continued to co-ordinate the Somerset Learning Forum which provides a space in which staff and volunteers leading on learning activities within Somerset museums can share practice and hear from external speakers. Recent meetings focussed on ideas for providing learning activities for people with special needs or dementia, and experiences of providing learning activities in charging and free-entry museums.

The Somerset Rural Life Museum in Glastonbury and Weston Museum were awarded Arts Council Ready to Borrow funding. Both museums have now completed their projects and will shortly be embarking on a series of high profile loans to support the development of new audiences.

Key

- MDO provision
- Thematic Development services
- Small Grant Big Improvement
- Museum Skills Essentials (delegate places)
- Local Authority investment
- Small Scale Capital investment



West of England highlights

Accredited Museums	34
Volunteer run Accredited Museums	5
Museums received support	32
Awarded in small grants	£5,109
Museums supported to improve collection care	23
Awarded in Small Scale Capital Grants	£35,000

B&NES Key successes have been as a result of Arts Council's Ready to Borrow funding. The Museum of Bath at Work recreated the Rennie Macintosh bedroom made for Bath businessman, Sydney Horstman with loans from the Victoria and Albert Museum working in partnership with Bath Spa University students on the design of the room. The Museum of Bath Architecture has used their Ready to Borrow grant as part of their wider programme of strategic development with a new programme of loan activity imminent.

Following the 'Somerset Coalfield Life at Radstock Museum' rebranding, the museum was awarded funding under Small Grant Big Improvement. The focus was around enhancing the coal mine to give it a 'wow' factor. Working with students studying for Foundation Degree in Applied Computing at Bath College a virtual reality experience was created. The students built the experience and following its launch received coverage by a number of media outlets.

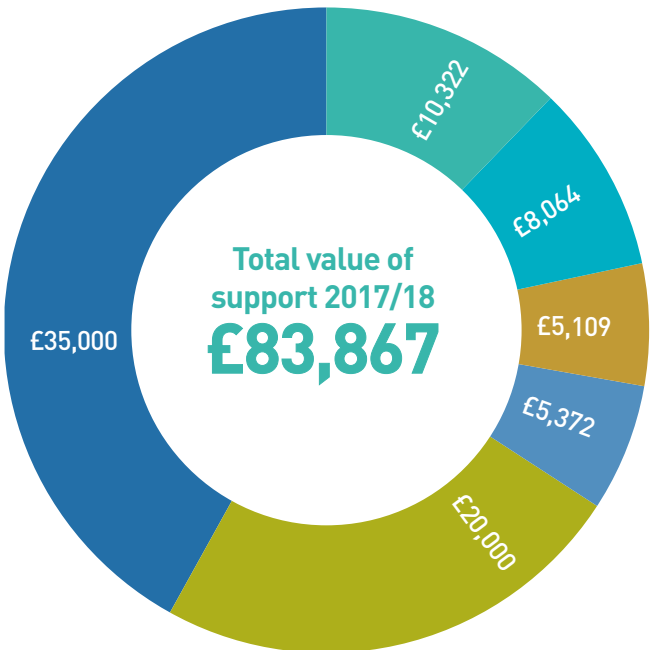
Swindon In Swindon the Museum Development Officer successfully supported a Heritage Lottery Fund application called World War One Centenary Programme for Swindon Museum and Art Gallery. This project explores and commemorates the impact of World War One on Swindon and Wiltshire through a programme of community engagement, public events and social media, the conservation and display of key objects, creating a new learning session for schools and a series of free public exhibitions.

Bristol It has been a busy year with three new museums opening; Aerospace Bristol, home to Concorde; The New Room, the world's oldest Methodist building built by the religion's founder John Wesley and Being Brunel, a museum dedicated to the life and legacy of Isambard Kingdom Brunel. Elsewhere Glenside Hospital Museum received support on their digital strategy and the University of Bristol Theatre Collection received collections care support.

South Gloucestershire Thornbury and District Museum received a Small Grant Big Improvement award for their project *Voices: Bringing the Past to Life* to increase audience accessibility to their collection through the introduction of audio stations in their museum.

Key

- MDO provision
- Thematic Development services
- Small Grant Big Improvement
- Museum Skills Essentials (delegate places)
- Local Authority investment
- Small Scale Capital investment



Gloucestershire highlights

Accredited Museums	25
Volunteer run Accredited Museums	4
Museums received support	18
Awarded in small grants	£2,359
Museums supported to improve collection care	11

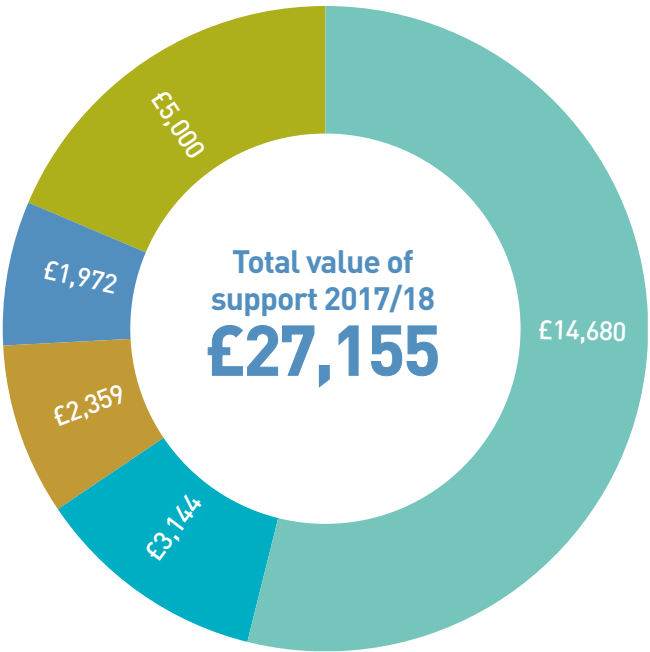
2017/18 saw Dunkirk Mill Museum achieve Full Accreditation for the first time and John Moore Museum also achieved Full Accreditation.

The regional Conservation Development Officer supported Wotton Heritage Centre to apply for an Association of Independent Museums grant for storage materials and provided advice and support on collections and conservation matters to Corinium Museum and the Museum in the Park.

Gloucestershire's Archaeological Archives Standards funded under 2016/17's Small Grant Big Improvement were promoted to museums and archaeological contractors from across the south west through two workshops under the *Seeing the Light of Day* project this year. The standard sets out how museum and heritage sites across the county of Gloucestershire manage and accept archaeological finds from contractors. Following its publication it has set an example for other counties in the region and beyond against a backdrop of growing storage issues for museums and heritage sites which accept archaeological finds.

Key

- MDO provision
- Thematic Development services
- Small Grant Big Improvement
- Museum Skills Essentials (delegate places)
- Local Authority investment



Wiltshire highlights

Accredited Museums	20
Volunteer run Accredited Museums	5
Museums received support	14
Awarded in small grants	£439
Museums supported to improve collection care	5
Awarded in Small Scale Capital Grants	£37,415
Participated in externally funded projects	6

South West Museum Development has continued to work closely with Wiltshire Council’s Conservation and Museum Advisory Service to support museums and heritage organisations across the county.

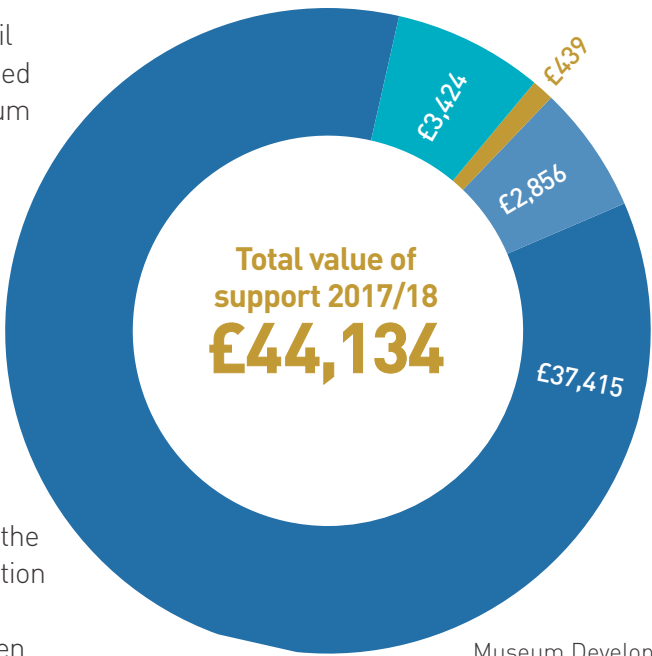
Wiltshire Museum in Devizes secured Arts Council Ready to Borrow funding and successfully upgraded their exhibition space, joining Chippenham Museum and The Young Gallery in increasing the profile of the venues, allowing the exploration of new income generation models and creating exciting opportunities for the future.

The *Digital Armistice Stories* project has seen the Wiltshire Museum Development Officer and the Digital Engagement Officer working with six museums in the county to create simple digital interactives to celebrate the centenary of the end of the First World War. South West Museum Development secured £9,300 for the project from the Heritage Lottery Fund, which will fund the acquisition of touch-screens for the museums and the commissioning of a digital developer, who has been working with the participants to create interactives that will be launched in November 2018. The project will help museums to develop their skills in digital engagement in galleries that can be used again for future exhibitions.

Creative Wiltshire, a Heritage Lottery Fund Collecting Cultures project led by Wiltshire Council’s Local Studies at Wiltshire and Swindon History Centre, has been helping museums fill gaps in their collections relating to the county’s creative community through

the purchase of items relating to Wiltshire’s artists, musicians, designers and many others. Exhibitions of new acquisitions from the project have been held in Chippenham and Swindon, with another planned in 2018/2019.

In October 2017, the *Seeing the Light of Day* project published its report and recommendations relating to sustainable solutions to the management, accessibility and long-term preservation of archaeological archives in the south west. The project has been led by Wiltshire Museum, with funding from the Arts Council’s Museum Resilience Fund.



Key

- Thematic Development services
- Small Grant Big Improvement
- Museum Skills Essentials (delegate places)
- Small Scale Capital investment

Museum Development Officer costs are directly funded by Wiltshire Council and therefore in addition to the financial calculations shown.



Financial Overview

1 April 2017 – 31 March 2018

Income	£
Arts Council Museum Development Grant	481,475
Local Authorities	38,940
Museum Development provider Annual Sector Data Contract	9,200*
Other grants and contract income	77,896
Arts Council Ready to Borrow: Small Scale Capital Development Grant	419,070
Total income	1,026,581

* £26,500 paid in advance in 16/17

Notes: Other grants and contract income: externally funded projects – Digital Armistice Stories; Raising the Standard: Banners of Devon & Cornwall, Towards a Sustainable Conservation Service, plus contract income.

Expenditure	£
£268,233 was invested in our network of MDOs including £113,146 contributed by local authorities. MDO provision in mid-Devon and Wiltshire is directly funded by the local authorities and not included in this figure.	155,087
Audience Development and Advocacy	50,777
Conservation and Collection Care	46,828
Digital Engagement	27,969
Programme Management and Accreditation support	127,504
Regional Communications	5,000
Workforce, Volunteering Development and Skills	72,729
Small Grant Big Improvement Scheme	22,061
Small Scale Capital Development Grant	413,980
External Projects	51,693
Total Expenditure	1,026,581
Balances carried forward	52,953**

** External project funding for expenditure in 2018/19, plus Ready to Borrow: Small Scale Capital Development Grant, of which the remaining balance will be distributed in 2018/19 in line with the current grant holder’s payment schedule and Arts Council Museum Development Grant.

Support

We are grateful to the following for their financial and other contributions to the programme 2017/18:

Arts Council England
Bristol City Council
Exeter City Council
Gloucestershire County Council
Heritage Lottery Fund

We are grateful to the following partners with whom we have collaborated to ensure national expertise and support has been brought into the region:

Association of Independent Museums
British Museum
Collections Trust
Culture 24
Julie’s Bicycle
Kids in Museums
National Alliance for Museums, Health and Wellbeing
Real Ideas Organisation
The Audience Agency
Touring Exhibitions Group

We would like to thank the following Local Authorities with whom we have established Memorandums of Agreements and which support Museum Development provision at a local level either directly or through a financial contribution to the programme:

Bath and North East Somerset Council
Borough of Poole Council
Bournemouth Borough Council
Bristol City Council
Budleigh – Salterton Town Council
Cornwall Council
Dorset County Council
East Devon District Council
Gloucester City Council
Mid Devon District Council
North Devon District Council
Somerset County Council
South Gloucestershire Council

South Hams District Council
South Somerset District Council
Sidmouth Town Council
Stroud Council
Swindon Borough Council
Teignbridge District Council
Torbay Council
Torridge District Council
West Devon Borough Council
Wiltshire Council

We are grateful to the following organisations which made in-kind contributions towards the South West Museum Skills programme including venues and speakers in 2017/18:

Alfred Gillet Trust
Bath and North East Somerset Council
Bridport Museum
Bristol Culture, inc. Bristol Record Office
Combe Martin Museum
Cornwall Regimental Museum
Museum in the Park
Royal Albert Memorial Museum
South West Heritage Trust
SS Great Britain
Swindon and Wiltshire History Centre
The American Museum in Britain
The Holburne Museum
The Keep Military Museum
The Salisbury Museum
Torquay Museum

We are extremely grateful to all those who work in and run the hundreds of museums across the south west for engaging with the programme in 2017/18. We would also like to pay tribute to all the volunteers who contribute their skills, time and passion which underpin the vitality of many museums across the region.



With thanks to all of the museums and heritage organisations who we have worked with in 2017-18: Aldbourne Community Heritage Group, Alfred Gillett Trust, Allhallows Museum, Amesbury History Centre, Arnos Vale Cemetery Trust, Arundells, Ashburton Museum, Athelstan Museum, Axminster Heritage, Bampton Heritage and Visitor Centre, Bath Abbey, Bath Medical Museum, Bath Postal Museum, Bath Royal Literary and Scientific Institution, Beaminster Museum, Bishopsteignton Museum Charitable Trust, Blake Museum, Blandford Fashion Museum, Blue Anchor GWR Railway Museum, Bodmin Town Museum, Bournemouth Natural Science Society, Bovey Tracey Heritage Trust, Braunton and District Museum, Bridport Museum, Bristol Aerospace Centre, Bristol Museum and Art Gallery, Britannia Royal Naval College Museum, British Library, Brixham Heritage Museum, Bruton Museum, Buckland Abbey, Budleigh Salterton Arts Centre and Museum, Burton Art Gallery and Museum, Camelford History and Archive Trust, Chard and District Museum, Chippenham Museum and Heritage Centre, Clark's Shoe Museum, Clevedon Pier, Coldharbour Mill Working Wool Museum, Combe Down Stone Legacy Trust, Combe Martin Museum, Community Heritage Access Centre, Corinium Museum, Cornwall's Regimental Museum, Cotswold Motoring Museum, Crediton Area History & Museum Society, Crewkerne and District Museum, Dartmouth Museum, Dawe's Twine Works, Dawlish Museum, Dean Heritage Museum, Devon and Cornwall Police Resource, Devon Guild of Craftsmen, Devonport Collection, Devonshire Collection of Period Costume, Dingles Fairground Heritage Centre, Dorset County Museum, Dorset Heritage Railway Trust, Dr Jenner's House, Museum and Garden, Dunkirk Mill Museum, Dunster Dolls Museum, Edwin Young Collection, Elliott's Shop, Fairfield House, Falmouth Art Gallery, Fashion Museum, Fowey Museum, Frenchay Village Museum, Frome Heritage Museum, Geevor Tin Mine, Glastonbury Abbey, Glenside Hospital Museum Gloucester City Museum and Art Gallery, Gloucester Life Museum, Gloucester Waterways Museum, Gloucestershire Archives, Gold Hill Museum and Garden, Grampound with Creed Heritage Centre, Great Torrington Museum, Harvey's Foundry Trust, Haynes International Motor Museum, Helicopter Museum, Helston Museum, Highcliffe Castle, Holburne Museum, Holst Birthplace Museum, Holsworthy Museum, Ilfracombe Museum, Isles of Scilly Museum, Jet Age Museum, John Creasey Museum, John Moore Museum, Keep Military Museum, Kelmscott Manor, King Edward Mine, King John's Hunting Lodge, Kingsbridge Cookworthy Museum, Lawrence House Museum, Liskeard and District Museum, Lostwithiel Museum Association, Lydiard House, Lyme Regis Philpot Museum, Lyn and Exmoor Museum, Market Lavington Museum, Mevagissey Folk Museum, Milverton Village Archive, Minehead Museum, Morteohoe Museum, Mount Edgcumbe House, M Shed, Museum In The Park, Museum of Barnstaple and North Devon, Museum of Bath Architecture, Museum of Bath At Work, Museum of British Surfing, Museum of Computing @ Swindon, Museum of Dartmoor Life, Museum of East Asian Art, Museum of Somerset, Museum of Witchcraft, National Maritime Museum Cornwall, National Trust – Killerton House, National Trust – Lanhydrock House, National Trust – Trelissick, Nature in Art, Newquay Old Cornwall Society, Newton Abbot Town and Great Western Railway Museum, No 1 The Royal Crescent, North Devon Maritime Museum, Old Guildhall Museum and Gaol, Padstow museum, Penlee House Gallery and Museum, Penryn Museum, Perranzabuloe Folk Museum, Pewsey Heritage Centre, Plymouth City Museum and Art Gallery, Portland Museum, Radstock Museum, Ralph Allen CornerStone, Redruth Old Cornwall Society Museum, REME Museum, Richard Jefferies Museum, RNLi Robey Trust, Roman Baths Museum, Royal Albert Memorial Museum, Royal Cornwall Museum, Royal West of England Academy, Russell-Cotes Art Gallery and Museum, Saltash Heritage, Sherborne Museum, Sidmouth Museum, Somerset and Dorset Railway Trust, Somerset and Dorset Heritage Railway Trust, Somerset Military Museum, Somerset Rural Life Museum, South Devon Railway Museum, South Molton and District Museum, South West Airfields Heritage Trust, South West Heritage Trust, SS Great Britain St Agnes Parish Museum, St Michael's Mount, STEAM: Museum of the Great Western Railway, Stuart House Heritage, Sturminster Newton Museum and Mill, Swanage Railway Trust, Swindon Museum and Art Gallery, Tank Museum, Tavistock Museum, Teign Heritage, Tewkesbury Museum, The American Museum in Britain, The Bill Douglas Cinema Museum, The Bishop's Palace Trust, The Castle Heritage Centre Bude, The Leach Pottery, The New Room, The Priest's House Museum and Garden, The Rifles Berkshire and Wiltshire Regiment Museum, Thornbury and District Museum, Tiverton Museum of Mid Devon Life, Topsham Museum, Torquay Museum, Torre Abbey Historic House and Gallery, Totnes Elizabethan House Museum, Trenance Cottages Newquay, Trowbridge Museum, University of Bristol Theatre Collection, Valiant soldier, Victoria Art Gallery, Wadebridge and District Museum, Wareham Town Museum, Watchet Boat Museum, Watchet Museum, Wells and Mendip Museum, West Somerset Railway, Weston Museum, Westonzoyland Pumping Station Museum, Weymouth Museum, Wheal Martyn Museum, Whimble Heritage Centre, William Pengelly Cave Studies Trust, Wiltshire Heritage Museum, Winchcombe Folk and Police Museum, Wotton Heritage Centre, Yate & District Heritage Centre.



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www.southwestmuseums.org.uk

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Documents available in other formats

If you would like this information in another language, Braille, audio tape, large print, easy English, BSL video or CD rom or plain text please contact: 0117 922 4653.

