

South West Museum Development

# Annual Review

# 2021/22

south west  
museum  
development



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

# £758,299

has been invested in museums through our programme

# 227

museums have benefitted from our support during the year

# £148,850

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

We have awarded

# £76.015

in grants to support museum projects

# 81

museums received support to improve collections care

# 724

delegates attended our Museum Skills training

# 18

museums have been supported to develop their digital engagement

# 10

museums received in depth support to develop their audiences

# 18

museums were helped with volunteering development



# Contents

- 5 Reflecting on 2021/2022
- 6 Introduction
- 8 Capacity building through skills development
- 9 Communicating and amplifying the value of heritage
- 10 Connected and networked
- 11 Increasing inclusion and tackling inequality
- 13 Green action
- 14 Grants
- 17 Programmes
- 18 Projects
- 20 Cornwall and Isles of Scilly highlights
- 22 Devon, Plymouth and Torbay highlights
- 24 Dorset, Bournemouth, Christchurch and Poole highlights
- 25 Somerset highlights
- 26 West of England highlights
- 27 Gloucestershire highlights
- 28 Wiltshire highlights
- 31 Financial overview 1 April 2021 – 31 March 2022
- 32 Partners and supporters
- 34 Our team in 2021/22



# Reflecting on 2021/2022

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At the start of the year, it became clear that the impact of the pandemic on museums would last for far longer than anybody had initially anticipated. The sector is still reeling from the shocks, with visitor numbers struggling to regain pre-pandemic levels and volunteers understandably unprepared to simply pick up where they had left off before the pandemic. So, our challenge in 2021/22 was carving out what the 'new normal' looked like for our museums; how would visitors and volunteers want to engage with museums after going through the previous two years and all the changes it had entailed? What does sustainability look like for museums and how can they reconnect with communities and their new needs?

The Annual Museums Survey 2021 gave a powerful insight into the recovery of museums nationally and in the South West as we emerged from the final lockdown, shining a light on key challenges museums would be facing in order to move forward. Our Technical Accreditation Officer used the Accreditation Standard as a tool with museums to support them to get back up and running after months of closure. In the wake of the lockdowns even more museums took up our Organisational Health Check, using it as a way to prioritise as well as inform business planning and workforce development to support their future.

We also fostered new, and consolidated existing partnerships developed in response to the pandemic. We launched a programme of Recovery Grants, providing a vital route of accessible funding to support museums with reopening after lockdown. Our Recovery Grants, channelled with funding from Art Fund and Arts Council England, provided simple and fast support to help 17 museums develop new ways to connect with their community, restart activities, and provided much needed support for the health and wellbeing of the sector's workforce.

In the latter half of the year, we rolled out our Carbon Literacy programme, working with our fellow Museum Development providers across England and The Carbon Literacy Project. The National Lottery and Arts Council England-funded Roots and Branches project sets out an ambitious goal to certify staff and volunteers from over 300 museums across England as carbon literate, taking tangible action to understand how to achieve a greener world. We also launched our Green Grants, supporting 10 museums to work with audiences to explore the local impacts of climate change, recognising museums occupy a unique position to engage with the public on the key issue of our time.

A key highlight of the year has been our Arts Council England and National Lottery Heritage Fund-supported *Rebuilding the Foundations: Gloucestershire's Museums*. This project empowered 10 museums across Gloucestershire to collaborate and support each other in order to develop the capacity of their volunteer and paid workforce, engage with a broader audience, and celebrate the uniqueness of their museums. Through the collective interrogation of current models of audience engagement and volunteer involvement, the participant museums are now able to plan offers and opportunities that are more relevant to audiences and engage a wider range of volunteers, alongside increasing opportunities and tackling inequality.

Undertaking the process of developing our annual review is itself a rewarding process of reflection on how much has been achieved and with so many dedicated and committed partners, locally, regionally, and nationally. Whilst we are facing some sizable and complex challenges ahead it is still a privilege to work in a sector with such imagination, resilience and creativity, as well as a willingness to adapt and progress. It is because of that outlook, that the programmes and projects South West Museum Development strives to provide can generate such successful outcomes for the communities across such region.

**Victoria Harding** *Programme Manager*  
*South West Museum Development*

# Introduction

No museum operates in a vacuum. Every museum, whether it's a major regional attraction or a micro-museum, plays a part in the wider social, cultural and economic fabric of its locality. In this way our sector makes a significant contribution to what we know as 'place-making'.

Museums, of course, are places in their own right, centres of information and learning, curiosity and wonder, history and heritage, entertainment and fun. Embedded in the cities, towns and villages in which they are located, often housed in much-loved historic buildings, they record and reflect their surrounding area through its stories, people, culture and its changing times. But museums also build communities – through their special exhibitions, education and outreach programmes, volunteering opportunities, family events, dementia and autism-friendly activities – making a vital contribution to the social welfare and cultural development of their area.

Places with museums benefit economically from their ability to attract tourists and other visitors to the area, their resourcefulness in drawing in investment from public and private sources, as well as their ability to run businesses such as shops and cafés, more often than not, supporting local artists and producers.

In this way, according to their particular qualities and strengths, museums help make places more distinctive, more vibrant and attractive. They are not just key to understanding our history but are an indispensable part of our future, especially given the current challenging economic situation.

Our role at South West Museum Development is to support the region's museums to be effective, dynamic and versatile contributors to the places and communities which they are a part of. Through training, funding and advocacy we will continue to reinforce the valued work they do and support our museums, their staff and volunteers, to be the best they can be.

**Stephen Boyce** *Chair, South West Museum Development Strategic Advisory Board*



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# Capacity building through skills development

## SW Museum Skills programme

2021/22 saw renewed enthusiasm for flexible learning and adaptable professional development for staff and volunteers across the region. Training continued to be delivered online, with 64 sessions reaching over 720 participants across the South West and beyond.

Our in-house trainers worked alongside other sector support organisations including Arts Fundraising and Philanthropy, Arts Marketing Association, the Carbon Literacy Project, Collections Trust, Creative & Cultural Skills, Culture24 and Kids in Museums to bring a varied and diverse training offer to our museums, making sure they have up to date skills and knowledge to respond to the challenges and opportunities in running a museum today.

Three of the South West Museum Development team were trained as carbon literacy trainers and began rolling out Carbon Literacy Training tailored for museums to support them in actively mitigating their carbon impact as part of the Museum Development England Roots and Branches Project, read more on page 10.

We also supported new entrants to the sector, engaging young people employed through Kickstart in a programme to de-mystify the museum and heritage sector, read more on page 11.

# 93%

of participants reported that they had gained or improved existing skills to directly apply in their museums after attending our training.



# Communicating and amplifying the value of heritage

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## Annual Museum Survey

Each year we launch a survey, asking museums within the Accreditation scheme to provide data on their workforce, finance, audiences and insights. This year's Annual Museums Survey was the first opportunity to measure the difference between the most recent pre-pandemic year and the first pandemic-affected year, revealing the far-reaching impact of the pandemic on 765 museums across England.

The survey helped us understand the impact of the pandemic on opening hours and visitor numbers, museums' finances and digital growth, as well as workforce wellbeing and volunteer engagement. It highlighted the significant differences in how this impact has been felt across the sector, depending on key factors such as a museum's region, or whether it is based in an urban or rural setting.

Nationally, a third of museums didn't open at all during 2020/21, which was highest for museums in the most deprived areas (48%), followed by local authority museums (43%) and micro-museums (41%). Of those museums that opened, the number of hours open over the year was down 75% on the financial year before. Larger museums were more likely to re-open and report higher opening hours, but visitor numbers were down significantly compared to 2019/20.

In the South West:

- 28% of museums did not open during 2020/21.
- 90% of visitors were lost compared to 2019/20.
- There was a 76% fall in volunteer hours.
- 70% of museums with staff were using the furlough scheme.
- 56% reported an overall fall in income.

The data we collect is usually used to demonstrate the social and economic value of museums, both locally and nationally. It also helps museums to benchmark their work. However, for this particular year, this information was also critical in advocating for museum recovery support from national cultural bodies and decision makers.

## Local Authority Engagement

We successfully engaged 18 local authorities to continue to invest a collective £148,850 into our programme. This additional funding directly supports our work with museums in the South West, helping them access specialist advice and support from our Museum Development Officers, as well as training and funding that they might not have otherwise received.

## Digital Transformation

Many museums will be familiar with building refurbishments, improvements and restoration, and it is just as important to update their digital presence as well as their physical presence. This is essential not only to inform visitors of their updated offer, but also to share their offer across both digital platforms and physical exhibitions, improving accessibility.

Market Lavington Museum in Wiltshire were aware of this, and our Digital Engagement Officer mentored the team through the process of improving their website to accompany major building refurbishment. With our support and that of an external consultant, the museum spent time surveying visitors, schools and volunteers, to gain a better understanding of their needs and interests and inform the changes they went on to make, like incorporating more inclusive images on their website. Throughout the project our Digital Engagement Officer provided insight into marketing, communications and website development and Market Lavington Museum went from a running a WordPress blog to their own domain.

Now their physical presence matches their digital presence, and the museum can demonstrate the value of heritage and improve their visitor numbers, whether in-person or online.

# Connected and networked

## Roots and Branches

Roots and Branches is a collaboration between The Carbon Literacy Project, Museum Development England and Manchester Museum, supported using public funding by the National Lottery through Arts Council England. At South West Museum Development we believe that museum and heritage organisations are uniquely placed to raise awareness of climate change through their collections and spaces. They are part of the collective global effort in combatting climate change, and this project empowers museums to become activists and join the wider conversation on the climate emergency.

The Carbon Literacy for Museums programme has been designed as part of the Roots and Branches Project, with the mission of certifying 300 staff and volunteers from museums across England as Carbon Literate. Through this training, staff and volunteers will also have an opportunity to discuss with each other, experiment, and test new ideas for a more sustainable future. The programme began rolling out at the end of 2021/22 and will continue over the next two years.

Image courtesy of Manchester Museum, Coloured tree drawing lantern slide



# Increasing inclusion and tackling inequality

## Equality Action Planning

This year 10 museums across Gloucestershire were supported to address equality action planning through the Arts Council England and National Lottery Heritage Fund-supported project *Rebuilding the Foundations: Gloucestershire's Museums*, see page 18. The project also saw the development of several resources freely available for the wider museum and heritage sector including the Museum Equality, Diversity and Inclusion Roadmap, a self-led resource to support museums to reach more diverse audiences and volunteers. The resource helps museums to:

- Grow in self-awareness and to reflect on equality, diversity, and inclusion in their setting.
- Identify where the evidence shows action is needed, in line with mission, vision and goals.
- Set their 'direction of travel' and revisit, review and reset it regularly.

Find out more about this resource and others at [www.southwestmuseums.org.uk/resources](http://www.southwestmuseums.org.uk/resources)

## Kickstart

2021 saw the government launch the Kickstart scheme, a programme designed to stimulate employment opportunities for young people aged 16 – 24 years old on Universal Credit. At South West Museum Development we know that opportunities for young people to enter the cultural sector can be challenging to come by, so we wanted to support as many museums as possible to engage with the scheme. We worked with Creative & Cultural Skills to introduce museums to the scheme and encourage them to get involved. We then supported a group of young people employed through Kickstart to learn more about the museum and heritage sector, including connecting them with other young people who have come through 'non-traditional' routes and sharing information about the wide range of roles and organisations they could work with in the future.



Image courtesy of Light Box Film





## Green action

The climate emergency is the biggest crisis of our time. The cultural sector has a responsibility to reduce its own carbon footprint and that includes South West Museum Development. In 2021 we published our new Green Action Plan outlining our commitment to the planet, to supporting the sector to reduce waste and energy use, as well as sustaining biodiversity.

### Our priorities

- We acknowledge the climate emergency and take an active role in the green recovery; our decisions and working practices are underpinned by environmental responsibility.
- Our staff are informed and confident on issues related to the climate emergency and environmental responsibility and can share this expertise.
- We create tangible and lasting change, supporting the building of an environmentally responsible sector.

Find out more at: [www.southwestmuseums.org.uk/who-we-are/green-action-plan/](http://www.southwestmuseums.org.uk/who-we-are/green-action-plan/)

### Green Grants

Having invested over £100,000 since 2012 into museums to support green projects through our grants, this year we launched our first dedicated Green Grants scheme. We awarded £20,565 to 10 museums across the region to contribute to the wider debate on the impact of the climate crisis with their communities on key issues such as the loss of biodiversity, and the need to reduce waste and energy use. Projects include The Wilson in Cheltenham's *Break the Cycle* and *Greening the Museum* at REME Museum in Wiltshire. We'll be sharing practice from our grant holders to encourage other museums to embark on their own green projects, to continue the conversation and inspire action.

# Grants

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## Recovery Grants

Recovery Grants were created in collaboration with Art Fund and our fellow Museum Development providers, with support from Arts Council England. These were awarded to projects which would drive development to help grow visitor numbers after the last lockdown.

The Museum of Bath Stone was awarded a grant to carry out an Accessibility Audit of their premises and install new bi-parting automatic doors to enable disabled volunteers to access the museum. The Accessibility Audit advised the best and most effective ways to ensure the museum poses no barriers to anyone wishing to engage in its programme. Thanks to the grant, The Museum of Bath Stone can now welcome any person, regardless of disability or ability, into its volunteering programme.

**“The guidance, support and encouragement given by SWMD and its officers, founded upon an intrinsic knowledge of all museum matters, has and continues to propel our organisation towards reaching new heights, achieving organisational sustainability, and developing a vibrant offering, keeping the needs of the people we serve at the very heart of what we do.”**

*Museum of Bath Stone*

The American Museum and Gardens in Bath was also awarded a Recovery Grant to deliver a team-building programme to enhance wellbeing and cohesion amongst its staff and volunteers due to the uncertainty and staff changes caused by the pandemic. Working with an external consultant, the programme refreshed and energised the workforce, inspiring staff and volunteers to contribute to the museum's long-term strategic vision and fostering a sense of empowerment and wellbeing.

**“The workshop was very positive. It gave me optimism for the direction the organisation is moving in; I felt valued as a colleague, and it gave me a sense of wellbeing.”** *Programme participant from The American Museum and Gardens*









# Programmes

## Organisational Health Check

The Organisational Health Check (OHC) is a self-assessment tool designed to highlight a museum's current best practice, understand where a museum has areas of development and to feed into their forward planning.

The programme has been created in partnership with our Museum Development colleagues across England and is designed for Accredited museums and those officially Working Towards Accreditation based in the South West.

Since launching in 2018, over 30 museums in the South West have completed the programme, using it to inform business planning and workforce development.

As part of the *Rebuilding the Foundations: Gloucestershire's Museums* project, all 10 participating museums undertook Museum Development England's Organisational Health Check to assess their current volunteer structures and develop strategic priorities for the project.

John Wesley's New Room, the University of Bristol Theatre Collection and the American Museum and Gardens all participated in our Organisational Health Check this year, supporting them to identify areas for development in their museum.

For John Wesley's New Room in Bristol, the Organisational Health Check supported them to pinpoint where the museum had areas of potential development and helped to prioritise work over the coming 12 months.

**"The Organisational Health Check was a hugely worthwhile process of objectively working out what John Wesley's New Room was doing well and, crucially, identifying what we must do better. The OHC gave us the confidence to target Leadership and Governance as a priority, walking through the valuable (if complex!) process of jointly recasting our vision and determining our strategy"** *John Wesley's New Room*

# Projects

## Rebuilding the Foundations

The concept at the heart of *Rebuilding the Foundations: Gloucestershire's Museums* was to provide museum support on four interconnected themes: audience development, volunteer recruitment and succession planning, safeguarding and equality, diversity and inclusion.

The need for concentrated development in these areas was identified when the Museum Development Officers and Specialist Officers responded to requests for support, as museums navigated the uniquely challenging circumstances of the COVID-19 pandemic and its effect on visitor numbers and volunteer engagement.

The project was awarded £56,800 from the National Lottery Heritage Fund, with an overall project investment of £67,900 with match funding from Arts Council England, to support and mentor 10 Gloucestershire museums on practical planning around audience and volunteer engagement.

Following their participation in the Organisational Health Check to understand their priorities, the museums received expert advice and training as well as support for peer networking and partnership building.

This project enabled participant museums to analyse where their offer to volunteers and audiences could change and then to plan the steps needed to make these changes. It put technical knowledge and skills in place to provide and maintain flexible and varied volunteer opportunities to new groups; to reach out to under-represented groups as audiences, supporters and volunteers; and to welcome them appropriately and safely, supported by robust and effective policies and procedures.

The project also engendered a culture across participant museums of tackling priority needs, individually and together, unlocking the potential of a

more responsive, connected and confident museum sector in Gloucestershire.

A number of resources were developed as part of the project which are accessible for museums and heritage organisations in the South West and beyond to access.

These included:

- Equality, Diversity and Inclusion (EDI) road map.
- Volunteer recruitment cycle.
- Top tips for audience development.
- Introduction to safeguarding.
- Framework for partnership working.

Find these resources and others at [www.southwestmuseums.org.uk/resources/](http://www.southwestmuseums.org.uk/resources/)

"We ended up with something which was quite fine tuned at the end [of the project] and we've got some excellent, very targeted and focussed actions to work on going forward." *Tewkesbury Museum*





# Cornwall and Isles of Scilly highlights

Accredited Museums	32
Museums formally Working Towards Accreditation	1
Museums in receipt of NPO or DCMS funding	8
Volunteer run Accredited Museums	13
Museums received support (Accredited)	25
Museums received support (Non-Accredited/Formally Working Towards Accreditation sites)	7

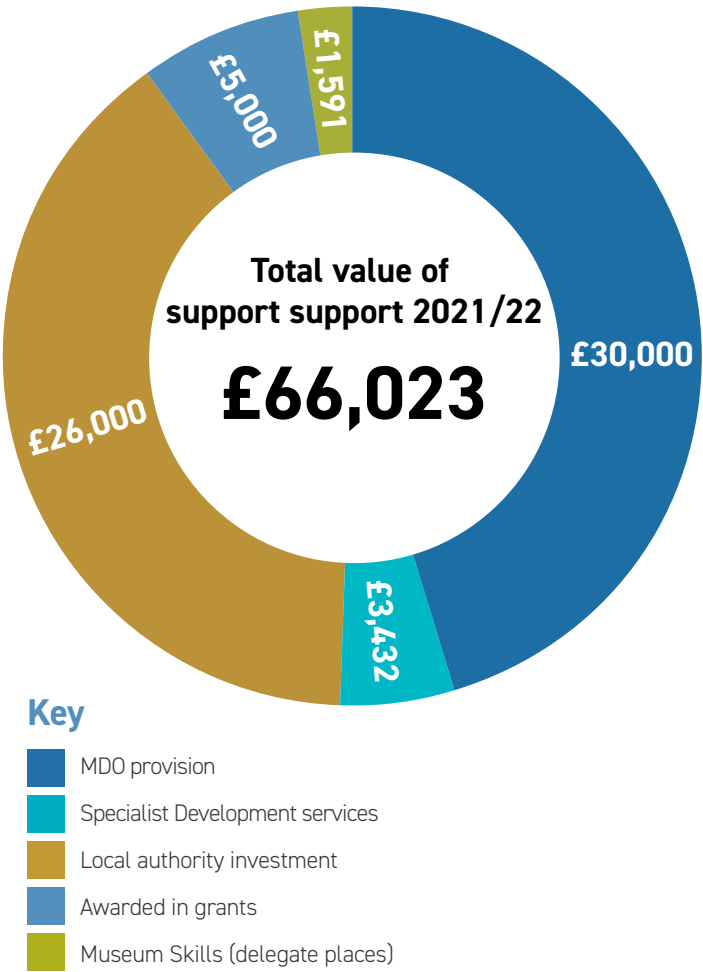
**2021/22 has seen many museums in Cornwall exploring conversations around climate and racial justice as well as engaging with their audiences and staff on these issues. Our local Museum Development Officer (MDO) has supported museums to develop their understanding of the ongoing climate crisis and feel empowered to make radical change in their museums and communities. They have also been initiating peer support groups to navigate decolonisation and encourage investigation into biased historical practices in museums.**

Our MDO helped launch the Inclusive Collections Network pilot phase in 2021, not just as a response to the Black Lives Matter movement and the strong calls for decolonisation, but to consider all voices that have been marginalised by the way museums have historically organised their collections and information. The network discusses the effect of long-term and systemic marginalisation of different communities through museum collections and seeks to support museums to change the way they present their collections. At least two members of staff and volunteers from 10 organisations attend quarterly meetings.

A highlight of the year was the *Green Museums* project. Through skills and knowledge development museums have been supported to tackle climate change, become more sustainable and influence the behaviour of their audiences. Our MDO supported a group of five emerging professionals to take creative control of a project to research and produce a Green Guide for Heritage Organisations. The guide

was launched at three Green Museums sharing events across the county attended by over 40 staff and volunteers.

February 2022 saw the fourth annual Cornwall Heritage Awards, produced by Cornwall Museums Partnership (CMP) in partnership with us at South West Museum Development to celebrate heritage organisations and to share their achievements. The awards received an enormous number of entries with 90 projects, people, and teams nominated from across 31 different organisations large and small. The awards event itself was attended by 80 guests with more joining via Zoom and a YouTube livestream.





# Devon, Plymouth and Torbay highlights

Accredited Museums	47
Museums formally Working Towards Accreditation	2
Museums in receipt of NPO or DCMS funding	5
Volunteer run Accredited Museums	24
Museums received support (Accredited)	39
Museums received support (Non-Accredited/Formally Working Towards Accreditation sites)	16

**Our longstanding Museum Development Officer (MDO) Susan Eddisford retired from the post at the end of January 2022 after nearly 20 years of dedicated professional work with museums across the county. Following Susan's departure, South West Museum Development appointed a consultant to engage with the museums in the county to understand their ambitions and challenges to inform our support offer moving forward. Whilst a new MDO was appointed, our Conservation Development Officer (CDO), Helena Jaeschke based at Royal Albert Memorial Museum provided additional support, attending museum group meetings and answering queries and requests for help. Meanwhile, North Devon was identified as a Priority Place by Arts Council England. Torridge and North Devon were declared as Levelling up for Culture places, opening opportunities for enhanced funding.**

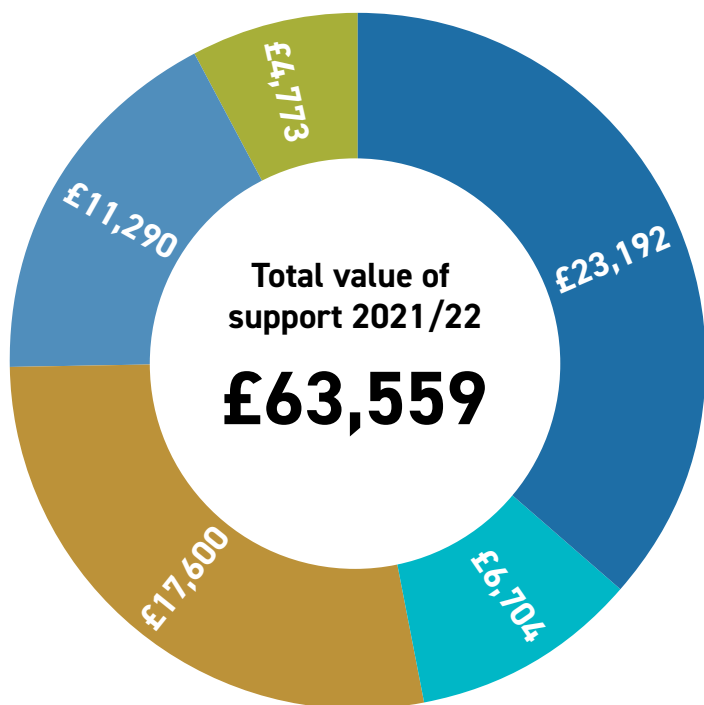
Both the Devon and North Devon MDOs have supported museums which were in the post-lockdown Accreditation backlog to complete their applications, renewing and checking policies and plans. Amongst them, Combe Martin Museum has now had its Accreditation confirmed.

During this year, the North Devon MDO's support has been taking place primarily at a strategic level; specifically, around the creation of a new Culture Strategy for North Devon and Torridge Districts. They were designated as "Culture Lead" for the local council, which has meant liaising with Arts

Council England to secure funding and convening stakeholders, including arts and creative industries and strategic bodies as well as museums, to ensure comprehensive representation of the sector's interests at a strategic level.

Meanwhile, our CDO hosted a number of local museum group meetings on behalf of the Devon MDO, including South Hams Museum Group, East Devon Museums Group, Teignbridge Museums Group and West Devon Museums Group. They also used their specialist skills in conservation to assist museums in Devon with a host of collections enquiries, from framing advice, to setting out safe working practices and pest management guidance.

Newton Abbot Museum secured a Green Grant to support them with the conservation of their entomology collections with the view to digitising and sharing the specimens in their collection online in the future. Totnes Elizabethan House, Fairground Heritage Centre and South West Police Heritage Trust were also supported by the MDO in applications for other grants.



### Key

- MDO provision
- Specialist Development services
- Local authority investment
- Awarded in grants
- Museum Skills (delegate places)



# Dorset, Bournemouth, Christchurch and Poole highlights

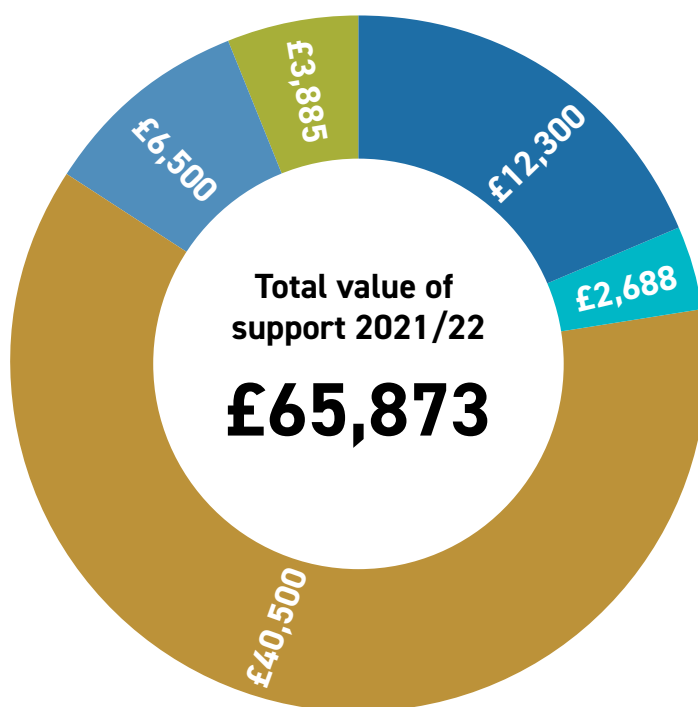
Accredited Museums	29
Museums formally Working Towards Accreditation	4
Museums in receipt of NPO or DCMS funding	4
Volunteer run Accredited Museums	15
Museums received support (Accredited)	21
Museums received support (Non-Accredited/Formally Working Towards Accreditation sites)	6

**After the challenges of COVID-19, 2021/22 has proved to be a year of significant change and development. Our Museum Development Officer (MDO) brokered and supported access to over £200,000 Dorset Council S106 and capital leverage funding so museums can undertake building conservation and interpretation work. Volunteer museums have been working hard to replenish and diversify their volunteer workforce, with a noteworthy number using South West Museum Development (SWMD) tools and resources to support this process. The MDO directly supported organisational change, governance change and board recruitment in museums including Lyme Regis Museum, the Russell Cotes Art Gallery and Museum and the Keep Military Museum. Working with the Dorset Museums Association, SWMD has secured representation for community museums on the main tourism website – Visit Dorset.**

Over the past year, Swanage Railway Museum have worked their way through the Museum Accreditation process with mentorship from our MDO. As well as this, they secured one of our recovery grants and National Lottery Heritage Fund (NLHF) support to create a fully functioning front of house area. With SWMD project scoping and providing delivery support, new interpretation is being developed which includes oral history and soundscapes which will broaden the museum's appeal to the local community and family audiences.

For the first time, Sturminster Heritage Trust now has a reciprocal and sustainable relationship with its local secondary school. This was the result of working with the school and digitally with a school in Newfoundland, Canada, to explore the history of migration between these two places. Our MDO worked with the trust, schools and other partners to develop the project scope and bid to the AiM New Stories, New Audiences scheme. This application was successful and resulted in young people creating new interpretation for the museum, including an animated shadow film, with the help of Emerald Ant arts company.

In 2021, Weymouth Museum's building was officially deemed unsuitable for people or collections. SWMD worked with the museum's trust and the local authority to develop an NLHF bid which would enable the collections to be moved to a safe space, alongside setting up a pop-up museum in the town centre. The bid was successful, and 20,000 artefacts have been moved off-site. The pop-up museum has attracted thousands of visitors and community support for the museum has grown significantly.



# Somerset highlights

Accredited Museums	21
Museums formally Working Towards Accreditation	4
Museums in receipt of NPO or DCMS funding	1
Volunteer run Accredited Museums	12
Museums received support (Accredited)	15
Museums received support (Non-Accredited/Formally Working Towards Accreditation sites)	14

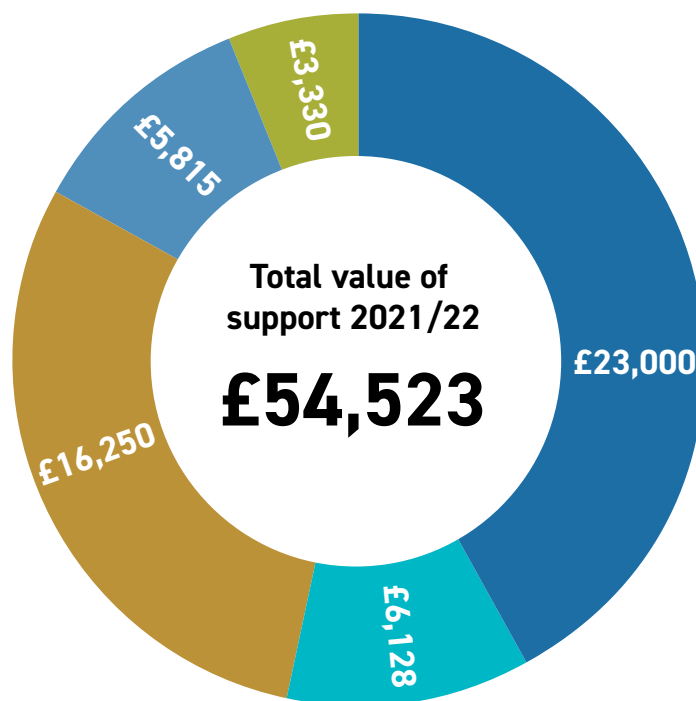
**Somerset has used this year as an opportunity to connect with local audiences, open up collections to the public and improve networking opportunities for museum professionals. A big catalyst for these changes has been not only the end of lockdowns and the reopening of museums, but also the climate emergency.**

Through the Arts Council England Lottery-supported Roots and Branches programme, South West Museum Development has funded Crewkerne Museum and South Somerset Heritage Collections (SSHC) to engage local people with the issues related to climate change and environmental sustainability through the innovative project *Our World, Your Choice*, using their collections as a focus. The project helped Crewkerne Museum and SSHC to connect with families and highlighted the history and changing ecology of a local wildlife haven, which was historically polluted by activity associated with gloving. Crewkerne Museum's project included a temporary exhibition which included displays by local businesses and organisations, the main takeaway being how everyone can reduce their carbon footprint.

As SSHC holds a large collection in storage, the Somerset Museum Development Officer (MDO) supported them to develop their role within a new partnership with Yeovil Arts and Heritage Group, to showcase the collection. The MDO helped the group to develop a strong shared vision, explore how to involve the collections in an exciting arts and heritage programme, and tested new collaborative ways of

working together, enabling more residents to engage with SSHC's collections.

The *Promoting Our Museums* project, led by the Somerset MDO, and funded by a SWMD Small Grant Big Improvement grant, was completed in June 2021. Following a successful year trialling membership of Visit Somerset through the project, 12 museums continued their membership into 2022, with further support from the MDO. Visit Somerset's Museum Mondays social media campaign has continued over the last year, raising the profile of museum members by highlighting objects and stories on Facebook and Instagram.



## Key

- MDO provision
- Specialist Development services
- Local authority investment
- Awarded in grants
- Museum Skills (delegate places)

# West of England highlights

Accredited Museums	35
Museums formally Working Towards Accreditation	3
Museums in receipt of NPO or DCMS funding	6
Volunteer run Accredited Museums	13
Museums received support (Accredited)	24
Museums received support (Non-Accredited/Formally Working Towards Accreditation sites)	10

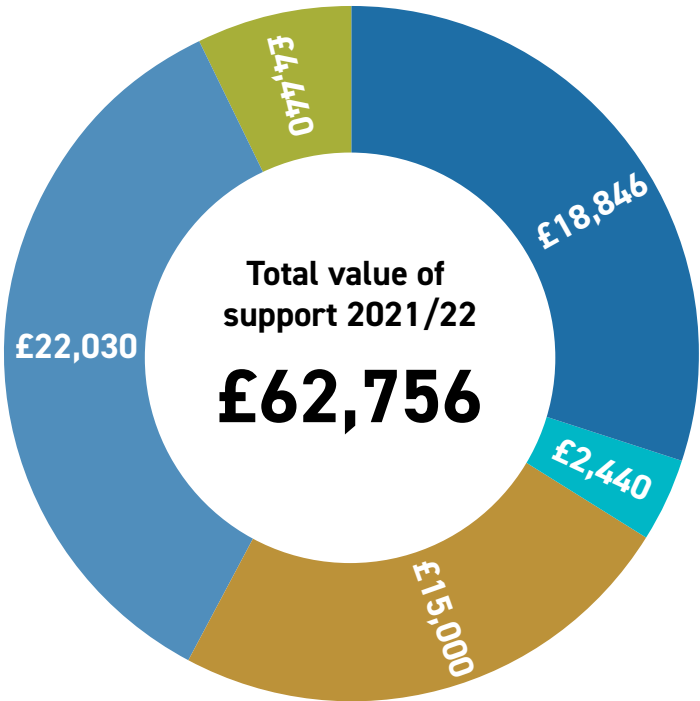
**2021/22 has seen museums across the West of England work tirelessly to reopen their doors and welcome visitors back post pandemic. During this time our Museum Development Officer (MDO) for the West of England has provided flexible, proactive and practical support enabling museums to take stock and review their visitor and volunteer offer, explore new revenue streams and grants, and help to improve their organisational health and governance structures.**

Many museums across the West of England applied successfully to the Small Grants and Green Grants programmes. Projects that were supported by these grants included an access audit at the Museum of Bath Stone, a staff wellbeing project at the The American Museum and Gardens, a governance review at Bristol’s Theatre Collection and a new exhibition exploring the impact of the pandemic on working lives at the Museum of Bath at Work. Green Grants have supported exciting projects at the Richard Jefferies Museum in Swindon and Aerospace Bristol in South Gloucestershire, addressing climate change through new interpretation and events. In addition our MDO has also supported museums to successfully apply to external grant programmes including National Lottery Heritage Fund, Historic England and Art Fund.

John Wesley’s New Room, the Theatre Collection and the The American Museum and Gardens all participated in our Organisational Health Check, which supported them to identify areas for development in their museum. 2021 also saw the creation of a new

Bristol Museums Group and a reboot of the dynamic B&NES Museum Group, ensuring museums in the region have opportunities to connect and share best practice.

Technical Accreditation advice was provided to Clifton Suspension Bridge and the Museum of Bath Stone as they actively worked towards their application. Advocacy and support has been provided to museums in South Gloucestershire and Bath, helping them navigate and negotiate new tenancy agreements and protect their collections for the long-term.



- Key**
- MDO provision
  - Specialist Development services
  - Local authority investment
  - Awarded in grants
  - External project
  - Museum Skills (delegate places)

# 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)	16
Museums received support (Non-Accredited/Formally Working Towards Accreditation sites)	2

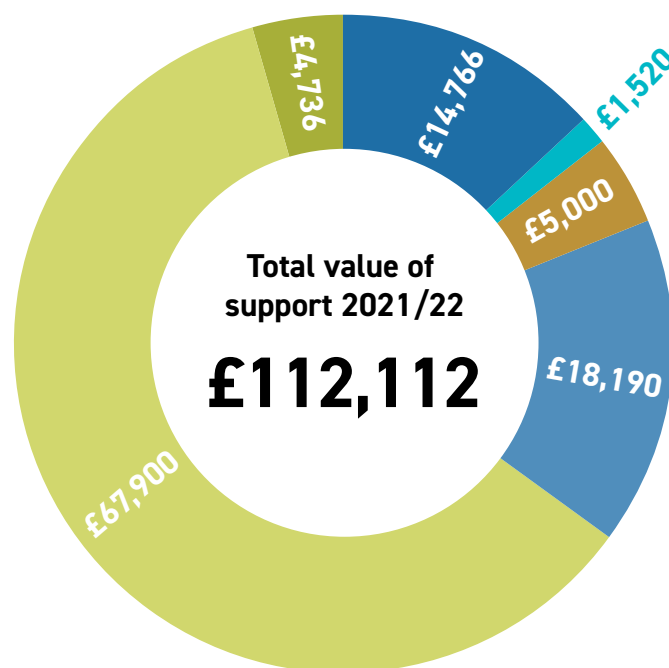
**A key area of focus for South West Museum Development (SWMD) in Gloucestershire has been the delivery of our National Lottery Heritage Fund and Arts Council England-supported project, *Rebuilding the Foundations: Gloucestershire's Museums*, which supported 10 museums across the county to improve their understanding, confidence and practical planning around audience and volunteer engagement. The project formally finished in March 2022 and will now move in to a second phase, with SWMD evaluating the long-term impact of the interventions made and supporting the museum's network. Another area of interest for Gloucestershire has been the green agenda, with a high number of museums attending Carbon Literacy training and being successful in securing SWMD Green Grants.**

As part of *Rebuilding the Foundations*, our MDO supported all 10 museums to undertake the Organisational Health Check process and lay the groundwork for the project, producing detailed diagnostic reports to help the museums understand their position. Many reported the in-depth self-reflection process to be useful in generating discussion and challenging assumptions on how they were performing in certain areas. Our MDO has set up ongoing reflective evaluation for the museum group and is supporting them to achieve their goals identified as part of the project.

In 2021, the Jet Age Museum in Gloucester was awarded a Recovery Grant from SWMD to install

solar panels on its roof, contributing to the museum's strategic aims to become more environmentally friendly and achieve long-term savings. The museum's project has since been used as a case study in the roll-out of Carbon Literacy training to museums across the South West by SWMD.

Our MDO supported The Wilson in Cheltenham in securing one of our Green Grants. This was used to deliver *Break the Cycle*, a community project and exhibition designed by young people aged 15 – 25 which creatively reimagines damaged denim garments. This was supported through a series of collaborative workshops with artists. The exhibition opened with a talk on the importance of community projects such as this, and the necessity of working with young people to encourage a change in behaviours without judgement.



# 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)	11
Museums received support (Non-Accredited/Formally Working Towards Accreditation sites)	7

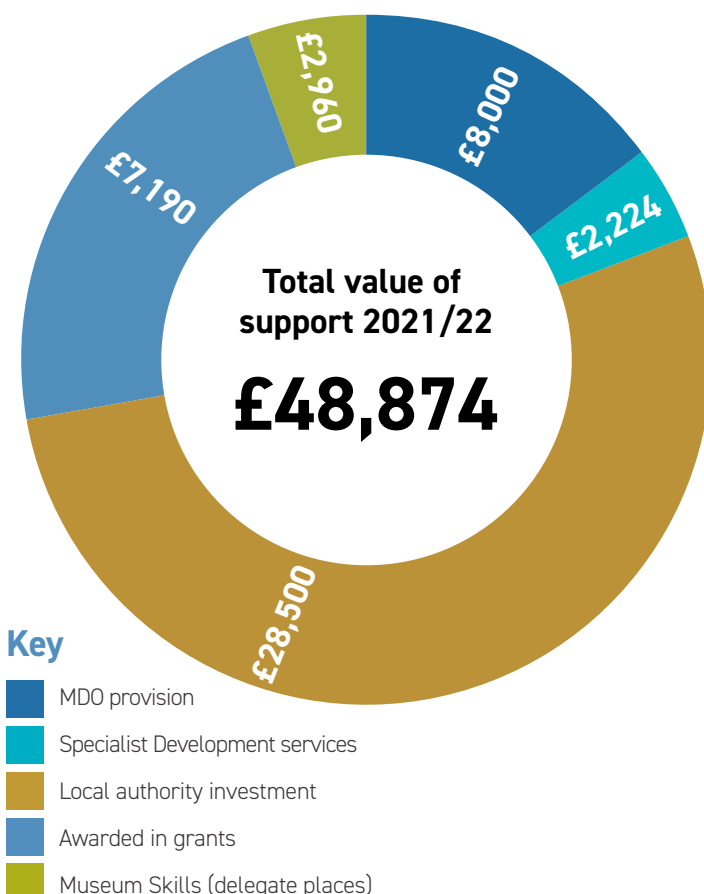
**As museums began to re-open in May 2021, South West Museum Development (SWMD) supported them to welcome back staff, volunteers and the public safely. Our Museum Development Officer (MDO) advised organisations and facilitated peer support groups to help museums meet the latest health requirements, especially working with museums that had not opened since the start of the pandemic. Museums in Wiltshire Group meetings continued online for the first part of the year, before they were able to meet face to face in December to admire the new galleries at Trowbridge Museum.**

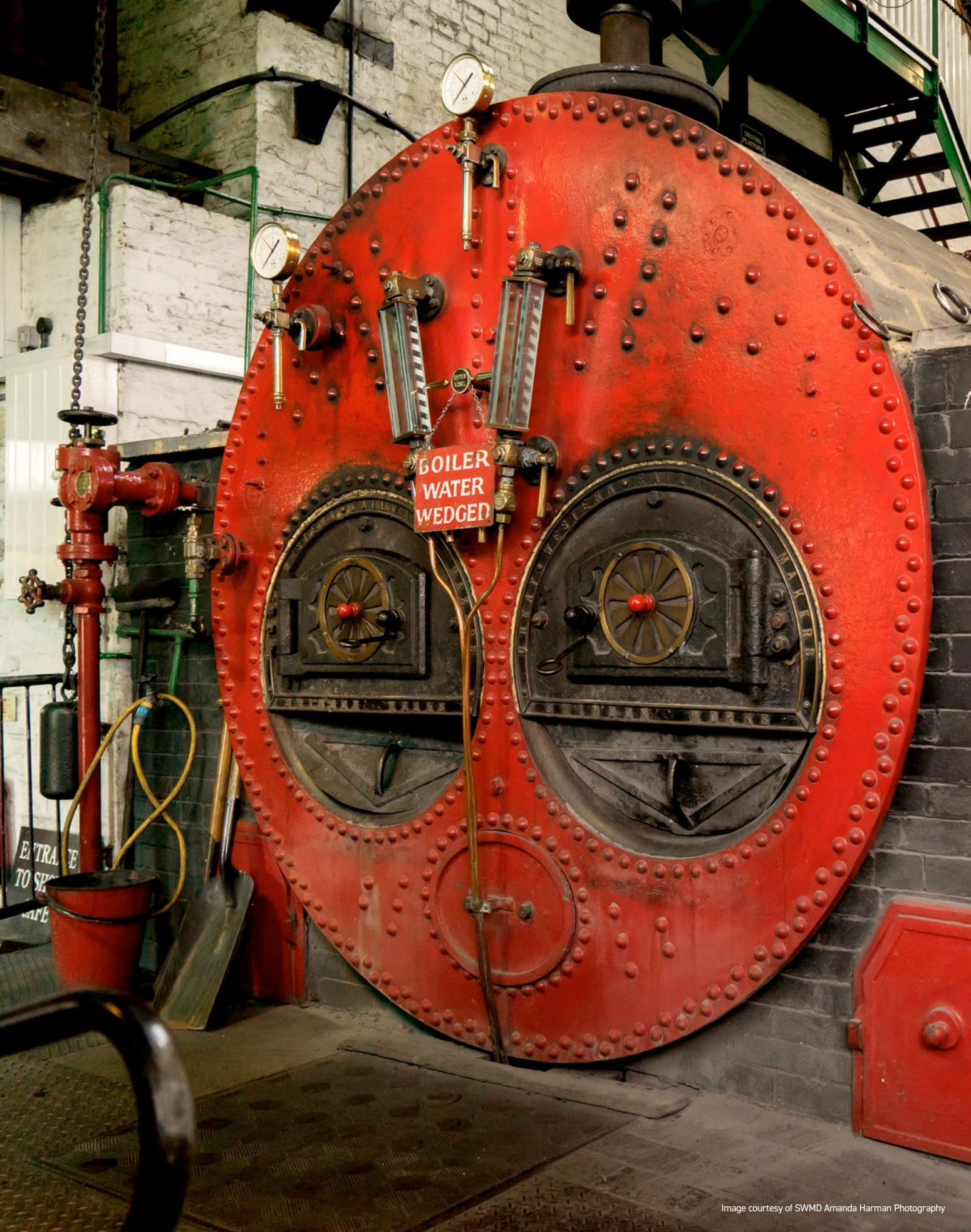
Digital marketing has continued to be an area of development, as museums sought to increase visitor numbers following the pandemic and lockdowns. Building on previous work to create the Museums in Wiltshire website and Facebook page, the MDO and the steering group have shared additional content and launched a twitter account for the county. In addition, museums spoke on BBC Radio Wiltshire, residents were kept up to date through information published in Wiltshire Council's digital newsletter and we worked with Visit Wiltshire to highlight all those museums have to offer.

The MDO worked with a consultant to deliver to deliver Data to Discovery, a research and development project funded by the Arts Council England National Lottery Project Grants. This involved a cohort of seven museums – REME Museum, Chippenham Museum, Arundells, Boscombe Down Aviation Collection, Athelstan Museum, Market Lavington Museum and

Pewsey Heritage Centre - developing key skills in digital data discovery. Project participants were supported to share their catalogue data to engage new audiences online through the creation of a joint exhibition to be hosted on the Museums in Wiltshire website. Evaluation of the project will help to shape future collaborative digital projects and identify next steps for contributing to a shared online resource for Wiltshire.

Two museums in Wiltshire received Green Grants from SWMD. *Greening the Museum* at REME Museum involved creating wildflower and vegetable gardens which support wildlife and supply their café with local and seasonal food. Chippenham Museum's *Our Landscape* project worked with young people to review their collections through the lens of climate change to give a local context to the climate crisis.





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## Celebrating

For many centuries Somerset people have marched in parades, given thanks for the harvest, wassailed the orchards and taken part in carnivals. They have also expressed great pride in their county. Celebrating is at the heart of Somerset life.

**Woodward Family**  
The Woodward family were the first to introduce the motorized bicycle to Somerset in 1901. The family owned a bicycle and a motorized bicycle. The motorized bicycle was used for racing and for transport. The family lived in the village of Glastonbury.

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# Financial overview

## 1 April 2021 – 31 March 2022

Income	£
Arts Council England Museum Development Grant*	573,792
Local authorities	38,600
Museum Development provider Annual Sector Data Contract	54,300
Other grant income**	85,335
Other income	6,272
<b>Total Income</b>	<b>758,299</b>

Notes: \*Includes £33,588 brought forward from 2020/21

\*\* Includes £7,992 relating to grant awards received in 2020/21

Expenditure	£
£278,954 was invested in our network of MDOs including £148,850 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	129,648
Audience Development	42,973
Conservation and Collection Care	46,380
Digital Engagement	46,947
Volunteering Development	43,034
Programme Management and Accreditation support and Operational budget	83,100
Governance	14,400
Regional Project Coordination	43,236
Regional Communications	14,934
Workforce and Skills	20,604
Grants	69,305
External projects (Rebuilding the Foundations: Gloucestershire's Museums)	61,935
Contracts (Annual Museum Survey)	58,307
<b>Total Expenditure</b>	<b>706,403</b>
<b>Balances carried forward*</b>	<b>£51,896</b>
<b>Total</b>	<b>£758,299</b>

Notes: \*Includes grants awarded in 2021/22 to be paid out in 2022/23.

# Partners and supporters

We are grateful to the following for their financial and other contributions to the programme in 2021/22:

**Arts Council England**  
**Art Fund**  
**Bristol City Council – Bristol Culture and Creative Industries**  
**Historic England**  
**National Lottery Heritage 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:

**Arts Fundraising and Philanthropy**  
**Arts Marketing Association**  
**The Carbon Literacy Project**  
**Collections Trust**  
**Creative & Cultural Skills**  
**Culture24**  
**Kids in Museums**

We are also grateful to all the speakers who have shared their expertise through our SW Museum Skills Programme.

We would like to thank the following local authorities which support Museum Development provision at a local level, either directly or through a financial contribution to the programme:

**Bath & North East Somerset Council**  
**Bournemouth, Christchurch & Poole Council**  
**Bristol City Council**  
**Budleigh Salterton Town Council**  
**Cornwall Council**  
**Dorset Council**  
**East Devon District Council**  
**Exeter City Council**  
**Gloucester City Council**  
**Mid Devon District Council**  
**North Devon Council**  
**Somerset County Council**  
**South Gloucestershire Council**  
**South Hams District Council**  
**South Somerset District Council**  
**Sidmouth Town Council**  
**Stroud District Council**  
**Torridge District Council**  
**Wiltshire Council**





# Our team in 2021/22

## Specialist Officers

**Rachel Miller** Audience Development Officer

**Helena Jaeschke** Conservation Development Officer

**Polly Allen and Rachel Cartwright**

Digital Engagement Officers

**Eleanor Moore** Sustainable Volunteering Officer

## Museum Development Officers

**Alex Gibson** Bath & North East Somerset, Bristol,  
South Gloucestershire and Swindon

**Stephanie Clemens** Cornwall

**Vicky de Wit** Dorset, Bournemouth,  
Christchurch and Poole

**Susan Eddisford** South Devon

**Pippa Griffith** Mid Devon

**Alison Mills** North Devon and Torridge

**Jenni Orme** Gloucestershire

**Rachel Bellamy** Somerset

**Heather Perry** Wiltshire

## Central Team

**Victoria Harding** Programme Manager

**Roz Bonnet** Programme and Projects Officer

**George Meredith** Communications and Events Officer

**Rowan Whitehouse** Data and Research Assistant

**Alex Gibson** Technical Accreditation Officer



**We are extremely grateful to all those who work in and run the museums who engaged in the programme in 2021/22. We would also like to pay tribute to all the volunteers who contribute their skills, time and passion which underpin our sector.**

Alfred Gillett Trust, Allhallows Museum, Arundells, Ashburton History Museum, Athelstan Museum, Axminster Heritage Centre, Bakelite Design Trust, Bampton Heritage and Visitor Centre, Bath Abbey, Bath Postal Museum, Bath Royal Literary and Scientific Institution, Beaminster Museum, Beckford's Tower and Museum, Bickton Countryside Museum, Bishopsteignton Heritage, Blake Museum, Blandford Fashion Museum, Blandford Town Museum, Bodmin Keep, Bodmin Town Museum, Boscombe Down Aviation Collection, Bournemouth Natural Science Society, Bovey Tracey Heritage Centre, Bradford on Avon Museum, Bridging the Tamar Visitor and Learning Centre, Bridport Museum, Bristol Aerospace Centre, Bristol Museum and Art Gallery, British Museum, Brixham Heritage Museum, Brunel's SS Great Britain, The Burton at Bideford Art Gallery and Museum, Bury Art Museum, Castle Bromwich Hall and Gardens Trust, Castle Cary Museum, Chard and District Museum, Chippenham Museum, Clifton Suspension Bridge Visitor Centre, Coates English Willow Visitor Centre, Colchester and Ipswich Museums, Coldharbour Mill Museum, Combe Martin Museum and Information Point, Court Barn Museum, Crewkerne and District Museum and Heritage Centre, Crofton Beam Engines, Dartmoor Prison Museum, Dartmouth Museum, Dawlish Museum, Dean Forest Railway Museum, Dean Heritage Centre, Devon and Cornwall Police Resource, Devonport Naval Heritage Centre, Dingles Fairground Museum, Dorset Museum, Dorset Natural History and Archaeological Society, Dr Jenner's House, Museum and Garden, Dunkirk Mill Museum (Stroud Textile Trust), Elliott's Store, Exmouth Museum, Fairfield House, Fairlynch Museum and Arts Centre, Falmouth Art Gallery, Fashion Museum, Fleet Air Arm Museum, Frenchay Village Museum, Frome Heritage Museum, Gauge Museum, Geevor Tin Mine Museum, Glastonbury Abbey Museum, Glastonbury Museum at the Tribunal, Glenside Hospital Museum, Gold Hill Museum, Grundy Art Gallery, Hayle Heritage Centre (Harvey's Foundry Trust), Haynes Motor Museum, Helicopter Museum, Hengistbury Head Visitor Centre, Hestercombe House and Gardens, Holburne Museum, Holst Victorian House, Holsworthy Museum, Household Cavalry Museum, Ilfracombe Museum, Isles of Scilly Museum, Jet Age Museum, John Moore Museum, John Wesley's New Room, Keep Military Museum, Kennet and Avon Canal Trust, King Edward Mine Museum, King John's Hunting Lodge (Axbridge and District Museum), Kingsbridge Cookworthy Museum, Kingswood Heritage Museum, Kresen Kernow, Lawrence House Museum, Liskeard and District Museum, Lostwithiel Museum, Lyme Regis Museum, Lyn and Exmoor Museum, Marazion Museum, Market Lavington Museum, Mechanics' Institute, Merchant's House, Mevagissey Museum, Milborne Port History and Heritage Group Museum, Milverton and District Archive, Mortehoe Museum, Museum In The Park, Museum of Barnstaple and North Devon, Museum of Bath At Work, Museum of Bath Stone, Museum of Cornish Life (Helston), Museum of Dartmoor Life, Museum of Design in Plastics, Museum of East Asian Art, Museum of East Dorset, Museum of Gloucester, Museum of Policing in Devon and Cornwall, Museum of Somerset, Museum of Witchcraft and Magic, National Collections Centre Science Museum Swindon, National Justice Museum, National Maritime Museum Cornwall, National Meteorological Library and Archive, National Trust – Arlington Court, National Trust – Buckland Abbey, National Trust – Killerton House, National Trust – Kingston Lacy House, National Trust – Lanhydrock House, National Trust – Tyntesfield, National Waterways Museum Gloucester, Nature in Art, Newton Abbot Museum, No 1 Royal Crescent, Nothe Fort, Old Guildhall Museum and Gaol, Pankhurst Trust, Penlee House Gallery and Museum, Penryn Museum, Perranzabuloe Museum, PK Porthcurno, Poole Museum, Portland Museum, Purton Museum, Quaker Tapestry Museum, Radstock Museum, Railway Cottage Museum, Redruth Old Cornwall Society Museum, REME Museum, Richard Jefferies Museum, River and Rowing Museum, RNLI Poole Old Lifeboat Museum, Roman Alcester Museum, Roman Baths Museum, Royal Albert Memorial Museum, Royal Artillery Museum, Royal Cornwall Museum, Royal Museums Greenwich, Royal Signals Museum, Royal West of England Academy, Royal Wootton Bassett Town Hall Museum, Russell-Cotes Art Gallery and Museum, Salcombe Maritime Museum, Salisbury Museum, Saltash Heritage, Seaton Museum, Senhouse Roman Museum, Shaftesbury Abbey Museum and Garden, Sherborne Museum, Shire Hall Dorchester Trust, Sidmouth Museum, Sidmouth Toy and Model Museum, Slimbridge Wetland Centre (Scott House Museum), Somerset Cricket Museum, Somerset Rural Life Museum, South Devon Railway Museum, South Molton and District Museum, South Somerset Heritage Collection, St Ives Museum, St Just and St Mawes Heritage Group, Stuart House, Sturminster Newton Heritage Trust, Swanage Railway Trust, Swindon Museum and Art Gallery, Tavistock Museum, Teign Heritage, Tetbury Police Museum, Tewkesbury 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 Devon and Exeter Medical Heritage Trust, The Etches Collection, The George Muller Charitable Trust, The History Hut, The Ken Stradling Collection, The Rifles Berkshire and Wiltshire Regiment Museum, The Shipwreck Treasure Museum, The Wilson Art Gallery and Museum, Thornbury and District Museum, Topsham Museum, Torquay Museum, Torre Abbey Museum, Torrington Museum, Totnes Elizabethan House Museum, Totnes Fashion and Textiles Museum, Towcester Museum, Trowbridge Museum, University of Bristol Theatre Collection, Watchet Boat Museum, Watchet Museum, Wells and Mendip Museum, West Somerset Railway, Weston Museum, Westonzoyland Pumping Station Museum, Wheal Martyn Museum, Whimble Heritage Centre, Wiltshire Museum, Wincanton Museum, Winchcombe Museum, Winterbourne Medieval Barn Trust, Yate and District Heritage Centre.

## For more information contact:

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