



South West Museum Development Programme

Annual Review

2016 / 17

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 the 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 seeks to maximise the grant award provided by Arts Council England by working in partnership to align existing and secure new funding for museums to meet these ambitions.



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. This data was used in 2015/16 to underpin the Museums Association's 'State of the Nation' report. During 2016/17 we have continued to deliver this work for the East Midlands, East of England, North West, South East, Wales and also, for the first time, with the West Midlands. Further information on the South West Annual Museum Survey can be found under resources on our website.

- The South West Museum Development Programme (SWMD) supports 212 museums within the Arts Council Accreditation scheme

- Museums in the region attract around 8.5 million visits per year
- 30% of Accredited museums are entirely volunteer-run
- Over 10,000 people actively volunteer for museums
- There is a relatively small paid staff base with around 2,000 people employed by museums.
- Visits to museums help contribute approximately £200 million annually to the regional economy.
- Two thirds of the museums in the region are small independents with half of these receiving less than 10,000 visits per annum.

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.



£639,636

Total invested in museums by the Arts Council through our programme

207

The number of museums that benefitted from support during the year

The number of museums supported with volunteering development

22

£41,012

The total awarded to support 41 museum projects

119

Number of museums supported to improve collections care

338

The total number of delegates that attended Museum Skills training

36

The total number of museums supported to develop their digital engagement

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

£141,498

FACIAL HAIR AND TATTOOS THROUGH THE AGES

For centuries people have used facial hair and body art to make a statement about themselves.

This exhibition looks at how and why these forms of self-expression have changed over time, including here in Somerset.



Introduction

Museums are increasingly recognised for the tremendous role that they play in our society. They inspire creativity, learning and debate through their fantastic collections and provide inclusive spaces that break down barriers to access and cultural participation. They help to create places where people want to live, work and visit. They attract tourists, engage residents in local heritage and provide volunteering opportunities and valuable outreach work that contribute to community health and wellbeing.

As museum business and governance models evolve against a back drop of public funding pressures, museums of all sizes continue to show extraordinary ambition and enterprise to grow and diversify their audiences and deliver transformative participatory experiences.

Ensuring that museums, no matter what their size or scope, can access professional expertise to develop and build on this ambition and enterprise is imperative in encouraging a thriving sector. And this is especially true in the South West, where the majority of museums are volunteer-led and have no professional staff.

This is where Museum Development comes in. Our 2015 –18 programme has been designed to support, stretch and challenge museums. Our network of local Museum Development Officers provides fundraising support, business development advice and mentoring as well as facilitating local and regional networks that foster partnership work and collaboration. Our Museum Skills programme offers essential training and progression opportunities while regional specialist thematic posts provide support for collections care, digital engagement, volunteering and audience development.

Over the last year we have sought to work with national sector bodies, including the Audience Agency, Culture 24, Collections Trust and Touring Exhibitions Group, to maximise the impact of our work and the opportunities available to museums in the region. Furthermore, we have maintained funding agreements with 23 local authorities that collectively invest £135,000 per year in the programme. We have worked with 207 museums over the last year; this level of reach and impact would not be possible without this partnership approach.

Arts Council England announced in June 2017 that Bristol Culture was successful in securing further funding for the period 2018-22 to deliver Museum Development in the South West. This ongoing funding will play a crucial role in supporting museums as they continue to re-define their role within their communities and seek to strengthen their business models.

Laura Pye

Goal One: Excellence

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

In 2016/17:

- Our Conservation Development Officer supported 119 museums through a mixture of direct support including advice, site visits, training and surgery sessions at county museum group meetings.
- 30 site visits supported museums to assess the condition of their collections and provide recommendations for improvements.
- We partnered with the Collections Trust to deliver a suite of collections care training delivered through the South West Museum Skills programme reaching 81 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 in the vibrant social history and contemporary relevance of the banners. The project, Raising the Standard – Banners of Devon and Cornwall, will bring people together to learn more about the role of these banners in their local communities and

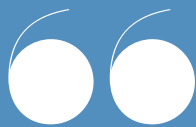
reveal new stories about their use and history. Due to the fragile nature of some of the banners it will be the first time they have been on public display for many years. This project, taking place during 2017, will provide important opportunities to gather new insights from the local community, to engage with local schools and develop new displays within the museum galleries.

- We continued to work with Bristol Culture on the South West Area Natural Sciences Collections Project. The project, funded by the John Ellerman Foundation, is helping to unlock the potential of

natural science collections in the region through curatorial development. It is increasing opportunities for public access to, and engagement with, the collections, many of which are of national and international significance.

In 2017/18:

- 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.



The museum has benefited from regular, helpful and useful advice and support from our Museum Development Officer and the Conservation Development Officer that we greatly value.

Wells & Mendip Museum, Somerset

Case study:

SWANS Collections Project

Working with natural science curators in the region we undertook research on the collections, current experience and development needs of museums which hold natural science collections.

A key legacy of the SWANS project funding provided by the John Ellerman Foundation has resulted in the production of resources to support non-specialists working with natural science collections.

Right: Natural sciences collections from Museum in the Park



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 2016/17:

- Our Digital Engagement Officer worked with 36 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.
- Our Digital Engagement Officer has worked with Culture24 to recruit museums in the region to participate in the Digital Marketing module of their Digital Skills in Museums project. The project will run until March 2018, during which time Culture24 will support staff and volunteers in nine museums to understand how to reach new, diverse audiences via digital tools and channels, with a focus on Museums at Night festival events. The participant museums are focused around a geographical cluster in Devon. The museums will work together to identify target audience needs, shape festival events and market the events via a range of digital channels and tactics. A final stage will enable museums to track and analyse success.
- We negotiated a partnership between 3 museums (in Devon, Cornwall and Gloucestershire) and Google's education platform 'Expeditions'. This project will create VR experiences using museum content for primary school age children in the UK and internationally.
- 11 museums were supported to work with the Audience Agency and sign up to Audience Finder, the national audience data collection and development tool.
- 6 training sessions were delivered through the South West Museum Skills programme to support museums with marketing, digital engagement and audience development, reaching 75 delegates.
- Three clusters of smaller volunteer-led museums were supported to undertake audience data collection that provided them with consistent and comparable insight.

In 2017/18:

- Seek funding to develop opportunities to work with museums to explore the use of affordable and interactive technology for interaction with visitors.
- Support museums to make more of their collections and stories available online, through direct support and also through partnering with digital arts projects, both regionally and nationally.
- Target support for museums participating in Audience Finder and other audience data collection initiatives to develop and refine their audience development planning and incorporate audience insight into their Forward Plans.



I have found the response to be quick and the team to be supportive and keen to advise and help.
Torre Abbey, Devon



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 2016/17:

- 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 £135,000 per year from local authorities through the Museum Development programme.
- Launched an advocacy campaign 'Celebrating South West Museums' to highlight the important role and impact that museums have in the region.
- Workforce development opportunities were delivered across the region to help strengthen fundraising through the Museum Skills programme.
- We hosted a West of England Resilience Forum in September 2016. The one day event, led by National Trust and Association of Cultural Enterprises, enabled museums to come together and share good practice around retail and other commercial activities.

In 2017/18:

- 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.
- Continue to offer targeted support to help museums identify and grow income generation opportunities.
- Work in partnership with other Museum Development providers across the regions to review and re-launch the Museums Sustainability Framework, a self-evaluation tool to help museums identify strengths and weaknesses and drive improvements in their organisational performance and governance.

Gathering Museum Sector Data

In order to develop and maintain a sector-wide overview, each year we undertake an Annual Museum Survey 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 2016/17 we have also worked in partnership with Museum Development providers in the East Midlands, East of England, North East, South East and Wales to establish a shared approach to data collection. The survey now reaches over 850 Accredited museums, providing valuable insight into changes in the sector nationally.

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 2016/17:

- 41 museum projects were awarded £41,012 in grant funding with £16,859 leveraged by museums in match funding.
- The funding available for partnerships of two or more museums increased from £5,000 to £10,000 and three partnership projects were funded.

In 2017/18:

- Saw a 5.2% increase in successful applications with 25 museum projects awarded funding totalling over £21,928 for activity that will take place in 2017/18.

Ready to Borrow – Small Scale Capital Development scheme

In 2016/17 the Arts Council announced a second round of Ready to Borrow. The small scale 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 2016/17:

- We have been allocated £362,400 by ACE to distribute to museums in the South West between 2016/17 and 2017/18. £174,070 has already been awarded to:
 - **Corinium Museum** – £20,000
 - **Bridport Museum** – £22,500
 - **Chippenham Museum** – £48,000
 - **Museum of Bath at Work** – £15,039

Weston super Mare Museum – £15,000

Young Gallery – £25,531

Russell Cotes Art Gallery & Museum – £28,000

- We worked with the Touring Exhibitions Group to host two seminars on 'The Economics of Touring' to support museums develop skills, knowledge and confidence around producing touring exhibitions.

In 2017/18:

- A suite of training will be delivered with museums who have benefitted from Ready to Borrow funding.
- We will coordinate and distribute a second round of Small Scale Capital Grants with a particular emphasis on supporting smaller museum organisations new to loans.

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. SWMD 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 museum professional staff to achieve and retain Accreditation.

In 2016/17:

- Our MDOs supported 19 museums successfully through their Accreditation returns.
- We hosted a Museums and Mentoring conference in February 2017, in partnership with the South East Museum Development programme and the Inspiring a Culture of Philanthropy programme. The event in Swindon provided an opportunity for those involved in mentoring programmes across the museum sector to network, share experiences and exchange good practice.
- We held a Mentoring and Coaching Skills development day for current and prospective mentors museums in the region.
- 12 new Museum Mentors were recruited for the region.

In 2017/18 we will:

- Continue to support museums through their Accreditation returns.
- Work with identified museums to complete their Accreditation eligibility questionnaire and support them to begin formally working towards Accreditation.
- Host a fourth annual Museums and Mentoring conference as well as a series of smaller network meetings across the region.

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 2016/17:

- The South West Museum Skills programme was funded to provide free access to museum-specific training for everyone working or volunteering in the museum sector across the region. 25 full-day sessions were delivered with 338 delegates attending from 132 different organisations.
- A volunteering advice service was delivered through county museum networks along with 'Question Time' peer advice sessions in Dorset and Bath. In-depth support was provided to 22 museums advising on issues such as governance, diversity in recruitment, volunteer management systems and succession planning.
- Our network of MDOs continued to support local and regional networks as a means of sharing

good practice, channelling funding and fostering collaborative working.

- Our Museum Volunteering Forum hosted a 'Volunteering for Wellbeing : Exploring the Issues' seminar in September 2016, showcasing projects from in and out of region and exploring museum volunteering in relation to health and wellbeing. This has started a regional conversation about what projects and partnerships could be developed to attract funding to support volunteering for wellbeing in South West museums. We worked with and funded the South West Federation of Museums & Art Galleries to provide regional sector communications, ensuring that the museum workforce can keep up to date with the latest news and developments.

In 2017/18:

- We will launch an enhanced Museum Skills programme, offering 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.
- More in depth work will be carried out with individual museums and clusters of museums to develop their volunteering programmes through a micro-consultancy approach.
- We will 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.



I think every member of staff has benefited from the training programme which is such a vital resource for small museums with very limited training budgets.

Corinium Museum, Gloucestershire

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 2016/17:

- 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 MDOs coordinated a West of England Learning Symposium which took place in March 2017 at the American Museum in Britain. The event explored approaches that museums could use to measure the value and impact of their learning programmes. Case studies and facilitated workshop sessions demonstrated for delegates how evaluation can be integrated as a participatory and on-going process.
- Through our Museum Volunteering Forum we hosted a Museum University Partnerships Initiative event in March 2017, bringing together museums and higher education institutions in the South West to explore how they could build more mutually beneficial

relationships. Evaluation of the impact of this networking event informs SWMD's continuing commitment to bringing our sectors together to achieve higher quality placements, research partnerships and student volunteering.

- Our MDOs promoted take up of Artsmark and Arts Award. There are now 37 museums across the region that are Arts Award supporters offering activities children and young people can use towards achieving their Arts Award.

In 2017/18:

- Deliver training events on working partnership with schools and achieving greater diversity in volunteer involvement.
- Support museums to develop their education offer and establish partnerships with formal learning organisations, primarily through Arts Award.
- Secure external funding to help museums to understand barriers to university placements in museums and put in place measures to overcome these barriers.



A really useful source of information and a great sounding board for ideas.
Crofton Beam Engines, Wiltshire

Cornwall highlights

Accredited Museums	34
Volunteer run Accredited Museums	10
Museums received support	36
Awarded in small grants	£3,896
Museums supported to improve collection care	20
Participated in externally funded projects	10

The Cornwall Museum Development Officer is hosted by the Cornwall Museums Partnership (CMP); a charity that exists to build sustainable futures for museums in Cornwall.

The Cornwall Museum Development Officer works as part of the South West Museum Development Programme to support these organisations to come together through network groups and collaborative projects. Peer-led and collaborative learning is vital to the small and independent organisations that form the majority of museums in Cornwall. The Museum Development Officer provided support for these forums and projects in activities such as Bright Sparks; a grant scheme provided by CMP and Feast. It aimed to encourage museums to experiment with new ways of working and collaborating with artists from different art forms to build and diversify their audiences. The MDO provided project development and application advice for museums, including for the Old Guildhall Museum, Looe.

Volunteer development continued to be a priority area for museums, and the MDO worked with 5 museums to produce a county wide campaign to recruit and celebrate volunteering. This resulted in a series of short films released through a successful social media campaign.

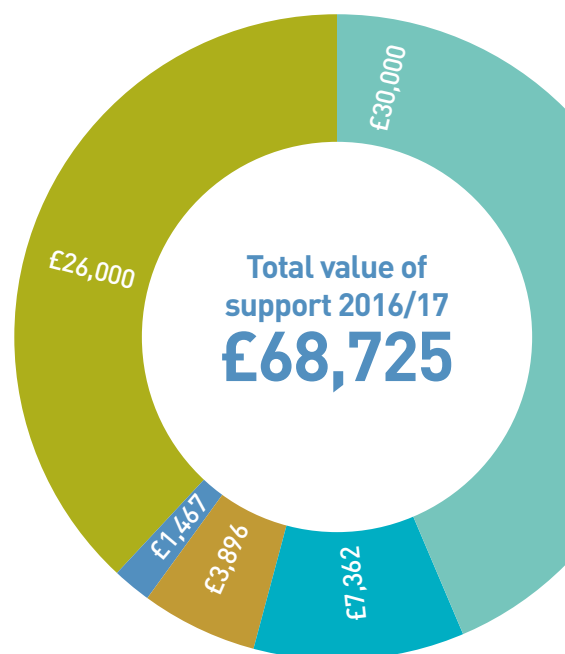
Working with the Heritage Lottery Funded Catalyst programme manager the MDO developed the Museum Leadership & Governance Roadshow, an interactive a micro-workshop delivered within

individual museums. The flexible nature of the format means that it can address specific issues, and running it within the organisation provides the platform for open and honest debate.

The CMP Make a Difference Awards provide funds for a variety of professional development opportunities: research, training and external speakers, and the MDO worked with museums to identify their needs and through the application process. Further training and development was provided around visitor experience, Accreditation, fundraising and project development.

Key

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



Devon highlights

Accredited Museums	50
Volunteer run Accredited Museums	16
Museums received support	51
Awarded in small grants	£9,947
Museums supported to improve collection care	35
Participated in externally funded projects	20

Devon's museums are predominantly led by volunteers and most operate with a very small, or no, public subsidy. 50 of the county's 75 museums are Accredited through the Arts Council England Accreditation Scheme. These museums achieve this recognised standard of museum operation through accessing professional advice and guidance, as well as tailored support for forward planning and organisational development, through the South West Museum Development Programme.

Teignbridge

Teign Heritage's profile, both in the local community and with town councillors and the mayor, has been raised after participating in the MUSE project. As a direct result of this the District Council have offered to provide support for Teign Heritage and South Devon Railway Museum Trust's participation in projects specifically aimed at young volunteers in the heritage sector.

East and West Devon

The Raising the Standard project had a huge impact in East Devon. In particular at Sidmouth Museum and Whimble Heritage Centre where both museums developed activities in preparation for the summer/autumn of 2017, engaging local communities and schools in the vibrant social history and contemporary relevance of the banners of Devon.

In West Devon, the Museum of Dartmoor Life has spent the year focusing on governance and successfully completed the transfer to a CIO following a review funded by an AIM micro consultancy. Work was also carried out to review their volunteer recruitment with our Sustainable Volunteering Officer and investigate how to develop links with local libraries.

Both Axminster Heritage and Dawlish Museum were successful in receiving a £1600 AIM preventive conservation grant.

South Hams

2016/17 was the first year of a new partnership agreement with South Hams District Council which has provided the museums with dedicated programme capacity to provide museums with support focusing particularly on securing inward investment, volunteering and audience development over the three year agreement. During this first year the museums have had access to the Small Grant, Big Improvement grant programme and participated in key projects.

North Devon and Torridge

A large proportion of MDO effort has been directed at securing funding for and planning the £1.9million extension of the Museum of Barnstaple and North Devon. Funding of £868,200 from HLF has been secured for the delivery of this project, together with £500,000 from the Coastal Communities Fund. A newly created Museum Development Trust has been supported to raise an additional £200,000 from trusts, foundation and local businesses and individuals. This has boosted LA investment of £270,000 and work has just started to create the new galleries, exhibitions and activities that will create "the museum that Barnstaple deserves" over the next 18 months.

SWMD investment has supported several museums through their Accreditation reviews, with Braunton achieving full accreditation and five others awaiting the results of their returns. The Museum of British Surfing is a new applicant to Accreditation. With unique collections made of all kinds of unusual materials, the advice of the CDO has been crucial in ensuring the museum has the collections care techniques in place to secure Accreditation in the near future. We hope that Torrington Museum will also be joining the Accreditation fold soon. Significant support from the Town Council and MDO means that access to the museum’s fabulous collection is now secured, with governance and long-standing premises issues resolved and plans in place for staged development. The volunteers have EU Leader 5 and HLF applications almost ready to submit.

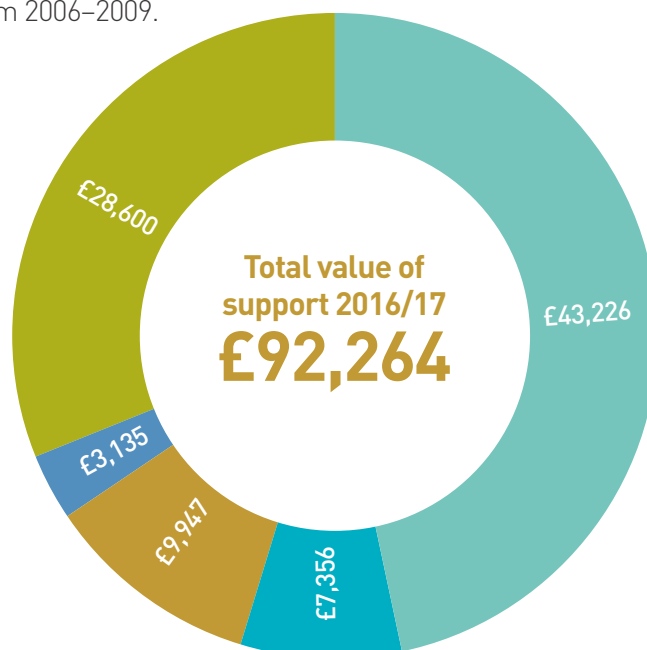
Ilfracombe Museum, approaching its 85th birthday, secured £50,000 of Coastal Communities Funding for urgent building repairs as well as a Small Grant, Big Improvement grant to refresh a gallery now named “The Ilfracombe Gallery”. North Devon Maritime Museum also celebrated a significant milestone this year, their 40th birthday, with a visit from Admiral Sir Jonathon Band, First Sea Lord from 2006–2009.

Torbay

SWMD established a new funding agreement with Torbay Council in March 2015. During this second year of their agreement the SWMD worked very closely with the three museums in Torbay in the successful application and award of over £180,000 from the Arts Council England’s resilience fund. Growing Museums is a collaboration of the three, Accredited, museums in Torbay to develop and implement a sustainable volunteer infrastructure in conjunction with fundraising activities and enhanced joint programming. The project activities have aligned with development support from SWMD across various themes, including Sustainable Volunteering and Digital Engagement, leading to participation in additional projects including the SWMD and British Museum collaboration on loans and Culture24’s digital marketing pilot.

Key

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



Dorset highlights

Accredited Museums	27
Volunteer run Accredited Museums	8
Museums received support	20
Awarded in small grants	£6,880
Museums supported to improve collection care	13
Ready to Borrow grants	£50,500
Participated in externally funded projects	6

Working collaboratively has been a key theme across the Dorset Museums community over the past year.

The **Dorset Museums Association (DMA)**, which represents all the Accredited museums throughout the county, worked extensively with the Museums Development Officer to support a range of activity and projects, including a small grants scheme, a localized skills development package, a marketing and publicity campaign and a collecting policy review.

The **North Dorset Museums Partnership** has grown and flourished, attracting new members and targeted funding through the Small Grant, Big Improvement Programme. The Cabinet of Curiosities collaborative project saw five of the museums within the partnership coming together to produce a successful digital marketing campaign with the support of the county's official tourism information site - Visit Dorset. This is an important new relationship that will be sustained and developed.

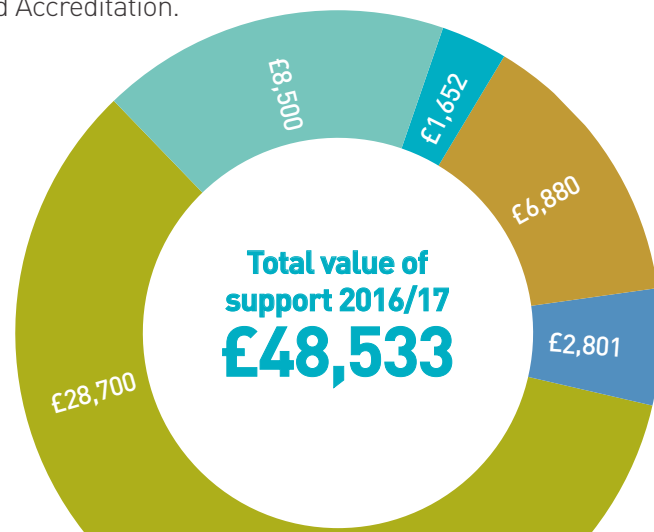
Town councils continue to be important and valued partners for many Dorset museums. In the north of the county, the Museum Development Officer has worked with Sturminster Newton Town Council and the Sturminster Museum & Mill Society to support development and fundraising opportunities for the iconic Sturminster Mill. In the south, Swanage Town Council are successfully collaborating with the volunteer community museum team and the Museum Development Officer to scope out and

develop plans for a new seafront museum.

Across the county, transformative museum development projects have been made possible through a diverse range of **partnership funding packages**. Bridport Museum benefited from SWMD Ready to Borrow funding to create a stunning new temporary exhibition space as part of their impressive wider redevelopment, which is now fully open to the public.

The Museum Development Officer supported Lyme Regis Museum in its application to the Wolfson Foundation, which yielded £150,000 of investment for its landmark Mary Anning Wing extension. Priest's House Museum were successful in their Stage 1 application to HLF for their major redevelopment programme, securing £145,000 development funding and the Museum Development Officer supported access to the County Council's Civil Society Fund as match funding.

There has also been collaborative work across county boundaries. In partnership with the Somerset Museum Development Officer, the Dorset Museum Development Officer has co-ordinated joint networking and skills sharing between Swanage and Somerset heritage railways and their respective museum operations as well as helping to facilitate the creation of a new museum manager post for the Swanage Railway Museum and Purbeck Mineral and Mining Museums, which are now working toward Accreditation.



Somerset highlights

Accredited Museums	23
Volunteer run Accredited Museums	9
Museums received support	24
Awarded in small grants	£3,145
Museums supported to improve collection care	26
Ready to Borrow Grants	£15,000
Participated in externally funded projects	6

Somerset Museum Development Officer has successfully raised nearly £83,000 from Arts Council England and Heritage Lottery Fund to deliver a new project, 'Muse: Makers in Museums'. The project, led by our Somerset and Devon Museum Development Officers, is a partnership between South West Heritage Trust, Somerset Art Works and the Devon Guild of Craftsmen. 'Muse' will support eight small volunteer-run museums across Somerset and Devon to develop projects with artists that will help them to reach new audiences.

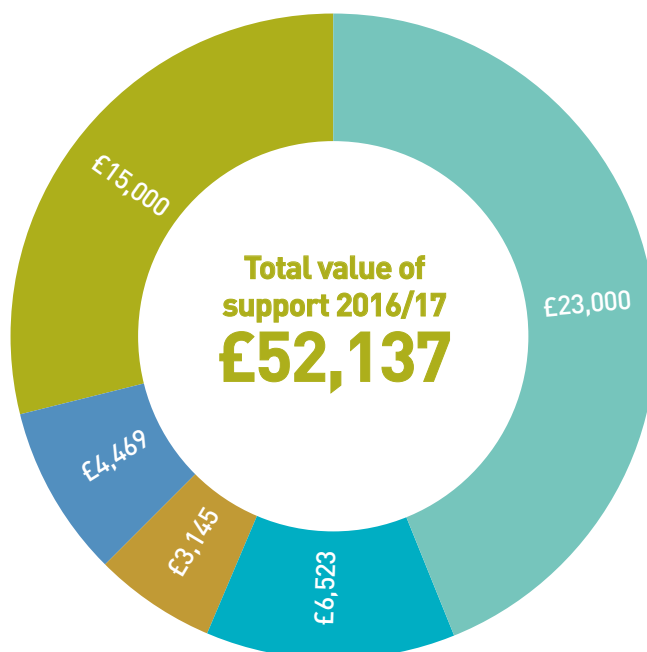
It will make museum collections more accessible to artists and create new opportunities for community groups to engage with museum collections. The museum collections to be highlighted during the project include those linked to historic craft or rural industries, and the artists will respond with their own craft practice, making a link between contemporary and historic craft.

Weston super Mare Museum was also successful in securing £15,000 through the Arts Council's Ready to Borrow scheme, administered by SWMD. The grant will enable the museum to make improvements to their temporary exhibition gallery and permanent gallery spaces with the intention of taking on significant loans from a number of national and major regional museums to coincide with the museum's re-opening in August 2017.

Through the support of the Museum Development Officer 15 Somerset museums have signed up for the Harwell Priority Plus membership scheme which will give them access to professional advice and services in case of an emergency. Another example of strategic joint working enabled by Museum Development, the Visitor Insights South West programme has engaged 12 Somerset museums in this regionally developed programme to record data on users.

Key

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



West of England highlights

Accredited Museums	35
Volunteer run Accredited Museums	5
Museums received support	42
Awarded in small grants	£8,959
Museums supported to improve collection care	5
Ready to Borrow grants	£15,039
Participated in externally funded projects	4

The West of England Economic Sustainability Forum, co-ordinated by Museum Development, has had a successful year, especially the retail development event in September at Dyrham Park, in partnership with the National Trust and Association of Cultural Enterprises. The event provided both practical and strategic advice and developed a network of contacts.

B&NES The Museum Development Officer has continued to work across all museums providing strategic support with forward planning, fundraising, collections storage and interpretation as well as working with the B&NES Museums Group and committee to facilitate greater collaborative working across museums in B&NES.

Through the Small Grant, Big Improvement grant programme almost £3,500 was awarded to support four projects including the Museum of Bath at Work, for a project that worked with six local schools to create a pictorial alphabet in response to their local surroundings that will feature as part of the Museum's 2017 summer exhibition programme.

The Museum of Bath at Work was also awarded £15,000 through the Ready to Borrow scheme to improve security and environmental conditions, which has enabled them to secure a loan of Charles Rennie Macintosh furniture from the V&A, formerly from a house in Bath, for their exhibition 'A Bedroom In Bath'.

The Museum Development Officer and Sustainable Volunteering Officer responded to a strategic need

for tailored Front of House skills development in smaller museums across Bath, piloting a Museum Skills bitesize training session with these museums. This training has led to constructive changes to the museums' own induction and training of their volunteer teams.

Swindon The focus of work with museums has been on building sustainability and forward planning. The Museum Development Officer has worked particularly closely with STEAM to undertake a governance review made possible with an award of £2,000 from our small grants scheme. With the support of a specialist consultant the workforce has started a comprehensive benchmarking exercise to identify possible options for the future that will help ensure the museum's long-term sustainability.

Swindon Museum and Art Gallery are also looking to their future with a proposal for a new Museum and Art Gallery that would create a landmark destination as the centrepiece of Swindon's new cultural quarter. The Museum Development Officer also supported the Museum to secure an Arts Council project grant for 'From Where I'm Standing' an exhibition showcasing new work from ten ceramicists from the West Country, celebrating the connections and contrasts between modern art and contemporary ceramics inspired and informed by the collections of Swindon Museum and Art Gallery.

Bristol Over the last year the Museum Development Officer has worked closely with Glenside Hospital Museum to support them to make the significant move to achieving Full Accreditation. This period also saw the completion of their Arts Council Resilience Fund project which was focused on enabling this development.

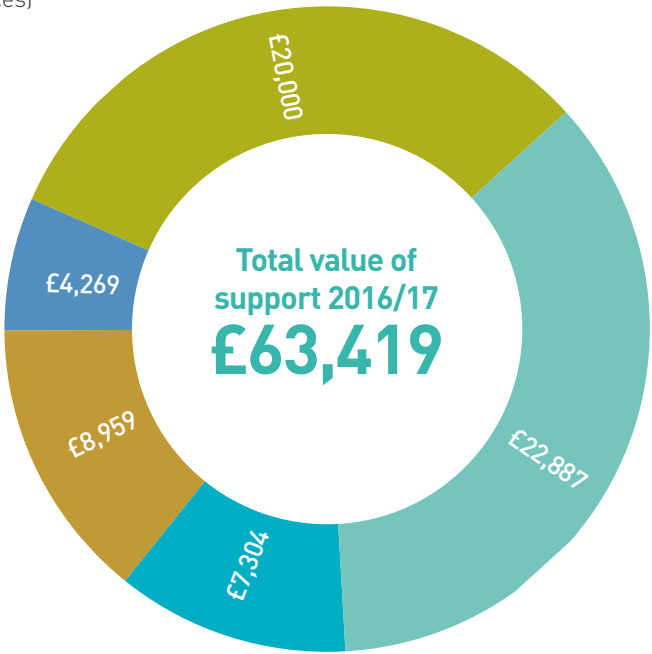
Continuing our focus on supporting museums' financial resilience, the Royal West of England Academy was awarded £1,000 through our small grants scheme to develop its marketing of the

museum as a venue for corporate and event hire. This has impacted positively on income generation.

South Gloucestershire Kingswood Heritage Museum has worked tirelessly this year to move their organisation to Full Accreditation, again with the support of their Museum Development Officer and Museum Mentor. They had a very successful site assessment in May 2017 and were recommended for Full Accreditation.

Key

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



Gloucestershire highlights

Accredited Museums	23
Volunteer run Accredited Museums	4
Museums received support	21
Awarded in small grants	£7,447
Museums supported to improve collection care	11
Ready to Borrow grants	£20,000
Participated in externally funded projects	3

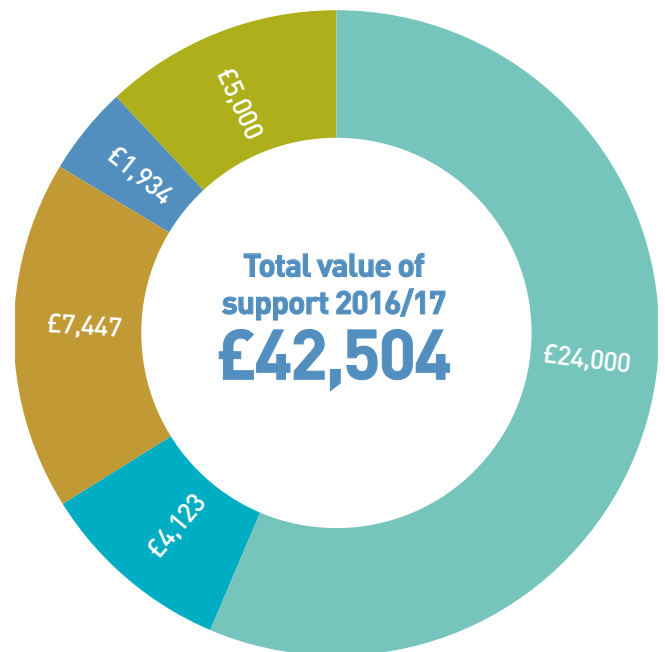
This year has had a particular focus on delivering support at a strategic level with the Museum Development Officer providing advice and support to a number of museums and Gloucestershire County Council to enable long term resilience.

It was also a year for partnership working with the Museum Development Officer facilitating the Gloucestershire Archaeological Archives Working Party comprised of Museum in the Park, Gloucester City Museum, Corinium Museum, Dean Heritage Centre, The Wilson, Tewkesbury Museum and Gloucestershire County Council to develop a countywide standard for the creation, compilation and transfer of archaeological archives in Gloucestershire. The project and resulting guidelines were delivered as a direct result of securing funding from our Small Grant Big Improvement programme. The model has received significant interest from other museums looking to future proof archaeological archives.

Another highlight included the Sustainable Volunteering Officer working with the Museum Development Officer to support Dr Jenner's House, Museum and Garden with advertising a community engagement/volunteer coordinator role, made possible through ACE Resilience funding. The Sustainable Volunteering Officer provided mentoring and delivered intensive training on site to support the museum's development of a new more self-sufficient volunteer team with team leaders structure.

Key

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



Wiltshire highlights

Accredited Museums	20
Volunteer run Accredited Museums	5
Museums received support	13
Awarded in small grants	£1,222
Museums supported to improve collection care	8
Ready to Borrow grants	£73,531
Participated in externally funded projects	0

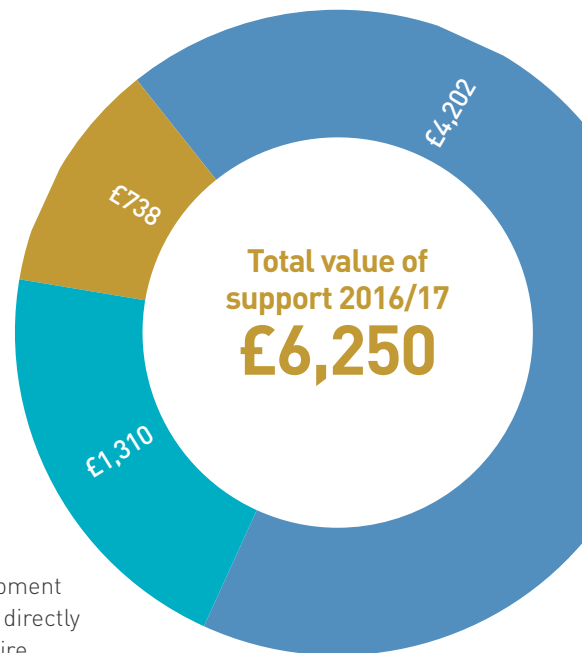
SWMD has continued working in close partnership with Wiltshire Council's Conservation and Museum Advisory Service, which provides support to all museums and heritage organisations in the county.

The Wiltshire and Swindon Museum Group continues to grow and meets quarterly, providing opportunities for networking, information exchange, learning and collaboration. One of the successful collaborations has been the HLF funded 'Wiltshire at War: Community Stories' project. The project aims to collect and explore stories relating to the impact of the First World War on the county. In March 2017, the project launched its fourth exhibition 'Keeping the Home Fires Burning' at Athelstan Museum. The exhibition explores day to day life across Wiltshire including the increasingly important role women played in keeping the country going during the war.

The year has also seen the relocation of REME (Royal Electrical and Mechanical Engineers) Museum to its new home in Lyneham which opened in June 2017. The Royal Artillery Museum also began its relocation to its new home in Larkhill, completing the huge logistical task of moving all of the collections to storage facilities in the county, which will eventually be housed in a new purpose-built heritage centre close to the Royal Regiment's home at Larkhill on Salisbury Plain. The Sustainable Volunteering Service supported the Assistant Curator/Volunteer Co-ordinator to participate regularly in the Museum Volunteer Forum and with advice, as the museum

needs to grow a new volunteer team and structures in the Museum's new home.

'Seeing the Light of Day', a project to develop sustainable solutions to the management, accessibility and long-term preservation of archaeological archives in the South West secured funding from Art Council's Museum Resilience Fund. Wiltshire Museum will partner with SWMD to deliver sector consultation, disseminate research from the project and deliver a series of skills sharing events across the region.



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

Key

- Thematic Development services
- Small Grant Big Improvement
- Museum Skills (delegate places)

Financial Overview

1 April 2016 – 31 March 2017

Income	£
Arts Council Museum Development Grant	476,556
Local Authorities	45,100
Museum Development provider partnerships	26,550
Other grants/income	23,946
Arts Council Small Scale Capital Development Grant	163,080
Total income	735,232

Expenditure	£
Investment in local Museum Development Officers	
£284,336 was invested in our network of MDOs including £141,498 contributed by local authorities. MDO provision in mid-Devon and Wiltshire is directly funded by the local authorities and not included in this figure.	180,938
Audience Development and Advocacy	42,737
Conservation and Collection Care	58,722
Digital Engagement	47,004
Programme Management and Accreditation support	121,642
Regional Communications	7,500
Workforce, Volunteering Development and Skills	67,618
Small Grant Big Improvement Scheme	41,012
Ready to Borrow	166,150
The remaining balance of £92,910 will be distributed in 2017/18 in line with current grant holders' payment schedules.	
Total Expenditure	733,323
Balances carried forward	101,629*
Balance of Small Scale Capital Development grant distributed in 2016/17 in line with grant holders payment schedules.	

*Please note this has been adjusted from £99,639 published in our annual review 2015/16.

Support

We are grateful to the following for their financial and other contributions to the programme 2016/17:

Arts Council England
Bristol City Council
Exeter City Council
Gloucestershire County Council
The Heritage Lottery Fund
The Pilgrim Trust
Art Fund
Johnathan Ruffer Curatorial Grants
John Ellerman Foundation

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

Touring Exhibitions Group
British Museum
Culture 24
The Audience Agency
Collections Trust

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
Torrige 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 2016/17:

Museum of Bath at Work
Museum of Somerset (South West Heritage Trust)
Priest's House Museum
Poole Museum
Royal Albert Memorial Museum
Social History Curators Group
The American Museum in Britain
The Roman Baths (Bath and North East Somerset Council)
The Wilson, Cheltenham Museum & Art Gallery
Wiltshire & Swindon Heritage Centre

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 2016/17. 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 the Museums who have worked with, contributed to and supported South West Museum Development Programme in 2016 – 17:

A La Ronde, Alfred Gillet Trust, Allhallows Museum, Antony House, Arlington Court, Arnos Vale Cemetery Trust, Ashburton Museum, Athelstan Museum, Axminster Heritage, Bath Abbey, Bath and North East Somerset Council, Bath Medical Museum, Bath Postal Museum, Bath Royal Literary and Scientific Institution (BRLSI), Beckford's Tower and Museum, Bishopsteignton Museum Charitable Trust, Blandford Town Museum, Bournemouth Natural Science Society, Bovey Tracey Heritage Trust, Bradford on Avon Museum, Bridport Museum, Bristol Aerospace Centre, Bristol Museum and Art Gallery, Britannia Royal Naval College Museum, British Association of Friends of Museum,, Bruton Museum, Budleigh Salterton Arts Centre and Museum, Burton Art Gallery and Museum, Chagford Community Archive, Chard and District Museum, Cheltenham Art Gallery and Museum, Chippenham Museum and Heritage Centre, Churches Conservation Trust, Clark's Shoe Museum, Clevedon Pier, Clifton Suspension Bridge, Coldharbour Mill Working Wool Museum, Combe Down Stone Legacy Trust, Combe Martin Museum, Community Heritage Access Centre, Constantine Museum, Corinium Museum, Cornwall Museums Group, Cornwall Museums Partnership, Cornwall Regimental Museum, Court Barn Museum,m Crofton Pumping Station, Dartmouth Museum, Dawlish Museum, Dean Heritage Museum, Dents Museums, Devonport Collection, Dingles Fairground Heritage Centre, Dorset Heritage Centre, Dorset County Museum, Dr Jenner's House, Museum & Garden, Dunkirk Mill Museum (Stroudwater Textile Trust), Dunster Castle, Dunster Dolls Museum, Dyrham Park, Edwin Young Collection, Elliott's Shop, Exeter City FC Museum, Exmouth Museum, Fairfield House, Falmouth Art Gallery, Fashion Museum, Fleet Air Arm Museum, Fowey Museum, Frenchay Village Museum, Friends of Hoar Oak Cottage, Frome Heritage Museum, Geevor Tin Mine, Glastonbury Abbey, Glenside Hospital Museum, Gloucester Cathedral, Gloucester City Museum and Art Gallery, Gloucester Life Museum, Gloucester Waterways Museum, Gold Hill Museum and Garden, Grampond with Creed Heritage Centre, Greenway, Harvey's Foundry Trust (Hayle Heritage Centre), Haynes International Motor Museum, Helicopter Museum, Helston Museum, Herschel Museum of Astronomy, Holburne Museum, Holst Birthplace Museum, Holsworthy Museum, Ilfracombe Museum, Jet Age Museum, John Moore Museum, Keep Military Museum, Killerton House, King Edward Mine, King John's Hunting Lodge (Axbridge and District Museum), Kingsbridge Cookworthy Museum, Kingston Lacy House, Kingswood Heritage Museum, Lanhydrock House, Lawrence House Museum, Liskeard and District Museum, Lostwithiel Museum Association, Lydiard House, Lyme Regis Philpot Museum, Market Lavington Museum, Milverton Village Archive, Montacute House, Museum In The Park, Museum of Barnstaple & North Devon, Museum of Bath Architecture, Museum of Bath At Work, Museum of Computing @ Swindon, Museum of Dartmoor Life, Museum of East Asian Art, National Maritime Museum Cornwall, National Trust - Wiltshire and Dorset, National Trust Finch Foundry, National Trust Tyntesfield, Nature in Art, Newquay Old Cornwall Society, Newton Abbot Town & Great Western Railway Museum, No 1 The Royal Crescent, Old Guildhall Museum, Overbecks Museum, Padstow museum, Penlee House Gallery and Museum, Penryn Museum,Perranzabuloe Folk Museum, Plymouth City Museum and Art Gallery, Poole Museum, Purton Museum, Radstock Museum, Ralph Allen CornerStone, Red House Museum and Gardens,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, Royal Wootton Bassett Town Hall Museum, Russell-Cotes Art Gallery and Museum, Salcombe Maritime and Local History Museum, Saltash Heritage, Shaftesbury Abbey Museum, Sherborne Museum, Sidmouth Museum, Soldiers of Gloucestershire Museum, Somerset & Dorset Railway Trust, Somerset and Dorset Heritage Railway Trust (Midsomer Norton), South Gloucestershire Council, South Molton and District Museum, South West Airfields Heritage Trust, South West Heritage Trust, South West Police Heritage Trust, SS Great Britain, St Agnes Parish Museum, St Ives Museum, St Mawes Heritage Group, Steam: Museum of The Great Western Railway, Stonehenge Visitor Centre, Sturminster Newton Museum & Mill, Swanage Railway Trust, Swindon Museum and Art Gallery, Tank Museum, Tavistock Museum, Teign Heritage, Teignbridge Museums Group, Tetbury Police Museum, Tewkesbury Museum, The American Museum in Britain, The Bill Douglas Cinema Museum, University of Exeter, The Castle Heritage Centre Bude, The Gauge Museum, The Leach Pottery, The New Room, The Priest's House Museum and Garden,, Thornbury and District Museum,, Tiverton Museum of Mid Devon Life, Topsham Museum, Torquay Museum, Torre Abbey Historic House and Gallery, Totnes Elizabethan House Museum, Totnes Image Bank, Trerice, Trowbridge Museum, University of Bristol Theatre Collection, Valiant soldier, Victoria Art Gallery, Wadebridge & District Museum, Wells and Mendip Museum, West Somerset Railway, Weston-super-Mare Museum, Weymouth Museum, Wheal Martyn Museum, Whimble Heritage Centre, Wildfowl & Wetlands Trust., Wiltshire Heritage Museum, Wotton Heritage Centre, Yate & District Heritage Centre, Devonshire Collection of Period Costume, Mevagissey Folk Museum.



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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.

