



South West Museum Development

Annual Review

2020/21

south west
museum
development



Supported using public funding by
**ARTS COUNCIL
ENGLAND**

£751,677

has been invested in museums through our programme

237

museums have benefitted from our support during the year

£147,950

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

We have awarded

£106,904

in grants to support museum

64

museums received support to improve collections care

906

delegates attended our Museum Skills training

33

museums were supported to develop their digital engagement

25

museums received support to develop their audiences

39

museums were helped with volunteering development



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Reflecting on 2020/2021

This was an extraordinary year in so many ways.

The talent and dedication of the people who work and volunteer in our sector has always been one of the best things about working in Museum Development. However, their creativity and tenacity has reached altogether new heights during this difficult year. I am incredibly proud of what we have achieved together and in undertaking this review it has been really rewarding to look back across the diversity of our work and its positive impact.

From the outset of the pandemic, South West Museum Development established itself as the first port of call for information, advice and support for many of our region’s museums. We quickly pivoted our programme, using our sector knowledge and national connections to increase access to funding, resources, skills and expertise for museums across the region as they navigated through the first year of the pandemic.

Our partnerships and connections at local, regional and national level meant that Museum Development was uniquely placed to understand what was happening not only in our own region but also nationally across the country. Working closely with our colleagues across Museum Development England we were able to identify emerging trends and understand their effect according to different contexts, such as geography or typology. We used these insights to inform our work with national bodies and funders not only to advocate and influence, but also to draw down additional, targeted packages of support. Our partnership with the Art Fund is a key example of how we were able to channel additional recovery funding into the sector. This partnership has made a big difference on the ground. Many of the museums we supported with grants were certainly deserving but either ineligible or unable to access other cultural emergency funding support packages.

Balanced with all the serious times, I am relieved to say there was also some time for fun, not least provided through our globally reaching Historic England Pest Partners project. Somewhat frustratingly, the interest expressed in the project from around the world, including the Italian Cultural Department and quotes in the Los Angeles Times did not result in any invitations to visit, much to our Conservation Development Officer, Helena’s disappointment! Working with the fantastic team at Kilogramme on the animation *The Museum Life of Pests* and developing the card game ‘Save the Museum!’ generated a lot of laughter and required an altogether more creative approach to project Zoom meetings.

This annual review provides a small snapshot of what happened in 2020/21; there were many other things we couldn’t include. This review serves as a testament to the incredible hard work and achievements of our team and the fantastic staff and volunteers at museums across the region that we collaborated with across the year.

Victoria Harding
Programme Manager
South West Museum Development

Introduction

Museums great and small are part of the fabric of the South West's outstanding cultural offer. They contribute to our knowledge and understanding of the world, our sense of place and identity, as well as our economic and social vibrancy. A thriving museum and heritage sector is an indicator of a thriving community.

But running a museum, whether it's a volunteer-led local history centre or a well-staffed nationally recognised institution, is a serious challenge. It requires commitment, skill, imagination and enterprise – and some well-informed specialist and technical support. This report gives a vivid account of the work South West Museum Development (SWMD) does to help our museums, their staff and volunteers look after the objects in their care and deliver successful programmes, exhibitions and events for their audiences.

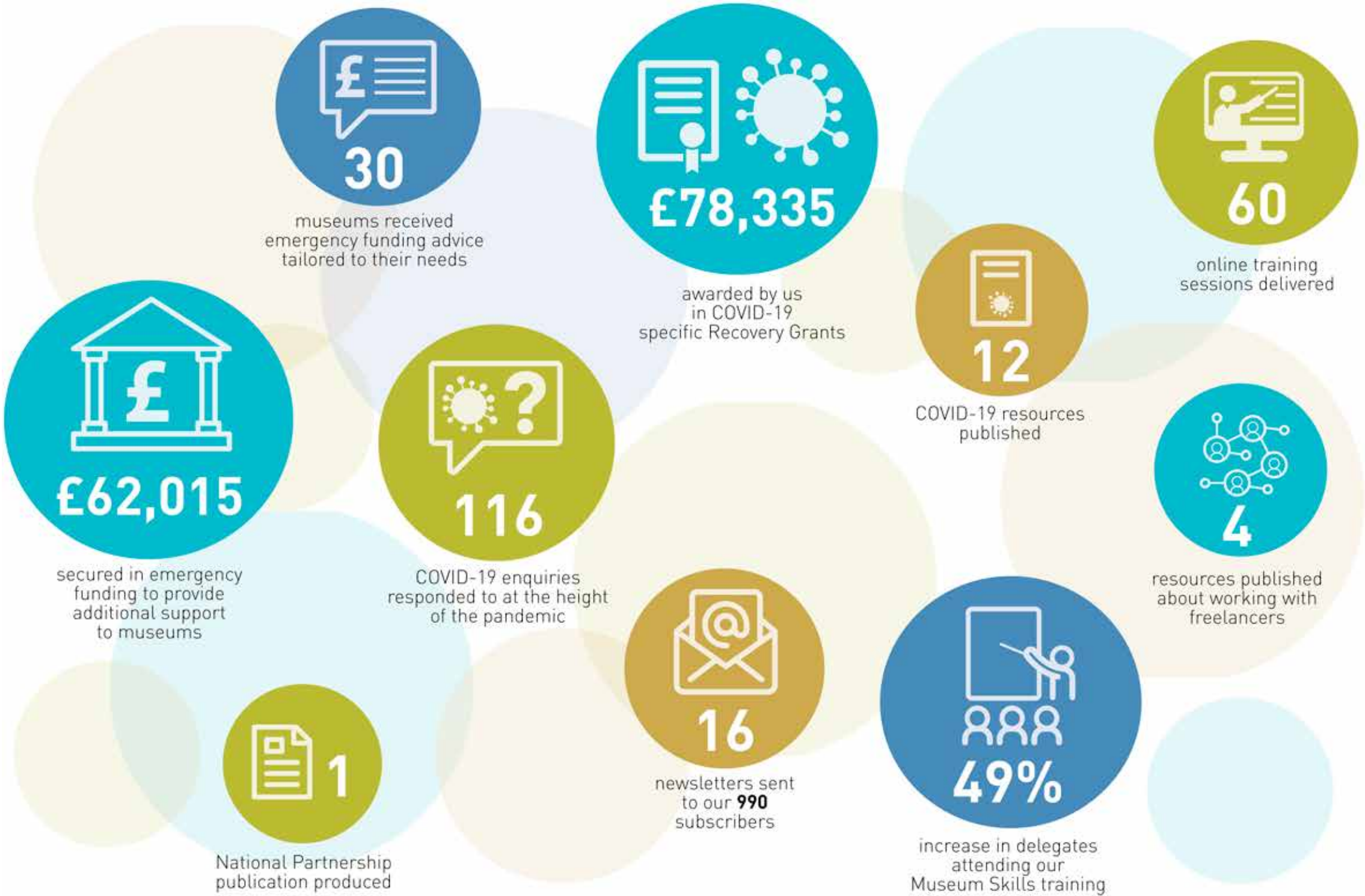
We are proud to support the rich network of museums in our region, to represent the sector and advocate for it. We aim to be alert to what our region's museums need, especially in changing and challenging times, and to ensure our work is relevant and effective. If there's something more or something different we could be doing, please let us know. In the meantime, I'd like to commend the work of all those committed to helping make museums in the South West a brilliant success.

Stephen Boyce

*Chair, South West Museum Development
Strategic Advisory Group*



COVID-19 in numbers



March 2020

- Country goes into full lockdown

June 2020

- Museums can reopen to the public

Sep - Nov 2020

- Localised tier restrictions affect some areas

Nov - Dec 2020

- Second national lockdown and subsequent return to tier restrictions

Jan 2021

- Third national lockdown

March 2021

- Restrictions begin to ease again

Capacity building through skills development

SW Museum Skills programme

2020/21 saw not only a shift in how we lived, but also how we worked. The museum's workforce was now largely based at home, with staff, trustees and volunteers operating in a virtual space and responding to the impact of COVID-19 on their museums and communities.

The situation suddenly generated fresh challenges and opportunities to navigate through the pandemic. New skills had to be learnt, and existing skills had to be refreshed.

Just over eight weeks after the first national lockdown began, our established SW Museum Skills programme was redeveloped and launched online: a first for South West Museum Development.

Our in-house trainers worked alongside fellow sector support specialists Cause4, Collections Trust, Culture24, Heritage Volunteering Group, Kids In Museums and freelance experts in their field to make sure museums received the training and skills they needed.

- 60 sessions were designed and delivered in direct response to equip museums with the skills they needed.
- 906 staff and volunteers attended training, representing a 49% increase from the previous year's in-person programme.
- 93% of participants reported that they had gained or improved existing skills to directly apply in their museum as a result of attending our training.



The standard was great - everything was informative, clear and accessible. I learnt a lot, developed skills I already have and it was good to have a refresher after so much time away from the museum.

SW Museum Skills participant



As we all adjust to online training, it was lovely to feel all aspects had been thought about.

SW Museum Skills participant.

Communicating and amplifying the value of heritage

Annual Museum Survey

Our Annual Museum Survey research for Museum Development England was more relevant and high-profile than ever this year. Extra investment funding from Arts Council England aided our collaboration with PS Research, which strengthened our process and the analysis, resulting in one of the most detailed and robust insights on the health of the museum sector. This data set reveals more understanding of the impact of the pandemic on the sector's audiences, workforce and finances, and it informs other sector research.

Our Annual Museum Survey engaged 663 museums and museum organisations and generated evidence on the social and economic value of museums to local, regional and national stakeholders and funders.

The timing of the survey process, whilst focused on gathering data for the period 1st April 2019 – 31st March 2020 also provided an opportunity to gather important information on the impact of closure and the gradual phased reopening of museums across 2020-21. The impact of enforced museum closures and subsequent lockdowns affected museums differently across England, depending on their region, their workforce, and other factors such as a rural location.

[View the Annual Museum Survey 2020 here.](#)

Local Authority Engagement

We successfully engaged 19 Local Authorities to continue to invest a collective £147,950 into our programme. This additional funding directly supports our work with museums in the South West, helping them access specialist advice, support, training and funding that they might not otherwise have received.

Promoting our Museums: Somerset Museums

Our local Museum Development Officer led the Museums in Somerset group to deliver the Promoting Our Museums project, a partnership with Visit Somerset and South West Museum Development (SWMD). The project aimed to increase confidence amongst volunteer-led community museums to use their own digital platforms (and those of third parties, like Tripadvisor) to raise their profile beyond their local area and keep in touch with visitors and supporters.

16 community museums were given training and support from our Digital Engagement Officer about using social media platforms. Social media is a very important tool for these organisations, especially during the pandemic, as a way of reaching new and existing audiences.

Money from SWMD's Small Grant: Big Improvement fund was put towards a trial membership of Visit Somerset, the county's main tourism organisation, for each museum. Central coordination of the membership meant that Visit Somerset recognised the value of representing small museums. [Read our case study.](#)



Connected and networked

Collaboration

A core part of each region’s professional practice is to make sure skills are up-to-date and to share practice across the Museum Development England network. This means that museums throughout the country can benefit from current, relevant expertise. To keep trainers performing at their best during the pandemic, we partnered with London Museum Development, Arts Council’s Digital Culture Network and Naomi Korn Associates to deliver four sessions on all aspects of producing online training courses. These sessions, called Train the Trainer, were widely attended by 87 participants across Museum Development England.

Our Digital Engagement Officer also worked closely with Arts Council England’s Digital Culture Network to shape guidance for ticketing in the sector; this guidance was turned into a publication, [Introduction to Ticketing for Museums and Galleries](#).

Sector leadership

Museum Development England worked in partnership with the Association of Independent Museums to produce a Reopening Checklist. This checklist accompanied the National Museum Directors Council’s Good Practice Guidance for the Reopening of Museums following lockdown in England.

When the pandemic hit in March 2020, our team was frequently the first port of call for advice and support. We increased and tailored our communications so that museums could easily find relevant information specific to the museum sector. In particular, our Sustainable Volunteering Officer worked to ensure that government guidance was communicated and where needed, adapted for volunteer-led museums and volunteers, ensuring that this vital part of our sector’s workforce was included and supported during this difficult time. By the end of 2020/21, we had 990 subscribers to our online newsletter, reflecting the demand for this specialist advice and support.

Increasing inclusion and tackling inequality

Equality Action Planning

Our Sustainable Volunteering Officer (SVO) provided support to several museums exploring equality action planning as an organisational priority. South West Heritage Trust, Lyme Regis Museum and Tiverton Museum of Mid-Devon Life were just some of the museums to receive support.

Museums have different starting points and draw on individual experience, including previous audience engagement initiatives, their public programming and local priorities. In discussions, our SVO shared understanding of best practice in equality action planning: the central role of demographic data, of audience research data and accurate workforce data in helping organisations to develop appropriate targets. Audience development planning, access audits and plans and workforce diversity planning are all key aspects of an effective equality action plan. We also need an ongoing organisational commitment to develop awareness, consult current stakeholders and non-users, and commit to continuous monitoring of progress and ambitions.

Museum Futures

Our Programme & Projects Officer worked with the British Museum's Museum Futures programme, a pathway to diversify the museum sector's workforce. They supported two trainees respectively based at Bristol Culture and Creative Industries and the Irish Linen Centre and Lisburn Museum to achieve their Level 3 Culture Heritage Diploma. Since completing their traineeships and qualifications one trainee has gone on to secure employment in the museum sector and the other is in higher education.

Grants

Amongst the many business consequences of the pandemic, finance was one of the critical issues affecting the museum sector. South West Museum Development (SWMD) gave bespoke funding advice to 30 museums through our local Museum Development Officer network and our central team.

We also directly invested £106,904 in museums through grants. This investment was made possible through funds from Arts Council England and Art Fund.

SWMD has distributed funding on behalf of Arts Council England since 2012/13. Our strong track record in administering funding saw another major funder to the sector adopt this model for the first time in 2020/21. Museum Development UK successfully secured £175,000 from Art Fund to distribute to museums across the UK as Recovery Grants. South West Museum Development received £25,000 of this funding to match against £53,335 of Arts Council England funding to support 23 museums across the region.

The scheme supported museums who were unable or ineligible to access the emergency funding offered. These crucial grants helped museums to recover from the immediate aftermath of pandemic safety measures, and to continue as a vital resource for communities, visitors and places.

Awarded projects included Lyme Regis Museum's Connecting Lyme 100. This project worked to combat social isolation and loneliness; it boosted mental wellbeing, supported people suffering from dementia, and provided learning opportunities for children. Other organisations, such as Trowbridge Museum, used technology to connect with their communities when restrictions meant their usual methods of engagement could not take place or had to be adapted.

We also awarded £23,569 to 25 museums in Small Grant: Big Improvement awards. This scheme recognises the big difference that a small amount of money can make to museums at a difficult time. Blandford Town Museum used their award to improve the diversity of their volunteer workforce: 18 new volunteers have been recruited, including eight young people under 30 years old, as a direct result of their project. Another project involved the Museums in Somerset group who successfully put together a collaborative bid through their county museum group to work on a collective marketing project. Turn to page **11** to find out more.



Programmes

Business Diagnostic: Boscombe Down Aviation Collection

Volunteer-led museum Boscombe Down Aviation Collection, based in Wiltshire, participated in our Business Diagnostic early in 2020/21. This self-assessment framework helps museums identify areas for growth and development, with support from South West Museum Development.

Working closely with our Audience Development Officer and our local Museum Development Officer for Wiltshire, the museum could then identify its priorities for audience development, including diversifying audiences, increasing capacity and maximising revenue.

Boscombe Down Aviation Collection successfully went on to bid for a grant of £5,000 from our Development Fund to tackle the priorities they had identified, and to create an Audience Development Strategy with support from a consultant. The work helped identify two key audiences: 'Flying Families' (70-75% of all visitors) and 'Airborne Adults' (those visiting without children). A corresponding action plan helped them respond to these current audiences whilst identifying other potential audiences to engage with as new visitors.

Their Audience Development Strategy will be used to support development of an interpretation strategy, and will help the museum's forthcoming application for Accreditation from Arts Council England. In all, the team at the museum received 75 hours of staff time from us as part of this programme.

SW Visitor Insights: A Poetic City

This project celebrated Bristol's connection to the romantic poet Thomas Chatterton (2020 was the 250th anniversary of his death), and linked his legacy to the modern poets writing and performing today. A Poetic City was devised by Bristol Cultural Development Partnership (BCDP), with project partners including Glenside Hospital Museum, the Royal West of England Academy (RWA), and the church of St. Mary Redcliffe. It was supported by the National Lottery Heritage Fund.

Because the programme ran during the height of the pandemic, its delivery methods, audience numbers and outcomes were naturally affected, but there was still plenty of audience data to analyse. Our Audience Development Officer supported programme participants to capture data from audiences, to ensure they had robust information to assess the impact of activities. BCDP commissioned the South West Visitor Insights team from South West Museum Development to evaluate the project.

The evaluation helped to understand social media engagement, how much people's knowledge had improved, and how their wellbeing was affected. It also looked at new audiences, diversity of audiences, and accessibility.

The data we analysed gives the partners detailed knowledge to apply to future projects. It highlights the potential for arts events focused on wellbeing, and the role of poetry in appealing to people who don't tend to participate in cultural activities.

Projects

Pest Partners

Lockdown brought many challenges, including unexpected ones for museums. The first lockdown in March 2020 coincided with the period when museum pests are most active, emerging to mate and lay eggs. With a risk of increased damage to collections and fewer experienced staff able to gain access to their museums we successfully secured a £24,170 grant from Historic England's COVID-19 Emergency Response Fund to support 138 museums and heritage organisations across the region to monitor, identify and respond to pests in their organisation through our Pest Partners project.

As part of the project:

- 5,529 pest traps were sent out.
- 5,429 individual specimens were identified.
- 2,640 pest incidents were reported.
- 24 pest species which attack animal protein, wood, paper, starch and glue were targeted.
- 20 dataloggers and 15 dehumidifiers were provided to improve environmental conditions for museum collections.

Our Conservation Development Officer (CDO), alongside the partners, worked with entomologists to help participants identify unusual species, and several noble false widow spiders were detected. 87% of the participants contributed to research on pest activity, which can now be used by others to establish patterns of entomological behaviour particularly in light of the climate emergency.

[Read our report here.](#)

To make identifying pests as fun and memorable as possible, and to support organisation-wide skills development, we developed a card game, "Save the Museum!", to support learning amongst participants in the project. Our card game captured the imagination of museums across the globe and the demand was so great that it is now available commercially from [Conservation Resources](#) for museums everywhere.

Such was the success of the project, we were nominated for a Museum and Heritage Pandemic Pivot Award in 2021! Whilst the project is now complete, our CDO continues to support project participants and other museums in the region to develop their knowledge, skills and response to pests at their sites.

The Museum Life of Pests

Building on the success of Pest Partners, Art Fund provided us with a £5,000 Network Grant, allowing us to produce an animation, The Museum Life of Pests, to explain how and why an Integrated Pest Management Plan helps protect collections. We worked with Kilogramme Animation Studio to create this quirky and informative resource; it has since been viewed 1,700 times in 51 countries.

[Find out more about the project.](#)



Cornwall and Isles of Scilly highlights

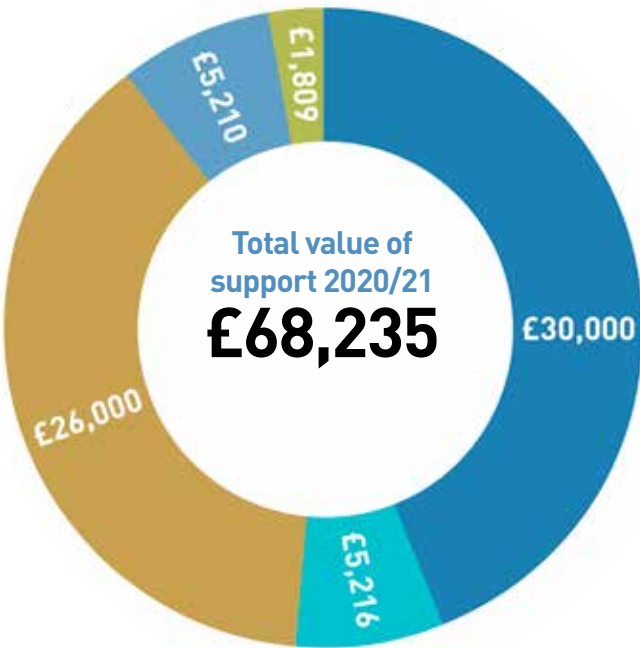
Accredited Museums	32
Museums formally Working Towards Accreditation	0
Museums in receipt of NPO or DCMS funding	8
Volunteer run Accredited Museums	13
Museums received support (Accredited)	24
Museums received support (Non-Accredited/Formally Working Towards Accreditation sites)	6

Maintaining a strong sense of community has been essential for museums in Cornwall over 2020/21. Our local Museum Development Officer (MDO) helped build peer support by running fortnightly virtual coffee mornings from the beginning of the first lockdown. These regular sessions made people feel connected, especially when on furlough or working from home, and they have been brilliant at bringing people together when travel time would have previously been a barrier to meeting.

One standout project was the development of a digital strategy for Lawrence House Museum, funded by a South West Museum Development (SWMD) Recovery Grant. Our Digital Engagement Officer and the local MDO supported their one paid staff member over 6 months to help build the museum’s foundations for digital audience engagement planning. Our approach has highlighted the need and benefit of great planning and a solid digital set-up to aid future digital engagement, and it was instrumental in gathering further funding to start the action plan.

The highlight of this year was definitely when the 2021 Cornwall Heritage Awards moved online in October. Run in partnership with us at SWMD and Cornwall Museums Partnership, these awards

showcase and celebrate the local museums’ responses to current issues in the sector, including the climate crisis, wellbeing, and young volunteering, and allow a space to share ideas and learn from each other. Around 100 people from over 30 different museums, heritage and cultural organisations, from the Isles of Scilly to Bude, came together online to celebrate and congratulate each other, enjoy some Cornish goody bags, and take part in a much-needed afternoon of inspiration and positivity.



Devon, Plymouth and Torbay highlights

Accredited Museums	50
Museums formally Working Towards Accreditation	3
Museums in receipt of NPO or DCMS funding	5
Volunteer run Accredited Museums	24
Museums received support (Accredited)	34
Museums received support (Non-Accredited/Formally Working Towards Accreditation sites)	15

Most of the museums in North Devon and Torridge managed to reopen after lockdown, with many receiving the government’s business support grants which helped secure their future. Several of the museums took the opportunity to redevelop their displays during closure, such as North Devon Maritime Museum where great improvements have been made to interpretation panels in the museum thanks to a Small Grant: Big Improvement award from South West Museum Development. Braunton Museum and Great Torrington Museum also carried out major reorganisations of displays.

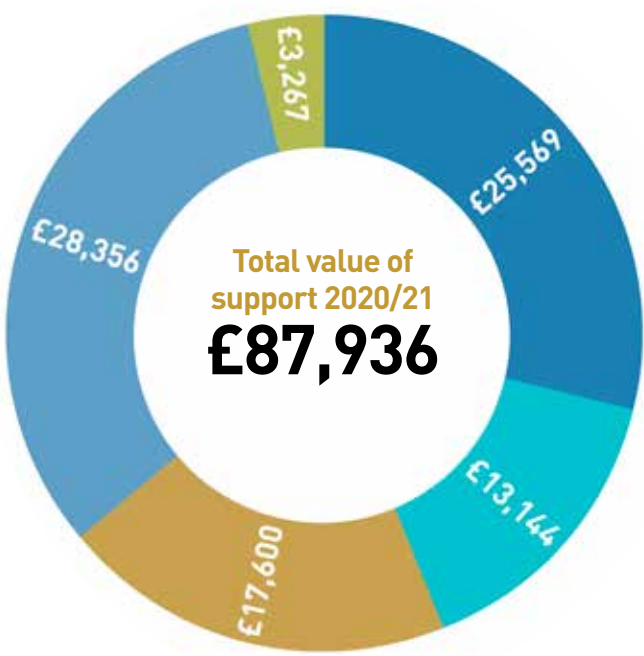
The Museum of Barnstaple and North Devon’s major extension project was completed, and work is now focusing on trying to increase income. The museum received Arts Council England Culture Recovery Fund funding to improve digital access to collections and create a 100 objects guidebook during the closed period.

Our Digital Engagement Officer worked closely with Ilfracombe Museum to successfully secure £30,000 from Art Fund under their Respond and Reimagine grant stream. Their advice on digital audience engagement and digitisation investment, as well as the inclusion of a creative practitioner, producer and evaluator, helped them to build an ambitious project.

Support was provided throughout delivery of the project and their project was used as an example of good practice through our SW Museum Skills programme.

Much of the activity across the south of the county focussed on supporting the area’s volunteer-led museums over this period. Our local Museum Development Officer (MDO) provided much needed support and advice to help museums navigate the financial support available to them, such as the Retail, Leisure and Hospitality Grant (RHLG) Fund and discretionary emergency funding opportunities from major sector funders Arts Council England and National Lottery Heritage Fund. Success stories included Whimble History Society with a RHLG and Teign Heritage with an Arts Council England Culture Recovery Fund award of £51,000. As part of their Cultural Recovery Fund award, Teign Heritage worked with our Audience Development Officer, Digital Engagement Officer and Sustainable Volunteering Officer to develop their offer for volunteers and audiences alike.

Our MDO also worked with museums to make them aware of COVID-19 regulations; advising on how they should respond, for example to safeguard collections and to keep in touch with their audiences by developing digital content and resources. As government regulations changed, it was important to work with museums to help them respond in line with government guidance and support them to reopen safely and effectively.



Dorset, Bournemouth and Christchurch and Poole highlights

Accredited Museums	28
Museums formally Working Towards Accreditation	3
Museums in receipt of NPO or DCMS funding	4
Volunteer run Accredited Museums	15
Museums received support (Accredited)	21
Museums received support (Non-Accredited/Formally Working Towards Accreditation sites)	4

2020/21 was a truly extraordinary and challenging year for Dorset’s museums. Many were projecting a loss of around 80%+ of their annual income, and much of our development work focused on identifying the most organisationally and financially vulnerable museums for priority support.

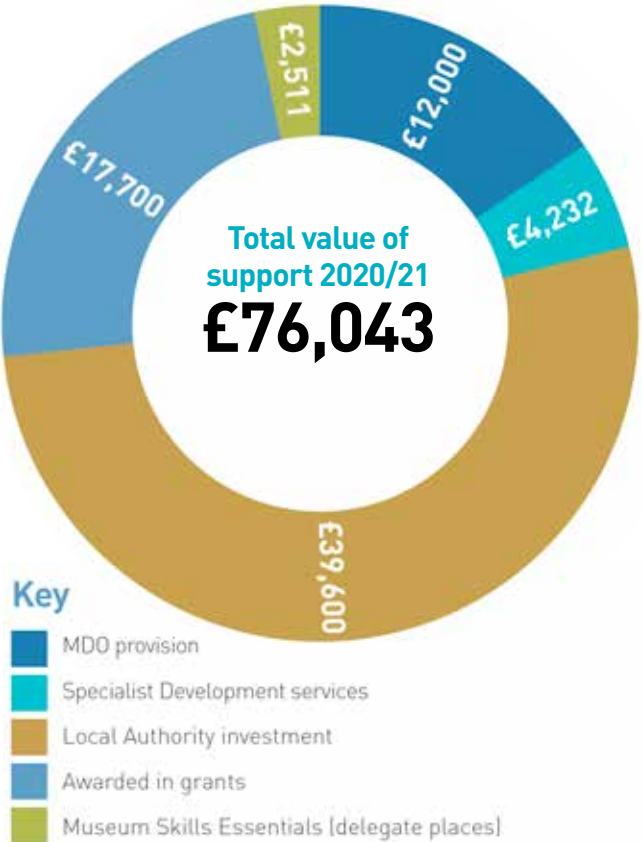
The government’s emergency funding schemes proved vital; overall, Dorset museums secured over £3 million, sourced through National Lottery Heritage Fund & Arts Council England recovery funds and the Retail, Hospitality & Leisure Grant scheme. Some museums even managed to improve their sustainability in spite of the pandemic.

Our local Museum Development Officer (MDO) supported the Russell Cotes Art Gallery and Museum with a cultural recovery grant application to develop a new outdoor café on its spectacular sea view terrace: something that was initially explored through a South West Museum Development (SWMD) Small Grant: Big Improvement award in 2018. The café has been incredibly popular with visitors and has significantly increased museum income.

We also helped Sturminster Mill to source funding from Historic England for vital repair work to this outstanding Grade II* listed working mill, and

helped secure match funding from Dorset Council’s capital leverage scheme. This critical work will ensure the mill is in a much stronger position to diversify its programming – for example, through a progressive project with the Emerald Ant arts company, thanks to SWMD Small Grant: Big Improvement funding. The team worked with over 150 schoolchildren from the local primary and special schools, in COVID-compliant conditions, to create spectacular outdoor artworks for visitors to enjoy.

2021 also saw us working with Dorset Council to help secure longer-term revenue funding for museums and, as a result, the number of museums now receiving revenue grants has increased from four to eleven at an annual value of £283,000.



Somerset highlights

Accredited Museums	21
Museums formally Working Towards Accreditation	5
Museums in receipt of NPO or DCMS funding	1
Volunteer run Accredited Museums	12
Museums received support (Accredited)	18
Museums received support (Non-Accredited/Formally Working Towards Accreditation sites)	14

The COVID-19 pandemic had an enormous impact on museums in the county. The immediate effect was that museums either had to close or to postpone their summer re-opening. We kept Somerset museums in touch with up-to-date information about resources and support to help them remain financially viable, safeguard their collections, and look after their workforce and audiences.

Over the 2020/2021 period, Museums in Somerset meetings were delivered over Zoom, which gave each museum the opportunity to share their experiences and find solutions to challenges, particularly during lockdown. In response to the success of these, our Museum Development Officer (MDO) for Somerset secured a small grant from the county and district councils to purchase equipment for running hybrid meetings in future.

Despite the challenges at this time, Haynes Motor Museum and Hestercombe House and Gardens progressed their work towards being Accredited, with support from our Conservation Development Officer, Technical Accreditation Advisor, and the local MDO.

Several Somerset museums accessed our Recovery Grants in 2020: Chard Museum secured a grant to support a move to Charitable Incorporated Organisation (CIO) status; both Axbridge Museum and Frome Museum secured grants to support better management and conservation of specific collections; the Museums in Somerset group secured funding to develop 16 community museums’ ability to use digital tools to market their offer and engage people with their collections. Read more about the project on page 11.

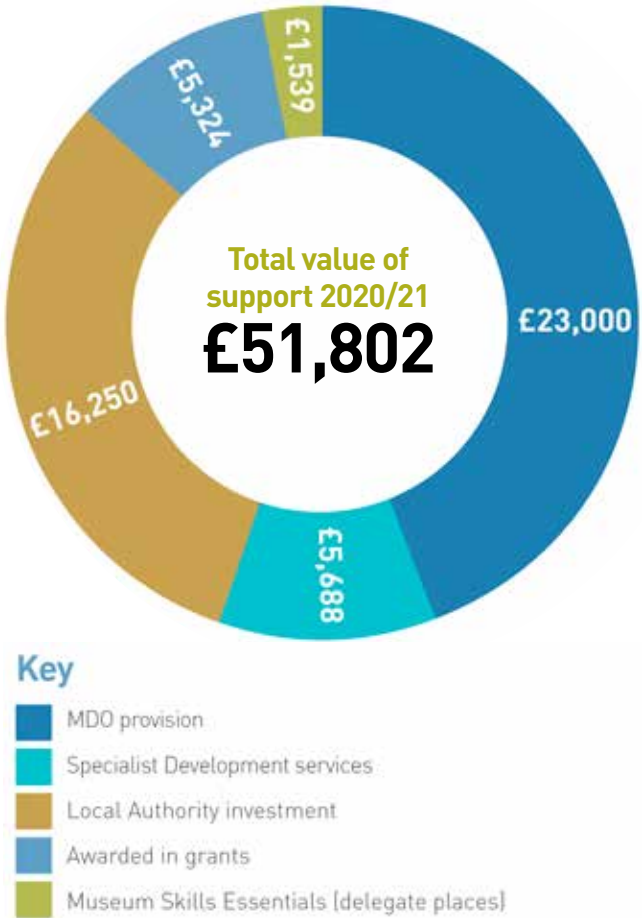




Image courtesy of SWMD Amanda Harman Photography

West of England highlights

Accredited Museums	34
Museums formally Working Towards Accreditation	4
Museums in receipt of NPO or DCMS funding	6
Volunteer run Accredited Museums	13
Museums received support (Accredited)	21
Museums received support (Non-Accredited/Formally Working Towards Accreditation sites)	11

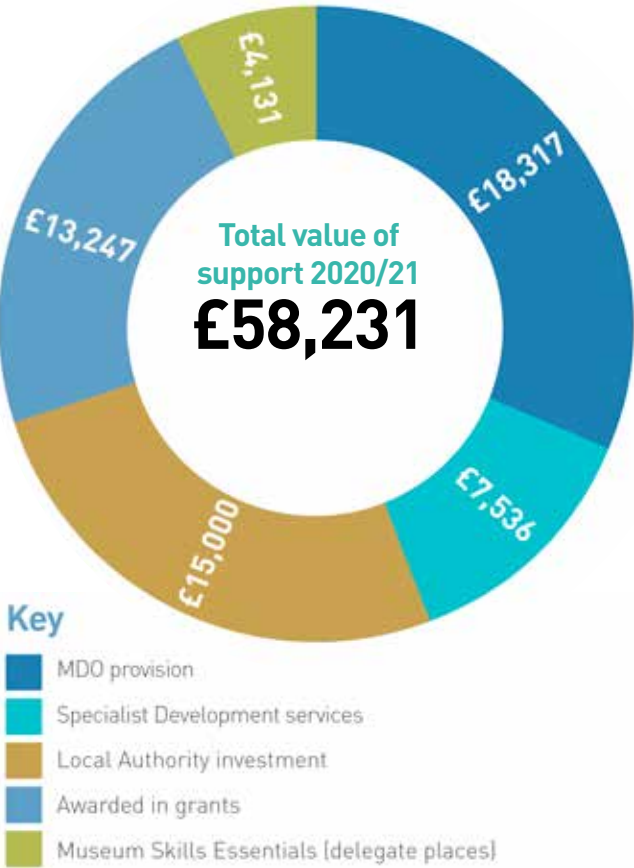
In the early stages of the pandemic, our Museum Development Officer (MDO) set up a new online forum for museums in South Gloucestershire and Bristol. The forum provided a regular and informal opportunity for peer to peer support for staff and volunteers from museums across the region. Discussions focused on how to approach reopening, government guidance and relevant grants available to the museums. As the situation unfolded, museums used the forum to share best practice and discuss the various challenges they faced during this unprecedented time.

One highlight of how museums adapted to the pandemic was the New Room’s successful application for a Small Grant: Big Improvement grant from South West Museum Development to boost the community choir activity and improve wellbeing during lockdown. The grant supported the recruitment of a voluntary team of choir ambassadors and running outreach workshops. The choir was a lifeline to many during the pandemic and the grant enabled the choir to continue and thrive online with many new members joining.

Our local MDO supported several museums with advice and support to raise vital funds, including working with our Digital Engagement Officer

to support Bath Royal Literary and Scientific Institution’s successful application to National Lottery Heritage Fund for a digital marketing project to improve their digital infrastructure and test and establish new ways to share their collections with new audiences using the latest technologies.

South Gloucestershire Museums Group was supported by our local MDO with the development of its successful bid to Arts Council England for £31,337 for its pilot project *This is Your Heritage - South Gloucestershire Stories of the Indian Community* with advice on socially engaged practice, working with artists, and diversity and inclusion issues.



Gloucestershire highlights

Accredited Museums	23
Museums formally Working Towards Accreditation	0
Museums in receipt of NPO or DCMS funding	0
Volunteer run Accredited Museums	7
Museums received support (Accredited)	13
Museums received support (Non-Accredited/Formally Working Towards Accreditation sites)	4

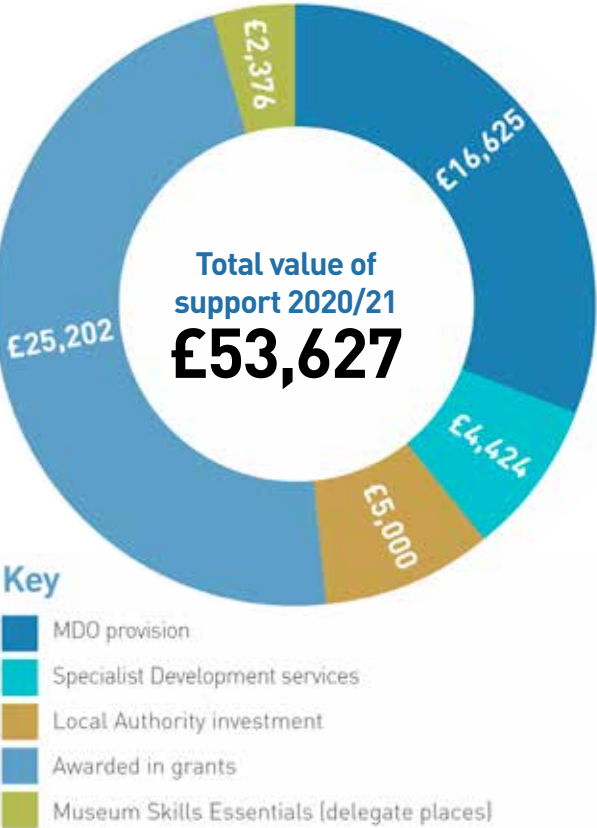
South West Museum Development (SWMD) successfully applied for funding from the National Lottery Heritage Fund for £56,800 of a total project investment of £68,900 to support ten Gloucestershire museums to improve their understanding, confidence and practical planning around audience and volunteer engagement. The Rebuilding the Foundations: Gloucestershire Museums project began in April 2021 and will deliver expert advice, training, and support in peer mentoring and partnership building.

Our Sustainable Volunteering Officer supported Holst Birthplace Museum (now Holst Victorian House) to engage with the Kickstart Scheme. We helped the museum to consider the options for working with a Gateway body to make an application for a role; determine what the role would cover and how the museum would support the young person employed. The Museum went on to employ a young person through the scheme who helped front of house at the museum to run smoothly and delivered social media content to engage audiences with the museum.

Our local Museum Development Officer (MDO) acted as a critical friend to the Museum of Gloucester whilst it wrote a Museum Development Plan. The museum has had a period of intense

change, with new staff and leadership. Our MDO helped the museum to map out their priorities and find a way forward during this vital development stage.

Following the success of SWMD in securing additional funding from the Art Fund to invest in the region, Dunkirk Mill Museum was one of the many museums to benefit from our Recovery Grants. Their project looked at volunteering in their museum, from volunteer needs to increasing volunteer diversity and skills, volunteer retention and celebration of existing volunteers. Part of the project included the development of a video for volunteers and audience. Our Digital Engagement Officer worked closely with the museum on this. You can [read more about the project here](#).



Wiltshire highlights

Accredited Museums	20
Museums formally Working Towards Accreditation	4
Museums in receipt of NPO or DCMS funding	2
Volunteer run Accredited Museums	6
Museums received support (Accredited)	14
Museums received support (Non-Accredited/Formally Working Towards Accreditation sites)	6

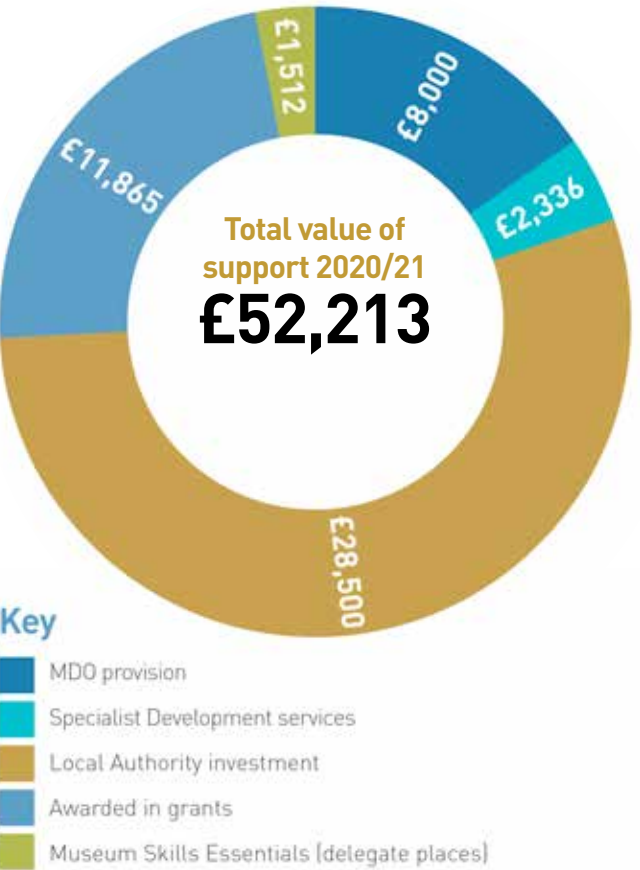
We have continued to work closely with Wiltshire Council's Conservation and Museums Advisory Service to support museums and heritage organisations across the county. As in other parts of the region, our Museum Development Officer (MDO) supported museums in the county during the pandemic, helping them to navigate the guidance, funding and government schemes available. A Re-opening Support Group was set up so that organisations could ask questions, share ideas and create risk assessments, ensuring that proportionate measures were put in place to keep staff, volunteers and visitors safe.

Work took place to create a collaborative online presence and marketing for the Museums in Wiltshire Group. A new digital marketing steering group built profiles on Facebook and Twitter, sharing stories, news and re-openings, and engaging the public with campaigns such as highlighting objects for British Science Week. The steering group guided the creation of a new Museums in Wiltshire website, hosted by Wiltshire Museum and set up by Lauren Doughty, a Bath Spa University Student on placement at the museum.

Two museums received funding from our Small Grant: Big Improvement programme. Trowbridge

Museum carried out a project to make their library catalogue available online, increasing access and encouraging the public to make better use of their collections, and Crofton Beam Engines put in place a contactless donation box making it easier for visitors to donate and improving financial sustainability.

Boscombe Down Aviation Collection participated in the Business Diagnostic programme, identifying audiences as one of their key areas to develop. Working closely with our MDO and Audience Development Officer, they received support from our Development Fund to take their ambitions further. Read more about what happened on [page 17](#).





Financial overview

1 April 2020 – 31 March 2021

Income	£
Arts Council England Museum Development Grant*	557,478
Local Authorities	38,600
Museum Development provider Annual Sector Data Contract	46,100
Other contract income	9,000
Other grant income**	79,849
Other income	20,650
Total income	751,677

Notes: *Includes £17,274 Museum Development Grant carried over from 2019/20.

** Includes £22,938 carried over from 2019/20

Expenditure	£
£281,461 was invested in our network of MDOs including £147,950 contributed by local authorities. MDO provision in mid-Devon is directly funded by the local authority and not included in this figure.	31,600
South West Museum Development investment in Museum Development Officers and network	137,374
Audience Development	36,989
Conservation and Collection Care	52,498
Digital Engagement	43,183
Volunteering Development	41,281
Programme Management and Accreditation support	86,036
Governance	11,850
Regional Project Coordination	44,215
Regional Communications	17,177
Workforce and Skills	24,279
Grants	89,807
External projects	32,657
Contracts	64,493
Total Expenditure	713,439
Balances carried forward*	38,238
TOTAL	751,677

Notes: *Includes grants awarded in 2020/21 to be paid out in 2021/22.

Partners and supporters

We are grateful to the following for their financial and other contributions to the programme 2020/21:

- Arts Council England
- Art Fund
- Bristol City Council
- Exeter City Council
- Historic England
- National Lottery Heritage Fund

Thank you to the following partners, who collaborated with us to bring national skills and support into the region:

- Association of Independent Museums
- Collections Trust
- Culture24
- Heritage Volunteering Group
- Kids in Museums

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

- Bath and North East Somerset Council
- Bournemouth, Christchurch & Poole Council
- Bristol City Council
- Budleigh Salterton Town Council
- Cornwall Council
- Dorset County Council
- East Devon District Council
- Exeter City 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
- Torridge District Council
- Wiltshire Council

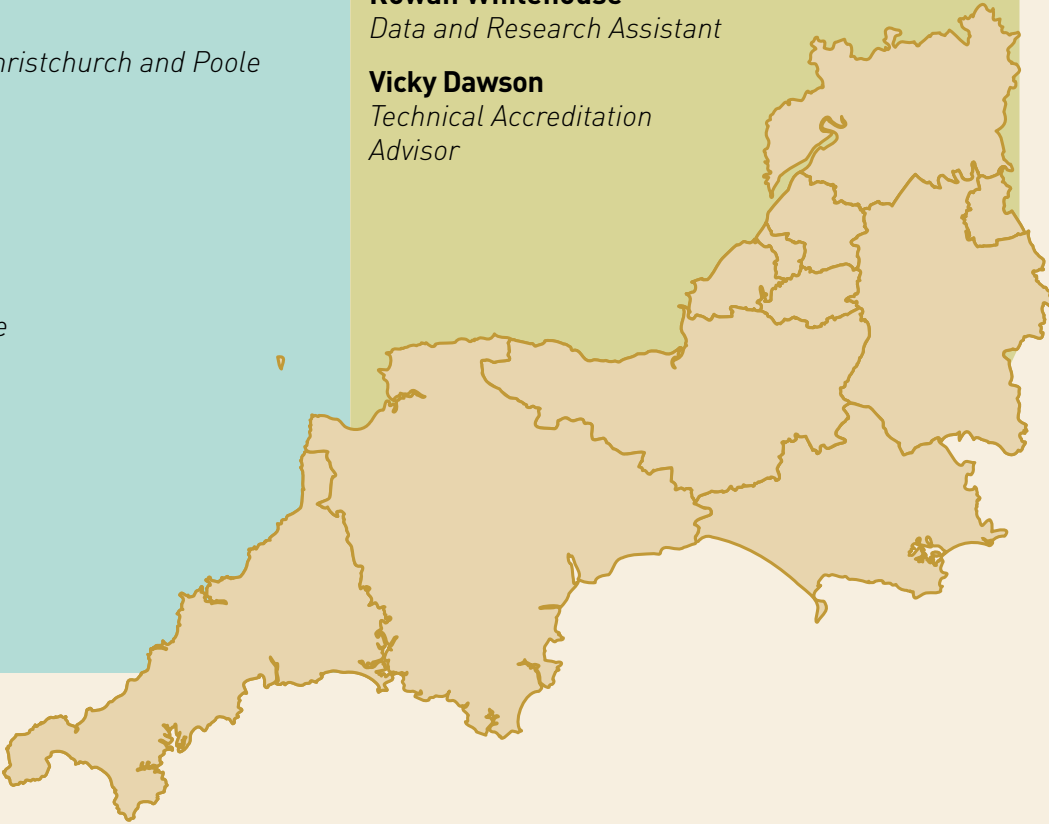


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Our team in 2020/21

It would not be possible to engage with and support so many museums in 2020/21 without the dedicated team of people delivering South West Museum Development across the region.

Thematic Officers:			
Rachel Miller <i>Audiences and Insights Officer</i>	Helena Jaeschke <i>Conservation Development Officer</i>	Rachel Cartwright <i>Digital Engagement Officer</i>	Eleanor Moore <i>Sustainable Volunteering Officer</i>
Museum Development Officers:		Central Team:	
Alex Gibson and Liz Clarke <i>Bath and North East Somerset, Bristol, South Gloucestershire and Swindon</i>		Victoria Harding <i>Programme and Projects Manager</i>	
Helen McConnell Simpson <i>Gloucestershire</i>		Roz Bonnet <i>Programme and Projects Officer</i>	
Stephanie Clemens <i>Cornwall</i>		Abigail Millican <i>Programme Coordinator</i>	
Vicky de Wit <i>Dorset, Bournemouth, Christchurch and Poole</i>		Rowan Whitehouse <i>Data and Research Assistant</i>	
Susan Eddisford <i>South Devon</i>		Vicky Dawson <i>Technical Accreditation Advisor</i>	
Pippa Griffith <i>Mid Devon</i>			
Alison Mills <i>North Devon and Torridge</i>			
Rachel Bellamy <i>Somerset</i>			
Heather Perry <i>Wiltshire</i>			



We are extremely grateful to all those who work in and run the museums who engaged in the programme in 2020/21. We would also like to pay tribute to to all the volunteers who contribute their skills time and passion which underpin our sector.

Allhallows Museum, Amesbury History Centre, Arnos Vale Cemetery Trust, Arundells, Ashburton Museum, Athelstan Museum, Avon Valley Railway Heritage Trust, Axminster Heritage, Bampton Heritage and Visitor Centre, Bath Medical Museum, Bath Postal Museum, Bath Preservation Trust, Bath Royal Literary and Scientific Institution, Beaminster Museum, Beckford's Tower and Museum, Bentley Priory Museum, Bishopsteignton Museum Charitable Trust, Blake Museum, Blandford Fashion Museum, Blandford Town Museum, Bodmin Town Museum, Boscombe Down Aviation Collection, Bovey Tracey Heritage Centre, Braunton & District Museum, Bridport Museum, Bristol Aerospace Centre, Bristol Museum and Art Gallery, Bristol's Red Lodge, Britannia Museum, Brixham Heritage Museum, Bruton Museum, Budleigh Salterton Arts Centre and Museum, Burton Art Gallery and Museum, Callington Heritage Centre, Chard and District Museum, Cheltenham Art Gallery and Museum, Chippenham Museum and Heritage Centre, Clark's Shoe Museum, Clevedon Pier, Clifton Suspension Bridge Visitor Centre, Coker Rope & Sail CIO, Coldharbour Mill Working Wool Museum, Combe Martin Museum, Community Heritage Access Centre, Corfe Castle Museum, Corinium Museum, Cornwall Aviation Heritage Centre, Cornwall's Regimental Museum, Court Barn Museum, Crediton Area History & Museum Society, Crewkerne and District Museum, Cricklade Museum, Crofton Beam Engines, Dartmoor Prison Museum, Dartmouth Museum, Dawlish Museum, Dean Heritage Centre, Devonport Collection, Devonshire Collection of Period Costume, Dingles Fairground Heritage Centre, Diss Museum, Dorset County Museum, Doverly Manor Museum, Dr Jenner's House, Museum & Garden, Dunkirk Mill Museum (Stroud Textile Trust), Dunster Dolls Museum, Elliott's Shop, Exeter City FC Museum, Exmouth Museum, Falmouth Art Gallery, Fashion Museum, Fleet Air Arm Museum, Frome Heritage Museum, Gauge Museum, Geevor Tin Mine, Glastonbury Abbey, Glenside Hospital Museum, Gloucester Life Museum, Gold Hill Museum and Garden, Great Torrington Museum, Haynes International Motor Museum, Helicopter Museum, Helston Museum, Herschel Museum of Astronomy, Hestercombe House and Gardens, Holburne Museum, Holst Birthplace Museum, Holsworthy Museum, Ilfracombe Museum, Isles of Scilly Museum, Jet Age Museum, John Moore Museum, Keep Military Museum, King Edward Mine, King John's Hunting Lodge (Axbridge and District Museum), Kingsbridge Cookworthy Museum, Kingswood Heritage Museum, Lanman Museum, Lawrence House Museum, Letchworth Garden City Heritage Foundation, Liskeard and District Museum, Lostwithiel Museum Association, Lyme Regis Philpot Museum, Lyn and Exmoor Museum, Maldon Museum in the Park, March & District Museum, Market Lavington Museum, Mercian Regimental Museum (Worcestershire), Mevagissey Folk Museum, Milborne Port History & Heritage Group Museum, Mildenhall & District Museum, Minehead Museum, Mortehoe Museum, Museum In The Park, Museum of Barnstaple & North Devon, Museum of Bath Architecture, Museum of Bath At Work, Museum of Bath Stone, Museum of British Surfing, Museum of Dartmoor Life, Museum of Design in Plastics, Museum of East Asian Art, Museum of Gloucester, Museum of Somerset, National Maritime Museum Cornwall, National Museum of the Royal Navy, National Trust - Arlington Court, National Trust - Greenway, National Trust - Killerton House, National Trust - Lacock Abbey (Fox Talbot), National Trust - Stourhead, National Trust - Tyntesfield, Nature in Art, Newton Abbot Town & Great Western Railway Museum, No.1 Royal Crescent, North Devon, Maritime Museum, Nothe Fort, Old Guildhall Museum & Gaol, Ottery St Mary Heritage Museum, Padstow Museum, Palestine Museum and Cultural Centre, Park Pharmacy Trust, Penlee House Gallery and Museum, Penryn Museum, Perranzabuloe Folk Museum, Pewsey Heritage Centre, Poole Museum, Portland Museum, Purton Museum, Radstock Museum, Railway Cottage Museum, Ralph Allen CornerStone, Ramsey Rural Museum, REME Museum, Richard Jefferies Museum, Roman Baths Museum, Royal Academy of Music, Royal Albert Memorial Museum, Royal Artillery Museum, Royal Cornwall Museum, Royal Signals Museum, Royal West of England Academy, Royal Wootton Bassett Town Hall Museum, Russell-Cotes Art Gallery and Museum, Salcombe Maritime and Local History Museum, Salisbury Museum, Saltash Heritage, Scaplen's Court, Seaton Museum, Shaftesbury Abbey Museum, Shepton Mallet Prison, Sherborne Museum, Sherborne Steam and Waterwheel Centre, Shire Hall Dorchester Trust, Sidmouth Museum, Sidmouth Toy and Model Museum, Slimbridge Wetland Centre, Soldiers of Gloucestershire Museum, Somerset and Dorset Railway Trust (Washford), Somerset Rural Life Museum, South Devon Railway Museum, South Somerset Heritage Collections, South West Police Heritage Trust, SS Great Britain, St Agnes Parish Museum, St Ives Museum, Stow Maries Great War Aerodrome Trust, Swanage Railway Trust, Swindon Museum and Art Gallery, Tank Museum, Tavistock Museum, Teign Heritage, Telegraph Museum Porthcurno, Tetbury Police Museum, The American Museum & Gardens, The Atwell Wilson Motor Museum, The Bill Douglas Cinema Museum, The Box, The Bugatti Trust, The Castle Heritage Centre Bude, The Etches Collection, The Fry Art Gallery, The Lace Guild, The Leach Pottery, The New Room, The Priest House Museum and Garden, The Rifles Berkshire and Wiltshire Regiment Museum, The Shipwreck and Heritage Centre, 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, Tudor House Museum, University of Bristol Theatre Collection, Victoria Art Gallery, Wadebridge & District Museum, Wareham Town Museum, Watchet Museum, Wellington Museum, Wells and Mendip Museum, West Somerset Rural Life Museum, Weston Museum, Westonzoyland Pumping Station Museum, Weymouth Museum, Wheal Martyn Museum, Wiltshire Museum, Wincanton Museum, Winchcombe Folk and Police Museum, Winchcombe Town Trust, Winterbourne Medieval Barn Trust, Wotton Heritage Centre, Yate & District Heritage Centre, York Archeological Trust Centre.

For more information contact:

Victoria Harding, Programme Manager

victoria.harding@bristol.gov.uk

South West Museum Development
Bristol Museum & Art Gallery, Queens Road, Bristol BS8 1RL

0117 922 4653

www.southwestmuseums.org.uk

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