



South West Museum Development Programme

Annual Review

2018/19

south west
museum
development
programme



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ENGLAND**





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2018 – 2022 Programme

We provide development support services for museums across the South West. Our work is underpinned by Arts Council England's five strategic goals, set out in their ten year vision *Great Art and Culture for Everyone*. We maximise our Arts Council England grant through working in partnership to align existing and new funding opportunities for museums.

1 2 3 4 5

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

- We support 220 museums within the Arts Council England Museum Accreditation Scheme.
- Museums in the region attract around 6.7 million visits per year.
- 33% of Accredited museums are entirely volunteer-run.
- 11,294 people actively volunteer for museums, an equivalent of 657 FTE contributing over £7.2 million of economic value.
- There is a relatively small paid staff base with around 3,751 (1003 FTE) people employed by museums.

- Visits to museums help contribute approximately £91.2 million annually to the regional economy.
- Over half of museums receive less than 9,999 visits per annum, with an average of 4220 per museum.

Statistical data based on 2017/18 Annual Survey of Museums.

Our 2018 – 22 programme

- Is developed through extensive consultation with museums regarding their priorities.
- Invests over £530,000 of Arts Council England's funding in museums per year plus further investment from local authorities across the region.
- Ensures that museums, no matter what their size or scope, can access professional expertise and opportunities to build their resilience.
- Integrates Arts Council England's five goals and the Museum Accreditation Scheme with the needs of local museums and the strategic priorities of local authorities.



£698,403

has been invested in museums through our programme

243

museums have benefitted from our support during the year

£130,100

has been invested by local authority partners to enhance museum support through our programme

We have awarded

£38.883

in grants to support museum projects

127

museums have been supported to improve collections care

341

delegates attended our Museum Skills training

19

museums have been supported to develop their digital engagement

16

museums received in depth support to develop their audiences

18

museums have been supported with volunteering development engagement



Introduction

I am delighted to introduce the South West Museum Development Programme's 2018/19 annual report. This report marks the tenth year in which Bristol Culture has hosted South West Museum Development on behalf of the regions museums and its first year as an Arts Council England Sector Support Organisation. In my first year at Bristol Culture I have understood in even more detail the unique and vital role that South West Museum Development plays within the museum sector in our region.

South West Museum Development has continued to increase the numbers of museums it is delivering services to and worked to secure additional funding beyond the Arts Council England's investment. This additional project income has enabled many more museums to develop new practice, embed skills and work towards greater sustainability. The year has seen considerable success and secured new funding for innovative projects including Young Devon Museum Volunteers, Rural Proofing Resilience and Wiltshire at War: Digital Armistice Stories. Despite the increasing challenges faced by local authorities the programme has maintained funding agreements with 22 local authorities.

An essential part of the Museum Development role is to broker partnerships and facilitate access to national sector development organisations. South West Museum Development has worked effectively with many national organisations including Culture 24, Collections Trust and Google Arts and Culture to bring more skills and project opportunities into the region. Alongside this activity we have also worked to ensure that a greater understanding of the priorities and capacity of museums in our region is reflected in the development and delivery of national programmes.

Over the past ten years, South West Museum Development has developed an effective approach which recognises the geographical and infrastructure challenges of the region in which it works. The diversity of museums is our greatest strength, however this diversity requires careful consideration in the development and delivery of services to provide a more bespoke and flexible approach.

South West Museum Development continues to make significant investment in a team of dedicated local area Museum Development Officers based across the region. These local Museum Development Officers, working alongside regional officers for Collections, Audience, Digital Engagement and Volunteering provide a network of advice and guidance designed to meet the wide range of challenges facing the museums in the area; some unique to the place and some more universally understood in our sector.

South West Museum Development will continue to support the region's museums to demonstrate their unique value and continue to work together to create responsive and innovative spaces which serve our local communities and the many visitors our region receives each year.

Jon Finch

Head of Culture and Creative Industries, Bristol Culture

Goal One: Excellence

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

In 2018/19:

- Our Conservation Development Officer supported 127 museums in 2018/19 through a mixture of direct support including remote advice, site visits, training and surgery sessions at county museum group meetings.
- 15 site visits were made by our Conservation Development Officer to assess collection conditions and provide recommendations for areas of improvement.
- We partnered with the Collections Trust to deliver the *Banish the Backlog Programme*. This outreach work seeks to reduce documentation backlogs in museums and will continue until 2022. Participant museums for the first programme were:
 - Glenside Hospital Museum
 - Kingsbridge Cookworthy Museum
 - The Axbridge and District Museum Trust
- 48 delegates benefitted from collections care training delivered by Collections Trust through our South West Museum Skills training programme.
- We worked in partnership with Subject Specialist Network the Social History Curators Group to deliver a session on *Exhibitions on a Shoestring* reaching 26 delegates.
- Our Conservation Development Officer worked with the Royal Voluntary Service Archive and Heritage Collection to record, pack and move their social history objects safely to a new home.
- Our Conservation Development Officer developed a suite of video resources in partnership with Bristol Culture to help non-specialists care for their Natural Science collections across the South West (and beyond) as part of the South West Area Natural Sciences Collections Project funded by The John Ellerman Foundation. The resources are available on our website southwestmuseums.org.uk

In 2019/20 we will:

- Support museums to improve their collection care and management.
- Offer a central purchasing scheme, saving museums money on collections care supplies.
- Deliver our loans service for essential environmental monitoring and control equipment such as data loggers and dehumidifiers.
- Explore potential projects to support museums with vulnerable collections.



We have received regular advice from the Conservation Development Officer which has been invaluable during the year.
Wheal Martyn Trust



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 developing digital engagement.

In 2018/19:

- Our Digital Engagement Officer worked with 19 museums through site visits, remote support and digital audits, providing practical advice to help museums increase their online visibility and use digital tools more effectively.
- Five audience themed training sessions were delivered through the *South West Museum Skills* programme to support museums with marketing, digital engagement and audience development, reaching 53 delegates.
- We funded two museums to participate in *Let's Get Real*, a digital collaborative action led research programme delivered by Culture24.
- We brokered a partnership with Google Arts and Culture to get more South West museums' collections onto this global platform.
- We launched our National Heritage Lottery Fund (NHLF) supported *Rural Proofing Resilience* project with 16 museums across Cornwall, Devon, Dorset and Somerset. As part of this project we provided match funding of £25,000 to *Rural Proofing Resilience* to enable these museums to participate in our *South West Visitor Insights* programme; our investment was through the provision of equipment and tailored audience development.
- We provided on-site support to ten cultural organisations as part of a wider programme of audience evaluation for *Torbay's Great Place Scheme*. We delivered training, surveys and data evaluation to provide a collective understanding of audiences and how they engage with local culture.

In 2019/20 we will:

- Provide support for museums to create informed digital engagement strategies, improve online visibility and harness the use of affordable digital tools to streamline workflows.
- 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 our *South West Visitor Insights* programme, developed specifically for smaller museums in the region.
- Continue to support museums to use insights as a way to develop and refine their audience development priorities and incorporate these strategies into their Forward Plans.
- Pilot the national *Consumer Impact & Insights* toolkit with museums in our region to develop a greater understanding of audiences and their experiences.

Thank you for the excellent training courses and the support work from Rachel, your Audiences and Insights Officer. It is very much appreciated. *The Keep Military Museum*

Case study:

Wiltshire at War: Digital Armistice Stories

Wiltshire at War: Digital Armistice Stories was a National Heritage Lottery Fund funded partnership project, led by us at South West Museum Development, working with Wiltshire Council's Museum Development Officer. This project brought together a group of volunteers from six museums and heritage organisations in Wiltshire to explore local and national First World War stories from the Armistice era (1918 –1919).

Project aims:

- To develop new skills and interpretation practices using affordable technology.
- Deliver a programme of digital skills support.
- Support museum personnel to research, interpret and share Armistice era stories from their collections.
- To display these stories in their exhibition spaces using digital kiosks.

Participant museums:

- Aldbourne Heritage Centre
- Amesbury History Centre
- Athelstan Museum
- Chippenham Museum
- Pewsey Heritage Centre
- Purton Museum

Looking at the final year of the First World War and its immediate aftermath, the project focused on the interpretation of museum objects, photographs, documents, audio and film. Project participants were able to benefit from Imperial War Museum expertise for researching collections and ways to connect the unique stories relating to their local area with wider World War One centenary celebrations.

Chippenham Museum developed their interactive display to work with their free exhibition called *Chippenham Remembers the Great War* as part of their Armistice commemoration. A local textile artist created a large-scale tapestry responding to the First World War and Armistice era collections. A tablet was used to create a display which interpreted the tapestry, bringing the stories to life for visitors to the museum.

Amesbury History Centre focussed on the acute shortage of housing after the war and explored how the *Homes for Heroes* campaign specifically affected the local area. Their interactive display shows examples of revived, traditional building techniques alongside contemporary processes through digitised images of houses and local area plans.

Athelstan Museum used digitised archival photography to look at how local buildings had

been appropriated through the war as hospitals.

Both **Pewsey Heritage Centre** and **Purton Museum** created an interactive about local war memorials and individual stories from the community of those who went to war.

Aldbourne Heritage Centre's touchscreen display function allows visitors to click on any name on Aldbourne's war memorial to find out more about each soldier. This research revealed many other soldiers who had not originally made it onto the memorial.

Step by step resources are available on our website southwestmuseums.org.uk to provide legacy for the project and to enable more museums to benefit from using low cost interactives.



It has undoubtedly raised the profile of the Centre, and it has shown that given the right subject and enough goodwill to back it up, the Centre has the resources to lay on a truly significant display.

Pewsey Heritage Centre







Goal Three: Resilience and environmental sustainability

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

In 2018/19:

- 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 22 local authorities through our programme.
- Our network of Museum Development Officers (MDOs) provided significant funding advice to seven museums and helped secure £714,220 in external funding. This funding has enabled many museums to make step changes towards greater sustainability and in some cases facilitated major organisational change.
- We launched our *Good Business Planning Campaign* and *Business Diagnostic* tool to provide museums with firm foundations in order to make strategic developments across their organisation.
- Working in partnership with Cornwall Museums Partnership we aligned £110,000 of SWMD funding and MDO time to NHLF funding to develop a bespoke programme of support with

16 rural museums located across Cornwall, Devon, Dorset and Somerset. The programme provided a range of mentoring, skills development and investment to the museums in order to support their resilience focusing on audiences, marketing, governance, finance and fundraising.

In 2019/20 we will:

- Support a second cohort of museums through our *Business Diagnostic* process to provide them with firm foundations in order to make a strategic step change across their organisation.
- Develop and deliver training sessions as part of our *Good Business Planning Campaign*.
- Demonstrate the value of continued strategic investment in museums for creating thriving and vibrant local communities.
- Continue to advocate for the social and economic contribution of museums to funders and stakeholders

Gathering museum sector data

- In order to develop and maintain a sector-wide overview, each year we undertake an *Annual Survey of Museums* in the South West, collecting core statistical data from museums about their audiences, educational engagement, volunteers, workforce and financial operations. We collect, analyse and share this data in order to create a regional report on the health of the sector. This allows us to advocate for the value of museums and enables museums to benchmark their performance.
- During 2018/19 we secured additional contracts with Museum Development providers in London, the South East, East of England, East Midlands, West Midlands, North East and North West to apply a consistent approach to data collection to over 1200 museums. The survey has participation from over 57% of Accredited museums in England, the highest levels of engagement. As a result of the participation across a diverse range of museums this survey

provides valuable insights for the sector and can play an important contribution to understanding the health of the sector as recommended by the Mendoza Review.

Small Grant: Big Improvement

Our *Small Grant: Big Improvement* scheme offers funding to museums to address a broad range of development needs to improve their longer term sustainability. Projects range from commissioning retail consultants and governance reviews to purchasing essential conservation materials that ensure collection care meets national standards.

In 2018/19:

- 20 museum projects were awarded £15,977 in grant funding with £10,226 leveraged by museums in match funding.

Development Fund

In 2018/19:

- We launched our new *Development Fund*, available to those museums that have participated in our *Business Diagnostic*.
- We awarded £22,906 from our *Development Fund* to enable five museums to respond to areas for development highlighted through our *Business Diagnostic* tool.

Accreditation

The Accreditation Scheme sets nationally agreed standards for museums across three key

areas: organisational health, managing collections and users and their experiences. The scheme supports museums to focus on standards, identify areas for improvement and develop their resilience through forward planning. We are commissioned by Arts Council England to:

- Provide support and guidance to museums to meet the Accreditation standard – both new entrants and existing participants.
- Support Accreditation Mentors. Mentors are experienced museum professionals who help smaller museums who may not have access to qualified professional staff to achieve and retain Accreditation.

In 2018/19:

- We worked with Arts Council England to inform the Accreditation Review and supported the implementation of the Standard following its launch in November 2018.

- We worked with Arts Council England and Collections Trust to refresh Accreditation resources in response to the revised Standard.

In 2019/20 we will:

- Deliver a regional event on the refreshed standard to support museums to navigate changes.
- Continue to work with identified museums to complete their Accreditation eligibility questionnaire and support them to begin formally working towards Accreditation.
- Continue to support museums completing new applications or returns against the refreshed Standard.
- Develop a new suite of training for Accreditation Mentors to equip them with the knowledge, skills and confidence to continue to work with their museums.



As always the advice received was timely and pitched at the right level. In particular the Business Diagnostic programme was clearly designed to support and enable organisations to review and deliver their Forward Plan.

Museum in the Park

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 2018/19:

- Our *South West Museum Skills Essentials* and *Plus* programme saw 26 training sessions delivered, reaching 341 delegates from 135 organisations.
- A volunteering advice service was delivered through museum network groups, and 'Question Time' peer advice sessions. In-depth support was provided to 18 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 music licensing, orphan works and using creative commons licenses.
- 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.
- With additional funding from Teignbridge District Council we delivered the *Young Devon Museum Volunteers* project. Working with three museums to link with secondary schools and colleges to develop volunteer programmes targeted at young people (case study on p.17).
- We secured funding from the British Museum to deliver a project in 2019/20 as part of the Age Friendly Museums Network. The project will pilot young people engaging older people with museum collections within the supported living environments.

In 2019/20 we will:

- Support museums to think about the representation of their workforce through the development of Equality Actions Plans.
- Develop case studies to support museums to adopt the Creative Case for Diversity across their organisation.
- Deliver a suite of training which explores inclusion and access through a museum's from its internal processes to its external outputs.



The availability of support is invaluable to us and when we seek it we've always found it first class.
Tewkesbury Museum

Case study:

Young Devon Museum Volunteers

The *Young Devon Museum Volunteers* project supported three museums in Devon to involve young people aged between 16 and 18 as museum volunteers.

Project aims:

- To provide young people with the opportunity to experience and explore the types of roles in museums.
- For the museums to facilitate volunteering opportunities for young people with the long term view to diversify their volunteer base.

Participant museums were:

- South Devon Railway Museum
- Teign Heritage Centre
- The Museum of Dartmoor Life

Over 50 existing volunteers in the participant museums received safeguarding awareness training and the museums were supported by our Sustainable Volunteering Officer to develop welcome packs, role descriptions and recruitment materials for their volunteering opportunities.

Following a recruitment drive in local colleges, Teign Heritage Centre and The Museum of Dartmoor Life involved 16 volunteers between 16 and 18 years from four schools and colleges.

At the beginning of the recruitment the young people received training from our Thematic Officers. The topics covered object handling and preventative collections care; social media in museums and understanding and welcoming audiences.

The young people had the opportunity to undertake roles such as researcher, photographer, event planner, tour leader, audience researcher or social media content creator and activities including developing and running a museum takeover event. As a direct result of the project Teignbridge District Council awarded a small grant to Teign Heritage Centre to facilitate their activities.

Through this project the young people improved their local history knowledge and developed an awareness of what it takes to run a small business. They developed skills in research, photography,

communicating effectively and working as part of a team. Following this experience the young people reported a growth in confidence, stating that they are now more likely to participate more in college and in the wider community.

The participating museums reported increased confidence and competence in safeguarding and increased safeguarding awareness across the volunteer team. The project also gave them access to young people's perspectives, skills and aptitudes not currently held within their workforce and diversified age profile of the volunteer team. A set of resources have been developed by our Sustainable Volunteering Officer and are held on southwestmuseums.org.uk This allows other museums seeking to create volunteering roles for young people in a structured way and can support them to meet legal responsibilities.





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 2018/19:

- We worked in partnership with Kids in Museums to deliver a briefing session reaching nine participants to encourage museums to run a *Takeover Day* in November 2018.
- We encouraged museums to sign-up to the Kids in Museums *Family Friendly Manifesto*.

In 2019/20 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 Days* in June and November 2019.
- Work in partnership with GEM (Group for Education in Museums) to deliver their 2019 conference on forging dynamic and lasting partnerships with communities in the South West region.
- We will re-ignite the West of England learning symposium for museum personnel who engage with heritage learning.



After this informative session we will be looking to add more interactive elements to create a child friendly environment. We will also implement staff training to help this becomes a cultural change.

Session attendee for our South West Museum Skills programme: Kids in Museums



Image courtesy of Aerospace Bristol

Cornwall and Isles of Scilly highlights

Accredited Museums	32
Museums formally Working Towards Accreditation	0
Museums in receipt of NPO or DCMS funding	8
Volunteer run Accredited Museums	12
Museums received support	36

This year has seen the launch of our *Rural Proofing Resilience* project; a targeted support framework for smaller museums across Cornwall, Devon, Somerset and Dorset. The project is a collaboration with Cornwall Museums Partnership, funded by the National Lottery Heritage Fund.

A leadership and skills development programme has been developed to specifically address the needs of small museums.

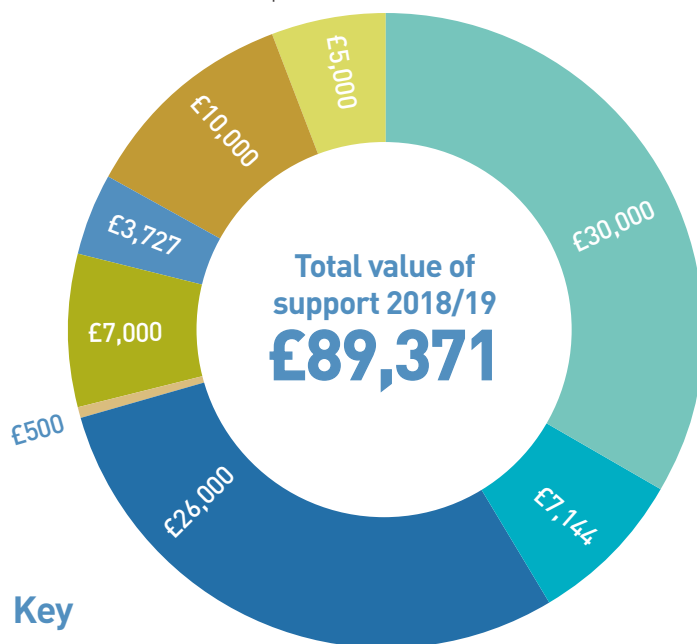
Rural Proofing Resilience has offered a layered approach for the museums, with the development of e-learning tools that provide essential skills alongside peer workshops open to all museums. Four museums: The Old Guildhall Museum and Gaol, Looe, Liskeard Museum, Heartlands and Hayle Heritage Centre took an in-depth mentored path that will lead to the development of a robust approach to their individual sustainability needs.

The programme has tackled five key areas identified by the sector: strategic fundraising, finance, marketing, business planning and leadership development. The core aim is building resilience to enable museums to withstand the rapid changes in society that are affecting traditional operational models.

The Mid Cornwall Museums Group worked collaboratively on a pilot project to recognise the disparity between tourist visitors in different locations. It aimed to improve the visibility of smaller museums and promote heritage activities across the region.

The project produced sustainable point-of-sale leaflet dispensers, an illustrated map and an exhibition of collectively sourced objects representing Cornish culture.

Cornwall Heritage Awards 2019 was bigger and better supported than ever, with more than 50 museums taking part. Award categories were re-focussed to address current priorities including environmental sustainability and community impact. BBC Radio Cornwall supported project which also gained corporate sponsorship by Tevi and PH Media. The project is run in partnership with us at South West Museum Development and Cornwall Museums Partnership.



Key

- MDO provision
- Thematic Development services
- Local Authority investment
- Awarded in grants
- Small Scale Capital investment
- Museum Skills Essentials (delegate places)
- Value of participation in externally funded projects
- Value of participation in externally funded projects (Non-Accredited sites)



Devon highlights

Accredited Museums	50
Museums formally Working Towards Accreditation	3
Museums in receipt of NPO or DCMS funding	5
Volunteer run Accredited Museums	19
Museums received support	55

Four Devon museums, Fairlynch Museum and Art Gallery in East Devon, Museum of Dartmoor Life in West Devon, Teign Heritage in Teignbridge and Kingsbridge Cookworthy Museum in South Hams, are participating in the National Heritage Lottery Fund (NHLF) Rural Proofing Resilience project to improve skills in five key areas, governance, business planning, marketing, fundraising and finance.

Teignbridge

At Teign Heritage Centre in Teignbridge young volunteers took over the museum for *Heritage Open Days* and organised activities for the event, including a play, which were enjoyed by over 120 visitors as part of our *Young Devon Museum Volunteers* project. The museum also received an NHLF *Then and Now* grant to build a website which will provide access to the local material produced through their WW1 research.

Newton Abbot Town and GWR Museum stage two NHLF application was successful and they received £600,000 for the development of Newton's Place, a move to the St Leonard's Church building. They have been fundraising for the match funding needed and delivering community engagement activities while the museum is closed.

East and West Devon

The NHLF funded refurbishment and redisplay of Axminster Heritage was completed in time for the museum to open for the 2019 season. It tells the story of both the town and the development of the world famous Axminster carpets.

Fairlynch Museum and Art Gallery's 2018 Sir Walter Raleigh exhibition, which included Millais' famous

painting 'The Boyhood of Raleigh' on loan from Tate Britain, brought a substantial increase in visitor numbers and the education outreach programme reached over 2,000 schoolchildren.

Ottery St Mary Heritage Centre opened in August having taken over the old town hall building from the library. There are plans for future development.

The Museum of Dartmoor Life participated in the *Young Devon Museum Volunteers* project. The young volunteers worked with the museum's collections, photographing objects to create posts for the museum's social media channels (case study on p.17).

South Hams

Totnes Elizabethan House Museum in South Hams was one of twelve small museums across the UK to receive funding from the Royal Society's *Places of Science* scheme. The funding is up to £3,000 and will be used to showcase the story of Eric, Britain's first robot, built by local journalist and amateur engineer William Henry Richards.

The museum will work with the Plymouth University robotics department to run workshops for local schools, where children will get the chance to design their robot of the future, as well as host talks and debates for locals about the future of AI and robotics.

North Devon and Torridge

The Museum of Barnstaple and North Devon reopened in October 2019 after large scale redevelopment. The improved museum has a new Social History Gallery, developed through co-creation with the North Devon community, a new shop, learning room and high quality temporary exhibition spaces. This has created the opportunity for museum objects and artworks to be borrowed from National Museums for the first time.

We have supported the network of smaller accredited museums to increase by one, as the Museum of British Surfing in Braunton achieved

Full Accreditation. Ilfracombe Museum also received Full Accreditation status, and South Molton's provisional status was upgraded to Full Accreditation.

Our local area Museum Development Officer secured funding from Arts Council England's Lottery Project grants, the North Devon Areas of Outstanding Natural Beauty and North Devon Council for a £21,000 project to enable North Devon and Torridge Museums to work with other local partners to commemorate North Devon's significant role in the D-Day landings 75 years ago.

The project will mostly be delivered in 2019-20 and will include micro-exhibitions at Ilfracombe, Combe Martin and Mortehoe Museums and Barnstaple Guildhall, and bigger exhibitions at North Devon Maritime Museum and Braunton Museum. A new Heritage Trail is being created, with an accompanying booklet that will provide a lasting resource to encourage US tourism.

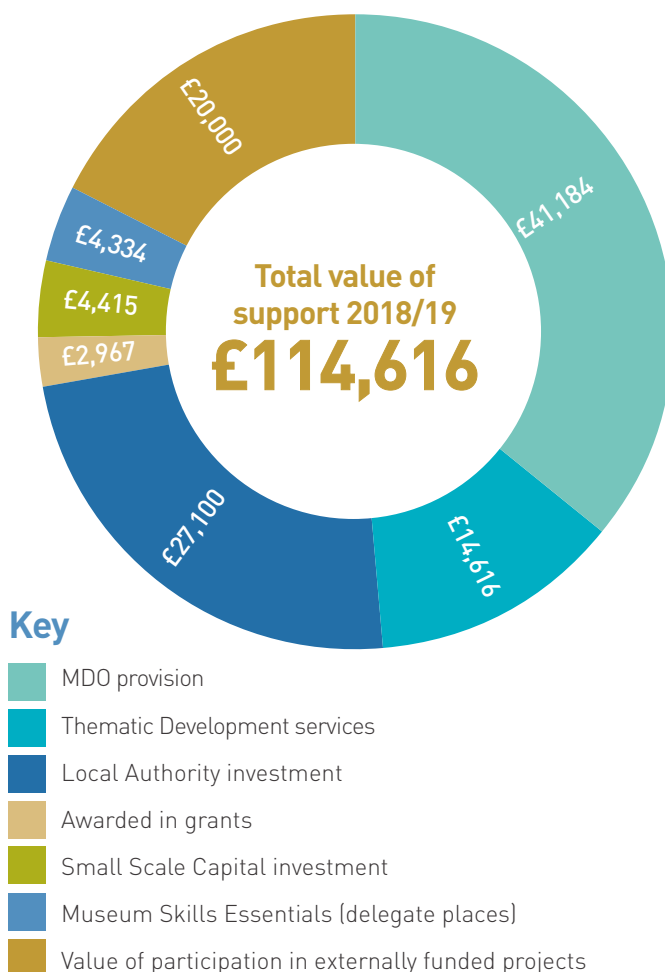
Torbay

The early part of the year saw Torquay's three museums wrap up the final phases of the Growing Museums, Arts Council England's *Museum Resilience* funded project. Working with an external evaluator on the project enabled the museums to review both the project's impact over the past two years as well as set key priorities for the museums future partnerships and opportunities.

The museums in Torbay are playing a vital role in the Torbay *Great Places Scheme* as they work in collaboration with other cultural and heritage organisations in the bay to maximise the impact of culture on people's lives and the economy. One of 16 pilots across England, Torbay received investment of £1.2 million from Arts Council England and National Heritage Lottery Fund. A diverse year long programme of exhibitions, performance, events and conversations are underway across Brixham, Paignton and Torquay as well as a strategic

programme of work including audience development, which has applied our *South West Visitor Insights*, during 2018 -19.

All three museums have worked closely with us on planning for the new Accreditation Standard 2018 as Torre Abbey and Torquay Museum applications were scheduled for summer 2019. Developing effective planning is essential for not just Accreditation but to strategically support the partnerships and funding opportunities for major events on the horizon. For example: the celebration of 175 years of Torquay Museum, the next phase capital development for Torre Abbey and increased engagement with businesses and local people in heritage for Brixham Museum.



Dorset, Bournemouth and Poole highlights

Accredited Museums	28
Museums formally Working Towards Accreditation	1
Museums in receipt of NPO or DCMS funding	4
Volunteer run Accredited Museums	12
Museums received support	23

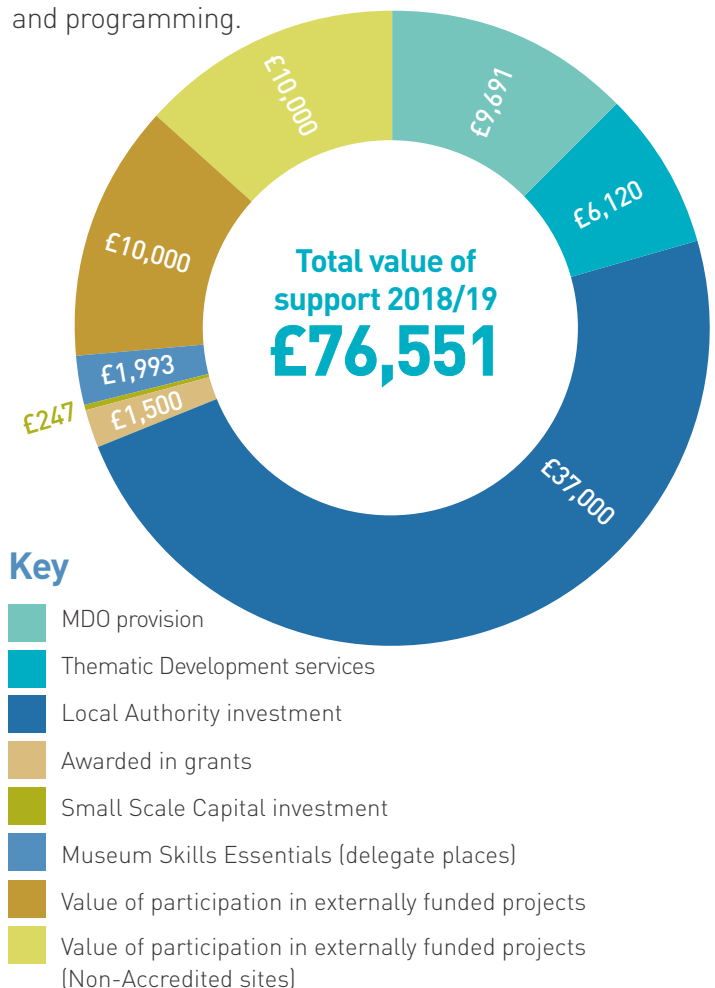
2018/19 was a year of extensive preparations for major local government reorganisation across Dorset, Bournemouth and Poole. The Government agreed to create a new unitary council to provide all local government services in Bournemouth, Christchurch and Poole, plus a second unitary council for the rest of Dorset. This came into being in April 2019, and Dorset's existing nine councils ceased to exist. This had many and varied ramifications for the area's museums. Whilst a few were fully integral to council structures, such as Poole Museum, many independent museums in Dorset had financial, property, collection or asset based relationships with district authorities. Museum Development supported relevant negotiations and transfer arrangements to ensure those museums affected secured sustainable arrangements for the future. This work will continue into 2019/20 as Dorset Council embarks on a root and branch review of its grant arrangements and service level agreements with museums and other VCS organisations.

Project work was a theme throughout 2018, with the Museum Development Officer actively contributing to both capital and resilience work at Russell Cotes Art Gallery & Museum, Highcliffe Castle, Weymouth Museum and Beaminster Museum. The renovated East Wing of Highcliffe Castle was opened to the public in April 2019 and featured outstanding collections and national loans negotiated with the advice and support of Museum Development.

Shaftesbury Abbey Museum, Blandford Museum and Swanage Railway Museum have all been benefitting from the NLHF funded *Rural Proofing Resilience*

project which has provided some timely and focused opportunities for governance, organisational and marketing development. All three museums are now committed to gathering audience data through the *South West Visitor Insights* programme, which will radically improve the effectiveness of their respective marketing strategies and campaigns.

Museums along the Dorset coastline have been working alongside the Museum Development Officer to actively participate in the creation of the new Partnership Plan for the Jurassic Coast World Heritage Site. There are proposed developments around both collections and interpretation which will ensure that the museums operating within the site will continue to play a critical role in its profile and programming.



Somerset highlights

Accredited Museums	21
Museums formally Working Towards Accreditation	3
Museums in receipt of NPO or DCMS funding	1
Volunteer run Accredited Museums	11
Museums received support	37

We awarded a *Small Grant: Big Improvement* funds for the partnership project *Working Together to Involve Volunteers in our Museums*, co-ordinated by our Somerset Museum Development Officer and our Sustainable Volunteering Officer. It enabled Axbridge and District Museum, Blake Museum in Bridgwater, and Chard and District Museum to address an urgent need to recruit more volunteers. Joint workshops and follow-on mentoring supported the museums to update their policies and procedures for welcoming volunteers and to create a recruitment action plan. The museums then worked with a photographer and a graphic designer to create leaflets advertising volunteering opportunities, to support recruitment.

Getting to Know You was a partnership project to enable The Museum of Somerset, Somerset Rural Life Museum, Weston Museum and Somerset Military Museum to better understand their audiences. The project was funded by our *Small Grant: Big Improvement* scheme and supported by our Audiences and Insights Officer and an external museum evaluation consultant. The museums installed new evaluation systems for their temporary exhibitions, new general visitor surveys across the museums, and footfall cameras to record numbers of visitors to temporary exhibitions. The information collected will inform the museums' future exhibition programming.

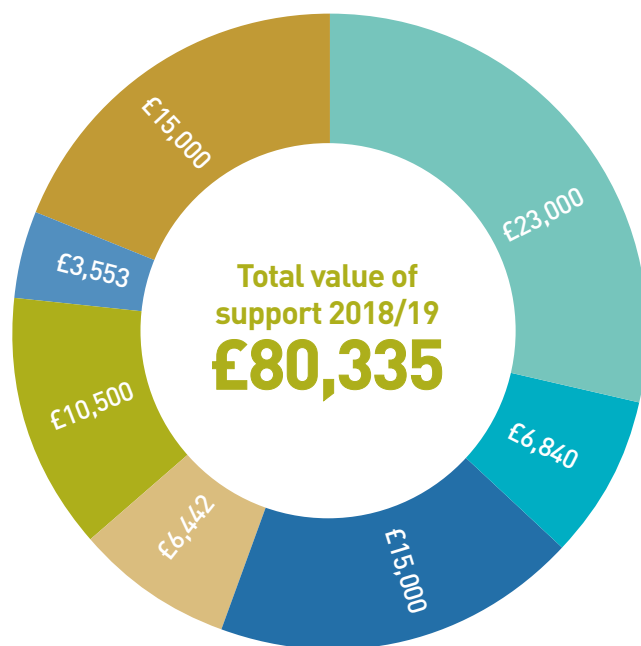
Taking part in the Collections Trust's *Banish the Backlog* programme has enabled Axbridge and District Museum's curator to revise the museum's documentation policies and procedures.

Our *Rural Proofing Resilience* project has enabled Bruton Museum, Chard and District Museum

and Wells and Mendip Museum to develop their resilience through training and mentoring support from the programme's Project Manager and our local area Museum Development Officer. Areas of focus are governance, business planning, marketing, fundraising and finance.

Key

- MDO provision
- Thematic Development services
- Local Authority investment
- Awarded in grants
- Small Scale Capital investment
- Museum Skills Essentials (delegate places)
- Value of participation in externally funded projects



West of England highlights

Accredited Museums	32
Museums formally Working Towards Accreditation	4
Museums in receipt of NPO or DCMS funding	6
Volunteer run Accredited Museums	9
Museums received support	45

Bath and North East Somerset Through our 2018/19 *Small Grant: Big Improvement* scheme, we awarded funding to two projects in this area: a digital project at the Museum of East Asian Art to improve the functionality of their website and a conservation project at Bath Preservation Trust to purchase light monitoring equipment.

Bath Preservation Trust also took part in our *Business Diagnostic* pilot; part of an England-wide initiative to develop a bespoke package of support for an individual museum. They were awarded a development grant to carry out a feasibility study to diversify income generation and develop financial resilience across their museum sites.

The Somerset and Dorset Railway Heritage Trust Museum and the Museum of Bath Stone have been actively working towards their application to join the Museum Accreditation Scheme. The Museum of Bath Stone secured a grant from AIM's *Prospering Boards Programme* to support the organisational development of their trustee board. Our Museum Development Officer provided strategic support to the Museum of East Asian Art and Bath Royal Literary and Scientific Institution in advance of their governance review and longer term plans for redevelopment.

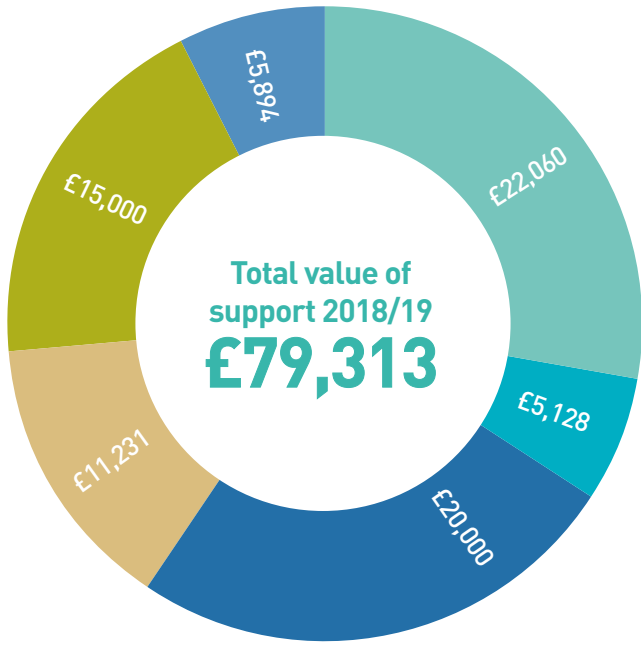
Our Audience and Insights Officer supported the Somerset Coalfield Life at Radstock Museum and Bath Royal Literary and Scientific Institution with their audience evaluation and engagement work.

Bristol Our Museum Development Officer supported Glenside Hospital Museum to receive £9,200 from the National Lottery Heritage Fund for a project to increase access to their First World War collection. The museum also received a Royal Society *Places of Science* grant and £5,000 from the Association of Independent Museums (AIM) Collections Care Grant Scheme to undertake further conservation of Denis Reed drawings.

A member of Glenside Museum's team travelled to Ghent to deliver a workshop at The International Cultural Heritage for Mental Health Recovery in Ghent on the use of collections to destigmatise mental health. The Royal West of England took part in our *Business Diagnostic* pilot, part of an England-wide initiative to develop a bespoke package of support for an individual museum.

South Gloucestershire The 2018/19 round of *Small Grant: Big Improvement* funding saw South Gloucestershire's Yate Heritage Centre receiving support for activity days while Aerospace Bristol created a *Concorde Memory Map* that allows the public, both when visiting the museum and remotely online, to submit personal stories about their own experiences and memories of Concorde or Filton's aviation history. Yate Heritage Centre has also continued to work on its application to join the Museum Accreditation Scheme.

Swindon Our Museum Development Officer supported the Richard Jefferies Museum, STEAM: Museum of the Great Western Railway and Swindon Art Gallery with funding applications, facilitating site visits and funding discussions with the Arts Council England's Relationship Manager for Museums.



Key

- MDO provision
- Thematic Development services
- Local Authority investment
- Awarded in grants
- Small Scale Capital investment
- Museum Skills Essentials (delegate places)



Gloucestershire highlights

Accredited Museums	24
Museums formally Working Towards Accreditation	0
Museums in receipt of NPO or DCMS funding	0
Volunteer run Accredited Museums	7
Museums received support	21

Our support this year saw the volunteer-run Jet Age Museum achieve Full Accreditation for the first time while the Museum of Gloucester and the Soldiers of Gloucestershire Museum both maintained their Full Accreditation status. The Dean Heritage Centre received their invitation to complete their Accreditation Return, the first museum in the county to do so under the refreshed Accreditation Standard.

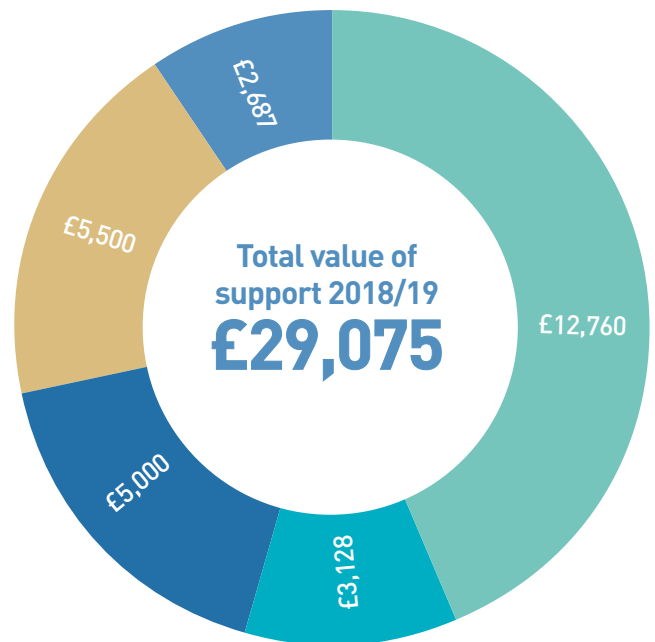
There were several successful funding bids to the National Lottery Heritage Fund during the year, including £65,000 to Court Barn Museum for their redevelopment while The Soldiers of Gloucestershire Museum and Dr Jenner’s House, Museum and Garden gained support from the Resilient Heritage grant. This was particularly good news for Dr Jenner’s House, Museum and Garden as it had raised £20,000 at the end of 2018 to ensure it would be able to open in 2019.

The Museum in the Park, Winchcombe Folk and Police Museum, Tetbury Police Museum and Tewkesbury Museum took part in our *Business Diagnostic* pilot. The Museum in the Park was also successful in being awarded our *Small Grant: Big Improvement* fund to help continue their shop development and support their financial resilience.

Our Audience and Insights Officer has helped the Holst Birthplace Museum on their audience engagement and consultation work, as part of the museum’s longer term plans for redevelopment, including the loan of an iPad to allow them to use the *South West Visitor Insights* approach to audience evaluation.

Key

- MDO provision
- Thematic Development services
- Local Authority investment
- Awarded in grants
- Museum Skills Essentials (delegate places)



Wiltshire highlights

Accredited Museums	20
Museums formally Working Towards Accreditation	2
Museums in receipt of NPO or DCMS funding	2
Volunteer run Accredited Museums	6
Museums received support	18

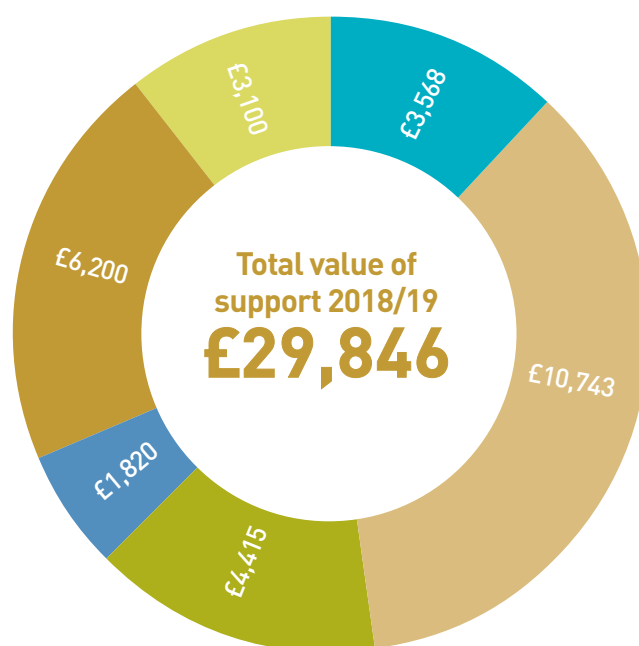
audiences at both national and community events. Crofton Beam Engines re-designed their website, allowing them to communicate more effectively with their audiences online.

We have continued to work closely with Wiltshire Council's Conservation and Museums Advisory Service to support museums and heritage organisations across the county.

Two projects, both funded by the National Lottery Heritage Fund, focussed on commemorating the First World War. *Wiltshire at War: Digital Armistice Stories* project worked with six museums in the county to create simple digital interactives to commemorate the centenary of the 1918 Armistice. Each museum received training and equipment to create a gallery interactive which told the story of their town or village. More details about this project can be found in the case study on page 11.

Having started in 2014, the *Wiltshire at War: Community Stories* project came to an end in 2018 with the launch of the final exhibition *Peace and Aftermath*. Led by Wiltshire Council, working in partnership with local museums, the project explored how people in the county were affected by the First World War. Photographs and stories from around Wiltshire and Swindon were collected by museums and community groups and used to create a website and five exhibitions, looking at different themes. Museums also received support to create their own exhibitions and engage with local people about the First World War.

Three museums received funding from our *Small Grant: Big Improvement* scheme. Purton Museum improved their signage in order to increase awareness and visitor numbers. Boscombe Down Aviation Collection purchased a gazebo and flags to create a pop up museum, used to engage new



Key

- Thematic Development services
- Awarded in grants
- Small Scale Capital investment
- Museum Skills Essentials (delegate places)
- Value of participation in externally funded projects
- Value of participation in externally funded projects (Non-Accredited sites)





Financial Overview

1 April 2018 – 31 March 2019

Income	£
Arts Council England Museum Development Grant	554,010*
Arts Council England Ready to Borrow: Small Scale Capital Development Grant	41,330**
Local Authorities	48,600
Museum Development provider Annual Sector Data Contract	34,000
Other contract income	18,318
Other grant income	20,665
Other income	3,794
Total income	720,717

Notes: *Includes £23,566 Museum Development Grant carried over from 2017/18.

** Includes £5,090 Ready to Borrow: Small Scale Capital Development Grant carried over from 2017/18.

Expenditure	£
£268,795 was invested in our network of MDOs including £130,100 contributed by local authorities. MDO provision in mid-Devon and Wiltshire is directly funded by the local authorities and not included in this figure.	41,600
South West Museum Development investment in Museum Development Officers and network	152,655
Audience Development	41,734
Conservation and Collection Care	50,465
Digital Engagement	40,424
Volunteering Development	46,893
Programme Management and Accreditation support	98,959
Regional Communications	20,621
Workforce and Skills	43,263
Small Grant: Big Improvement Scheme	15,914
Development Fund	22,906*
Ready to Borrow: Small Scale Capital Development Grant	41,577
External Projects and Contract Expenditure	81,392
Total Expenditure	698,403
Balances carried forward	22,314
TOTAL	720,717

Notes: * £22,906 committed in 2018/19 for payment in 2019/20.

Support

We are grateful to the following for their financial and other contributions to the programme 2018/19:

Arts Council England
Bristol City Council
Exeter City Council
National 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:

Anim18
Arts Fundraising and Philanthropy
ArtsWork
Charity Finance Group
Collections Trust
Kids in Museums
Social History Curators Group
The Natural Sciences Collections Association

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 District Council

Swindon Borough Council
Teignbridge District Council
Torbay Council
Torrige District 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 2018/19:

All Seeing Eye
Beckford's Tower
Bristol Culture
Bruton Museum
Chippenham Museum
Cornwall's Regimental Museum
Disability Cooperative Network
Dorcas Casey, Artist
Dorset History Centre
Google Arts and Culture
Holst Birthplace Museum
Islington Local History Centre and Museum
Royal Albert Memorial Museum
Royal West of England Academy
Saltash Heritage Centre
Somerset Archives and Local studies
Somerset Coalfield Life at Radstock Museum
South West Heritage Trust
The Museum of Somerset
The New Room
The Roman Baths
The Salisbury Museum
The Wilson
Weston Museum
Wheal Martyn Museum
Wiltshire and Swindon History 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 2018/19. 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.

It would not be possible to engage with and support so many museums in 2018 –19 without the dedicated team of people delivering South West Museum Development across the region.

Thematic Officers:

Rachel Miller *Audiences and Insights Officer*

Helena Jaeschke *Conservation Development Officer*

Sarah Madden *Digital Engagement Officer*

Eleanor Moore *Sustainable Volunteering Officer.*

Museum Development Officers:

Alex Gibson *Museum Development Officer for Bath and North East Somerset and Swindon*

Jason Finch *Museum Development Officer for Bristol, Gloucester and South Gloucestershire*

Bryony Robins *Museum Development Officer for Cornwall*

Vicky de Wit *Museum Development Officer for Dorset, Bournemouth and Poole*

Susan Eddisford *Museum Development Officer for East and West Devon and South Hams*

Pippa Griffith *Museum Development Officer for Mid Devon*

Alison Mills *Museum Development Officer for North Devon and Torridge*

Victoria Harding *Museum Development Officer for Plymouth and Torbay*

Rachel Bellamy *Museum Development Officer for Somerset*

Heather Perry *Museum Development Officer for Wiltshire.*

Central Team

Victoria Harding *Programme and Projects Manager*

Roz Bonnet *Programme and Projects Officer*

Abigail Millican *Programme Coordinator*

Rowan Whitehouse *Data and Research Assistant*

Vicky Dawson *Technical Accreditation Advisor*



With thanks to all of the museums and heritage organisations who we have worked with in 2018-19:

Alfred Gillett Trust, Allhallows Museum, Arlington Court, Arnos Vale Cemetery Trust, Arundells, Ashburton Museum, Athelstan Museum, Axminster Heritage Centre, Bampton Heritage and Visitor Centre, Bath Abbey, Bath Medical Museum, Bath Postal Museum, Bath Royal Literary and Scientific Institution, Bath Spa University, Bishopsteignton Museum Charitable Trust, Blake Museum, Blandford Fashion Museum, Blandford Town Museum, Boscombe Down Aviation Collection, Bradford On Avon Museum, Braunton & District Museum, Bridport Museum, Aerospace Bristol, Bristol Museum and Art Gallery, Bristol Old Vic, Britannia Museum, British Museum, Brixham Heritage Museum, Bruton Museum, Burton Art Gallery and Museum, Chalice Well Trust, Chard and District Museum, Cheltenham Art Gallery and Museum, Chippenham Museum and Heritage Centre, Clevedon Pier and Heritage Trust, Clifton Suspension Bridge, Coldharbour Mill Working Wool Museum, Combe Martin Museum, Community Heritage Access Centre Constantine Museum, Corinium Museum, Cornwall Aviation Heritage Centre, Cornwall's Regimental Museum, Court Barn Museum, Crediton Area History and Museum Society, Crofton Pumping Station, Dartmouth Museum, Dawe's Twineworks, Dawlish Museum, Dean Forest Railway Museum, Dean Heritage Museum, Devonport Collection, Devonshire Collection of Period Costume, Dingles Fairground Heritage Centre, Dorset County Museum, Dr Jenner's House, Museum and Garden, Dulverton Heritage Centre, Dunster Castle, Dunster Dolls Museum, ECFC Museum, Edwin Young Collection, Elliott's Store and Museum, Exmouth Museum, Fairfield House, Fairlynch Museum and Arts Centre, Falmouth Art Gallery, Fashion Museum, Fleet Air Arm Museum, Fowey Museum, Frenchay Village Museum, Frome Heritage Museum, Gillingham Museum, Glastonbury Abbey, Glastonbury Antiquarian Society, Glenside Hospital Museum, Gloucester Cathedral, Gloucester Life Museum, Gloucestershire Archives, Gold Hill Museum and Garden, Grampond with Creed Heritage Centre, Great Torrington Heritage Museum, Hannah's at Seal-Hayne, Harvey's Foundry Trust (Hayle Heritage Centre), Haynes International Motor Museum, Helston Museum, Herschel Museum of Astronomy, Highcliffe Castle, Holburne Museum, Holst Birthplace Museum, Holsworthy Museum, Ilfracombe Museum, Jet Age Museum, Keep Military Museum, Killerton House, King Edward Mine, King John's Hunting Lodge, Kingsbridge Cookworthy Museum, Kingswood Heritage Museum, Knightshayes Court, Lanhydrock House, Lawrence House Museum, Liskeard and District Museum, Lostwithiel Museum, Lydiard House, Lyme Regis Museum, Lyn and Exmoor Museum, M Shed, Mevagissey Folk Museum, Minehead Museum, Montacute House, Mortehoe Museum, Museum In The Park: Stroud District Museum Service, Museum of Barnstaple and North Devon, Museum of Bath Architecture, Museum of Bath At Work, Museum of Bath Stone, Museum of British Surfing, Museum of Computing @ Swindon, Museum of Dartmoor Life, Museum of Design in Plastics, Museum of East Asian Art, Museum of Gloucester, Museum of Somerset, Museum of the History of Science, National Maritime Museum Cornwall, National Museum of the Royal Navy, National Trust – Barrington Court, National Trust - Godolphin House, National Trust – Heelis, National Trust – Leigh Court, National Trust – Lydford Gorge, National Trust – Place Farm, Nature in Art, Newquay Old Cornwall Society, Newton Abbot Town and Great Western Railway Museum, No.1 Royal Crescent, North Devon Maritime Museum, Nothe Fort Weymouth, Old Guildhall Museum, Ottery St Mary Heritage Museum, Padstow Museum, Penlee House Gallery and Museum, Penryn Museum, Perranzabuloe Museum, Plymouth Marjon University, Poole Museum, Portland Museum, Portmellon Fishing Museum, Purbeck Mineral and Mining Museum, Purton Museum, Radstock Museum, Railway Cottage Museum, Redruth Old Cornwall Society Museum, REME Museum, Richard Jefferies Museum, RNLI, Roman Baths Museum, Royal Albert Memorial Museum, Royal Artillery Museum, Royal Cornwall Museum, Royal Institution of Cornwall, Royal Voluntary Service Archive and Heritage Collection, Royal West of England Academy, Royal Wootton Bassett Museum and Heritage Group, Salcombe Maritime Museum, Salisbury Museum, Saltash Heritage, Saltford Brass Mill Science Museum, Science Museum Wroughton, Shaftesbury Abbey Museum & Garden, Sherborne Museum, Sidmouth Museum, Soldiers of Gloucestershire Museum, Somerset & Dorset Railway Trust, Somerset Libraries, Somerset Military Museum, Somerset Rural Life Museum, South Molton and District Museum, South West Airfields Heritage Trust, South West Heritage Trust, SS Great Britain, St Ives Museum, St Mawes Heritage Group, St Nicholas Priory, Steam (Museum of the Great Western Railway), Stourhead, Sturminster Newton Museum & Mill, Swanage Railway Trust, Swindon Museum and Art Gallery, Tate St Ives, Tavistock Museum, Teign Heritage, Telegraph Museum Porthcurno, Tetbury Police Museum & Courtroom, Tewkesbury Museum, American Museum and Gardens, The Bill Douglas Cinema Museum, The Bishop's Palace Trust, The Box, The Brewhouse Theatre and Arts Centre, The Bugatti Trust, The Castle Heritage Centre, Bude, The Churches Conservation Trust, The Etches Collection, The Helicopter Museum, The Ken Stradling Collection, The Leach Pottery, The Mary Rose Museum, The New Room, The Priest's House Museum and Garden, The Rifles (Berkshire and Wiltshire) Museum, The Shipwreck and Heritage Centre, The Shoe Museum, The Somerset and Dorset Railway Museum at Midsomer Norton, Thornbury and District Museum, Tiverton Museum of Mid Devon Life, Topsham Museum, Torquay Museum, Torre Abbey Historic House and Gallery, Totnes Elizabethan House Museum, Trowbridge Museum, University of Bristol Theatre Collection, Valiant Soldier, Victoria and Albert Museum, Victoria Art Gallery, Wareham Town Museum, Watchet Market House Museum, Wells and Mendip Museum, West Somerset Steam Railway Trust, Weston Museum, Westonzoyland Engine Trust, Weymouth Museum, Wheel Martyn Museum, Whimble Heritage Centre, Willows and Wetlands Visitor Centre, Wiltshire Museum, Wincanton Museum, Winchcombe Folk and Police Museum, Winterbourne Medieval Barn Trust, Wotton-under-Edge Heritage Centre, WWT Slimbridge Wetland Centre, Yate & District Heritage Centre.

For more information contact:

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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.

