



Business Plan

South West Museum Development

2023 – 2024

Summary

February 2023 Final Version – V4

Strategic Advisory Group Approved –Board Meeting 31 January 2023

Submitted 28 February 2023



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



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Introduction

This business plan sets out our ambitions, priorities and programme of work, including, but not limited to, our Arts Council England (ACE) funded Museum Development activity for 2023-24. We will continue to focus on delivering impactful development services to the sector, paying close attention to how the cost-of-living crisis, climate change and legacies of the pandemic has impacted both the sector and the communities they serve.

2023-24 will continue to be a period of transition and change for all of us and this will influence our priorities and the manner in which we deliver development support. 2023-24 will also be the year in which we plan for, develop partnerships with, securing Museum Development funding to deliver to the Arts Council England area, which includes Hampshire Solent¹ in addition to the current South West region. It is important to recognise that the ongoing global, national and local issues impacts on the museum sector workforce, the audiences and communities they serve as well as our own team. The continued funding uncertainty due to post-Covid commercial recovery and the significant cost of living crisis will place additional pressures as organisations strive to adapt. Capacity continues to be an issue, both for the sector and particularly for the volunteer workforce. The environment in which we all operate continues to be complex and will affect the sector in different ways over the coming year. This will require clarity in our vision, agility in our approach, and investment to ensure that we are maintaining our impact.

Museum Development exists to support museums and heritage organisations to develop and improve across all areas of their operation. At South West Museum Development we provide trusted, local and relevant development services to support museum and heritage organisations to improve, innovate, collaborate and celebrate. We understand the specific context and priorities of museums at both a regional and local level. We will continue to work with partners to reach more organisations, maximise our impact and to advocate the value of museums and heritage widely on their behalf.

South West Museum Development has established itself as a critical source of information and support for many museums. Our national connections and sector knowledge enable us to translate and broker national opportunities ensuring they are relevant to local museums, to provide practical assistance and, as a result of this development support, increase access to funding, resources, skills and expertise for museums across the region.

This business plan is foremost a document for South West Museum Development, to guide our activity and assist us with prioritisation and the best use of, predominantly, public resources. Alongside the annual Museum Development funding of £540,200 secured each year² from Arts Council England, we aim to raise further funding from additional sources to maximise investment in the sector. This plan is also used, alongside our Investment Principles plan, to report to Arts Council England and other funders. Our business and activity plans are reviewed every three months to enable us to map progress, respond to challenges, adapt, evaluate and maximise opportunities that can further our Vision and Mission working with museums and partners for greater impact.

¹ Hampshire Solent includes Hampshire, Portsmouth, Southampton and the Isle of Wight

² From 2020 South West Museum Development has received Arts Council England funding of £540,200 each year

Context

The national Museum Development programme was established in 2006. The National Development Agency for museums, Arts Council England, currently directs Museum Development funding in England through a network of nine regional providers and from 2024, through five area providers. This funding is focused on building the resilience and ambition of non-national museums across England and those not already in receipt of funding as one of the Arts Council's National Portfolio Organisations. Further information on the Arts Council England's targets for Museum Development are presented on page 11.



Each year Arts Council will invest £37.6 million in 2023-2026 to museum National Portfolio Organisations (NPO) in England; £3.5 million is directed to seven museum NPO in our region; South West Museum Development will receive funding of £540,200. A total of £4 million is invested in the South West Museum sector each year across 2023-26.



Across the four years 2018-2022 we have generated an additional £746,477 building increased investment of the Museum Development funding awarded by Arts Council England



South West Museum Development has generated additional funding from local authorities, grant-giving bodies including National Lottery Heritage Fund, Art Fund and Historic England, and income from commercial contract activity which we reinvest in development support for South West museums

South West Museum Development is hosted by the Cultural and Creative Industries (C&CI) department of Bristol City Council. The Bristol City Council-employed team members of South West Museum Development are located across the South West from Plymouth to Gloucester. Our Conservation Development Officer is hosted by Royal Albert Memorial Museum through Exeter City Council, and a further four Museum Development Officers (MDOs) are hosted by local authorities (LAs) or partner organisations across the region including Cornwall Museum Partnership, Dorset Council, South West Heritage Trust (Somerset) and Wiltshire Council. Together these form the workforce of South West Museum Development, delivering sector support and development services to museums across the region.

Strategic expertise and direction for the programme is provided through a Strategic Advisory [Board](#). Led by our Chair, Stephen Boyce, membership of the group reflects both diversity alongside expertise and experience in key areas of priority such as fundraising, natural environment and academic research. Since 2022 we have also worked with a partner Rising Arts Agency who empower underrepresented young people to fulfil their creative ambitions and make social change happen. Through their [OnBoard programme](#), Rising Arts have supported us to recruit two young board members to enable us to both diversify and develop our governance, influence our leadership and engage their insights and experiences in the strategic direction of our programme.

Vision, Mission, Values

Our Vision

Working together for inclusive and inspiring museums relevant to the lives of the diverse communities they serve

Our Mission

We are museum and heritage development specialists working with the museum and heritage sector in the South West of England to effect positive, lasting change and deliver public value. Together we create opportunities which build confidence and skills, encourage innovation, and celebrate our heritage and culture.

Our Values

Relevant - operating a flexible, responsive and forward-thinking development service

Evolving - building on our, and others' experience to effect positive and lasting change

Collaborative - creating and engaging in partnerships to maximise impact

Inclusive - putting an inclusive culture at the heart of our work and engaging with empathy

Trusted - operating with fairness, transparency and openness

Environmentally aware - conscious of our impact and prioritising a reduction in our environmental impact

Our principles and the benchmarks by which we measure our performance

As we deliver our programme of work and make decisions, we will be guided by the values which underpin our Vision and Mission. We have mapped our work using a Theory of Change methodology which sets the impact of our work in the context of the place and people of the South West region. During 2022-23 we have worked with Arts Council and Museum Development England to further refine our approach and, in 2023-24, we will continue to develop our approach and systems to communicate and measure the impact of our work.

We will be guided in our actions and priorities for our work by applying the following principles:

External considerations:

To be trusted advisors to museums and heritage

To create resources and tools which evolve out of our shared learning and development activity

To provide a credible source of sector intelligence

To embed the urgency of action required on inequality and support others to do the same

To be an effective advocate for the role museums play in contributing to a better and fairer society

To ensure that museums acknowledge and address the climate emergency in planning their work

Internal considerations:

To have the capacity to share and celebrate our practice and success alongside the museums we work with

To communicate and measure the impact of our work

To generate space in which to develop creative and innovative solutions to challenges

To ensure that our work is understood, valued, and acknowledged

Our Strategic Aims



To be connected and networked; we coordinate and collaborate for greater impact and positive change



To build capacity through effective skills development, enabling us to increase the confidence, capability and wellbeing of the museum workforce



To use credible sector intelligence and insights in order to communicate and amplify recognition of the value of heritage and collections to society



To acknowledge the climate emergency and take an active role in the green recovery



To prioritise opportunities that increase inclusion and tackle inequality



To be connected and networked; we coordinate and collaborate for greater impact and positive change

Why is this our priority?

Together we are stronger, more sustainable, more effective and create greater impact. Museum Development regionally and across England plays an important part in connecting sector support to achieve greater impact at a local level. We work nationally as part of the Museum Development England network and alongside fellow sector support organisations. Our role in brokering with these, and other, organisations is to inform the content of programmes and ensure that they address the priority needs and reflect the operating context of the museum sector in the South West.

What will we do and what measures will show that we have made a positive difference?

We will:

- work in partnership with national, regional and local providers to co-develop, promote, broker and deliver relevant high quality development opportunities for museums (A)
- invest in and deliver through area networks to encourage sustainable local access to information and expertise (B)
- to raise standards through effective delivery of Technical Accreditation Advice³ service in the region (C)
- identify and understand the priority needs of museums to inform, design and deliver effective development services at a national level in collaboration with Museum Development England and other partners (D, G)
- identify, develop and secure inward investment for collaborative projects that enable heritage to be better understood, cared for and shared, thus making a positive impact on skills and resilience (E)
- Provide high quality communications through a process of sourcing, selection and consolidating relevant specialist sector information and guidance, targeted at South West heritage and museum audiences (F)

How and who?

- A. Our specialist officers will work with national and regional **sector support organisations and partners** to share their understanding, knowledge and practice of regional needs and context, adding value to these opportunities for museums and heritage organisations in the South West of England
- B. We will invest in the local **Museum Development Officer network** to enable a trusted, independent source of credible information, inward investment, guidance, and access to further sources of expertise across the region achieving agreed levels of engagement⁴ as set out in the MDO role and functions briefing note
- C. Provide timely and high-quality **Technical Accreditation** Advisory service and raising sector standards
- D. We will collaborate with **Museum Development England** to enable effective development, commissioning and delivery of services alongside networking and prioritisation (through the Organisational Health Check) to provide greater impact of Museum Development for all museums across England⁵.
- E. We will coordinate, design and **secure funding** for projects which enable practice-based opportunities and deeper investment for participant museums and the wider sector to address priority development needs achieving an average annual income of £50,000 per annum across 2018-2024.

³ We will deliver ACE's SMART objective #1 for the delivery of Technical Accreditation Advice service as per the Briefing Note.

⁴ As set out in the MDO Role and functions briefing note 70% of priority museums will engage in one and 50% will engage in three different development opportunities provided or facilitated by South West Museum Development.

⁵ We will adopt the MDN Organisational Health Check national programme to support prioritisation and the measures will respond to ACE's SMART objectives #3 reaching a minimum of 12 museums each year.

- F. Working in collaboration with our specialist development officers and local Museum Development Officers, our Communications and Events Officer will lead and **deliver high quality communications** targeted at our sector audience through the production of online content developed by our team.
- G. In collaboration with national, regional and area partners we will ensure we are able to respond to the proposed **new arrangements for Museum Development post 2024** securing investment for future delivery of effective museum development services across the Arts Council's greater South West Area.



To build capacity through effective skills development, enabling us to increase the confidence, capability and wellbeing of the museum workforce

Why is this our priority?

Capacity building through skills development is critical to an effective and healthy sector that is able to realise its potential. The fast pace of change in our world requires an ever-expanding range of skills and knowledge. Our position as a regional sector support organisation allows us to maximise skills, fuel networking and facilitate access to expertise for the sector through local, regional, and national collaborations. In 2021/22 our Museums Skills programme engaged 724 paid staff and volunteer delegates.

The South West museum sector's workforce is mainly comprised of volunteers, with a ratio of six volunteers to every one paid member of staff ([Annual Museum Survey 2022](#)). Supporting skills and confidence in the volunteer workforce is critical to volunteer retention, diversity and the quality of volunteering. It is also a primary driver for young people whether they are seeking to work in, or beyond, the museum and heritage sector. We will continue to be mindful of all forms of accessibility, responding to physical, digital and neurodivergent requirements to ensure that our services adapt to the needs of the sector's workforce.

What will we do and what measures will show that we have made a positive difference?

We will:

- deliver a diverse and engaging programme of training in terms of topics and delivery methods, reaching over 450 delegates, representing a minimum of 60 museum organisations, in each year, in accordance with our accessibility code. We will measure the impact of our training and skills with the target of 70%⁶ of delegates having developed new or improved skills and 60% going on to have applied this practice within their museum (A, C)
- in response to the impact of the pandemic we will work with 10 museum organisations, strengthening their infrastructure to support a sustainable volunteer workforce and rewarding experiences for volunteers (B)
- facilitate a range of forums which bring together communities of practice in line with our priority themes of Volunteering, Digital Engagement, Conservation and Audience Development (A, C)
- evaluate the impact of our networks to understand how staff and volunteers feel connected, supported and informed, building confidence, capacity and wellbeing (C)

How and who?

- A. Our specialist officers will continue to develop and deliver high quality training and specialist forums through the **SW Museum Skills programme** alongside regionally coordinated administration of the scheme and a dedicated budget for commissioning quality training providers
- B. Our specialist officer for **sustainable volunteering** will provide expertise and identify opportunities for increased investment to support rewarding volunteering experiences, sustainable capacity, and measurable progress in the increased diversity of volunteers in the sector
- C. Our programme officer, working with our Communications and Events Officer, using nationally agreed evaluation framework will **administer, evaluate, and adapt** our skills, forums and networks to meet the priority training needs and accessibility requirements of the sector's workforce

⁶ Skills targets are linked to ACE's SMART objective #2 for Museum Development.



To use credible sector intelligence and insights in order to communicate and amplify recognition of the value of heritage and collections to society

Why is this our priority?

Museum Development has a critical role to play in articulating how museums in the region, and across England, contribute to a sustainable society - economically, environmentally, and socially. We will coordinate credible and representative sector data insights. Applying these insights, along with our deep understanding of the sector, we will effectively influence policy and sustainable investment in the sector for the benefit of the communities they serve. Together we will advocate for the importance of our heritage and collections to celebrate our region's precious natural environment, intangible heritage, sense of place and belonging that enriches all of our lives.

What will we do and what measures will show that we have made a positive difference?

We will:

- deliver conservation and collections care development services to enable museums and heritage organisations to better care for and celebrate the value of their collections and to engage and inspire communities (A)
- provide a programme, South West Visitor Insights, that is fit for purpose and adaptable for museums seeking to develop effective visitor evaluation, audience development and community consultation (B, C, E)
- provide digital engagement development services to support digital infrastructure and progressive methodologies which reach and engage online audiences effectively, thereby raising awareness of, and appreciation for, heritage collections (D)
- lead and operate the national Annual Museum Survey programme, generating a primary source of representative non-national sector data on museums in England, and supporting organisations to apply these insights and improve benchmarking and sector advocacy (E)
- generate opportunities with local authorities to advocate for museums and heritage, evidencing their social and economic value to localities with reference to priority places, leveling up for culture areas and places with low cultural engagement or infrastructure (F)

How and who?

- A. Our Conservation Development Officer will provide **conservation and collection care expertise** to 100 museum organisations through training, networks, and projects, creating increased capacity in the sector to better care for, and enhanced collections
- B. Through engagement with ten **South West Visitor Insights** programme participants, we will be able to evidence the change in, and diversification of, their audiences, and embed this good practice. This process will directly support the resilience of the ten participant museum organisations whilst making a sustainable impact on increasing inclusion and relevance
- C. Bringing together **data insights** (sector and locality specific) we will support museums and heritage organisations to engage (and evidence that they are engaging) a wider range of people in museums and heritage
- D. Our Digital Engagement Officer will provide **digital engagement expertise** alongside identifying emerging priority needs and opportunities for collaboration to enable increased investment, diversify online audiences and build sustainable digital capacity in the sector delivering targeted development support to six museum organisations across the year

- E. Our Programme Manager, in collaboration with our Data and Research Assistant, will continue to lead and operate the **Annual Museum Survey** on behalf of Museum Development England, achieving a national statistically representative sample, engaging 65% of eligible museums in the South West region, generating research findings and insights that can be adopted nationally, regionally, and locally to support the resilience of the sector and demonstrate its impact
- F. Our Programme Manager, in collaboration with our Senior Museum Development Officer and Programme Officer will work closely with local authority officers and councilors to advocate for museums and galleries and articulate the value of public investment in the sector, realised through **increased local authority engagement** and ongoing investment in the local MDO framework.



To acknowledge the climate emergency and take an active role in the green recovery

Why is this our priority?

The climate emergency is the most significant challenge facing society today. The cultural sector has a responsibility to reduce its own carbon footprint. Museums and heritage organisations also have a distinct opportunity to provide a space for, and contribute to, the wider debate on the impact of the climate crisis through their collections on topics such as the reduction in biodiversity, increase in waste materials and energy use. South West Museum Development will ensure that all our decisions, our investment and our own activity take advantage of this opportunity alongside taking action to minimise our own carbon footprint in delivering our service.

What will we do and what measures will show that we have made a positive difference?

We will:

- embed a renewed commitment to reduce our own carbon footprint in delivering our work and prioritise investment where participants are seeking to take, or have taken, action to reduce their carbon footprint (A, B)
- collaborate with partners to enhance access to guidance, investment and opportunities for museums and heritage organisations to mitigate their environmental impact (C)
- promote initiatives which enable museums to educate and advocate for greater awareness of the impact of climate change and effective action (A, B, C, D)

How and who?

- A. We will continue to develop our knowledge and train our team in **carbon literacy** to reduce our carbon footprint.
- B. We will utilise our programme of **training and grants** to demonstrate and advocate the need to **act on** the climate emergency and share practice which increases engagement in the green recovery
- C. In partnership with the Art Fund, we will deliver the **Wild Escape** grant programme supporting museums, heritage organisations and art galleries to engage children with museum collections with a focus on wildlife and biodiversity and undertake the **Carbon Literacy Project** training programme.
- D. Through a pilot with the Natural History Museum with 3 museums to build on existing work with **natural science collections** to unlock biodiversity data and engage broader debate on the reduction of biodiversity resulting from the climate emergency and its impact, using these collections as a catalyst for positive action on climate change.



To prioritise opportunities that increase inclusion and tackle inequality

Why is this our priority?

Museums exist to educate, entertain, and inspire us all. Through their collections, museums can provide perspective, a sense of community and a place for healing, promoting understanding and learning from the past. Issues such as Black Lives Matter, the cost-of-living crises and gender equality disproportionately affect people from minority ethnic communities, lower socio-economic groups, younger and older people. Our sector has a responsibility, as well as an opportunity, to play an important part in shining a light on key issues about race, gender, class, and environmentalism, and to support our communities to find opportunities for common ground and a fairer future.

What will we do and what measures will show that we have made a positive difference?

We will:

- work in collaboration with our Strategic Advisory Board and Bristol Culture & Creative Industries service to build confidence and capability in our own workforce to support the sector to act on issues of inequality, diversity, and inclusion (A, B)
- create new, quality opportunities for diversifying our governance and leadership through the Onboard programme and workforce to better reflect the communities we serve (C)
- increase accessibility - physically, digitally and taking account of neurodivergence - we will raise awareness of access standards throughout our work, our partners' work and where we make investments such as through our projects and grants (D)
- develop and deliver, in collaboration with our fellow Museum Development providers across England, programmes which build confidence and capability in the sector to act on issues of inequality, diversity and inclusion, to reduce barriers and evidence this change individually and organisationally (E)
- map tangible indicators of progression in the sector to increase the number of museums that recognise the value of recording protected characteristics for their governance and workforce and undertaking equity and diversity planning and activity⁷ (F)
- support museum organisations to actively make changes to promote equality of opportunity, embrace diversity and embed inclusive practices to widen participation (G)

How and who?

- A. dedicate time, working individually and collectively, to develop our workforce to **achieve clarity, build confidence and capability** on issues of inequality, diversity, and inclusion to ensure we can identify and act upon these issues to support positive change
- B. develop our response to **Let's Create** at a governance and team level to ensure that our programme is able to respond effectively to, and advocate for, the values set out within its four investment principles
- C. enhance equality and diversity in our recruitment processes and invest in new, quality opportunities to **diversify our own governance and workforce** through paid, volunteer and freelance opportunities
- D. utilise our programme of **training and grants** to prioritise investment in, develop awareness of, and confidence in, implementing and sharing practice which increases inclusion and tackles inequality

⁷ Arts Council SMART target #4 will form part of national ACE's Museum Development reporting to include museums addressing inclusivity in their programming and practice; the number of museums supported to learn, change and embed the Creative Case for Diversity as part of their wider response to the Inclusivity and Relevance in *Let's Create*.

- E. our national **Museum Development collaboration**⁸ will maximise opportunities for capacity building to enable museums to increase inclusion and engage in activity which supports positive change through the continuation of the 2022-23 Equity, Diversity and Inclusion in Museums pilot engaging two museums.
- F. use our **data and sector insights** to support organisations to increase their development of equality and diversity planning and activity and recording of protected characteristics for the workforce within our grant and project investment conditions.
- G. support 10 museum organisations to develop existing or introduce new actions to support equality, diversity, and inclusion†, publishing eight case studies to highlight and share learning with others.

⁸ SWMD is a partner in the national EDI programme seeking to develop sector confidence and capacity in EDI (SMART target #5)

Measuring our Success - At a Glance⁹

Connected and networked

1. The national MDN Organisational Health Check will be adopted to support prioritisation and the measures will respond to the ACE's SMART objectives, reaching a minimum of 12 museums each year – Measure 3†
2. Invest in and coordinate a network of local Museum Development Officers to support 75% of priority museums to engage with one development service provided by SMWD and 50% of museums to engage with three different development services.
3. Accreditation advice and reviews and recommendations of museums' eligibility to apply to join the scheme are carried out by Museum Development as outlined in ACE's updated '*Museum Development and Delivery of Accreditation Advice Measure 1†*
4. Our income target for project funding is an average of £50,000 each year*
5. Collaborate with national, regional and area partners to develop an application to Arts Council England which responds to and secures funding for Museum Development post 2024 delivering across the greater South West area.
6. Continue to deliver high quality online communications through established channels with performance exceeding Mailchimp industry standards: website reaching over 1500 users' month (baseline average 1200), e-newsletter reaching 1200 a month (baseline 1200) with a yearly target of 10% subscriber increase (noting workforce changes generating high bounce rates requiring mitigation) and twitter reaching over 2500

Capacity building

7. Maintain our position as primary sector training provider for the region with a reach of over 450* delegates, representing a minimum of 60 museum organisations, accessing skills and training provision delivered, coordinated or commissioned by SW Museum Development – Measure 2† in accordance with our accessibility code.
8. Apply the standardised national Museum Development evaluation methodology (70% have developed new, or improved existing skills, of which 60% implement practice), meeting our Arts Council SMART funding targets†
9. In response to the ongoing impact of the pandemic we will work with 10 museum organisations strengthening their infrastructure to support a sustainable volunteer workforce and rewarding experiences for volunteers

Sector insights and value

10. Deliver conservation and collection care expertise to 100 museum organisations through training, networks, and projects. The impact of engagement will be measured through skills evaluation, project evaluation and our Theory of Change programme
11. Operate the Annual Museum Survey 2023, achieving a national statistically representative sample, engaging a minimum of 65% of eligible museums in the South West region*†
12. A cohort of ten Accredited museums will have access (alongside operation as a consultancy service) to South West Visitor Insights* to evaluate and evidence audience engagement, providing a baseline from which to measure whether a wider range of people have engaged

⁹ †Nationally consistent programme MDE activity and Museum Development Additional Conditions as specified by Arts Council with regionally agreed targets. *The targets highlighted with an asterisk include activity delivered through aligned funding and income generated through contract work.

13. Provide digital engagement development services to support digital infrastructure and progressive methodologies which reach and engage online audiences effectively, thereby raising awareness of, and appreciation for heritage collections, reaching six museum organisations
14. Undertake Local Authority engagement to ensure local government officers and culture portfolio holders receive opportunities to increase their awareness of the value of local museums and heritage, receiving targeted communications and presentations reaching 15 local authorities each year

Climate emergency

15. Increase carbon literacy and direct our funding, alongside seeking other sources of investment, to support museums to actively reduce their carbon footprint and support communities to engage in the debate on the climate emergency.

Inclusion and equality


16. Establish a robust baseline with priority museums, then we will support 10 museum organisations to develop existing or introduce new actions to support equality, diversity, and inclusion Measure 5†
17. Invest in and support participant museums to learn, change and embed inclusivity and diversity and will publish eight case studies to highlight and share learning – Measure 4†
18. Work with two museums to increase inclusion and engage in activity which supports positive change through the continuation of the national MDN 2022-23 Equity, Diversity, and Inclusion in Museums pilot.


Our approach to embedding the Arts Council England's Let's Create Strategy


This business plan articulates how South West Museum Development, through Arts Council England's new strategy *Let's Create* and its four investment principles of Ambition and Quality, Dynamism, Inclusivity and Relevance and Environmental Responsibility will deliver impact for the museum sector and the communities they serve. It is supported with an Investment Principles framed Activity Plan. Further information on our Investment Principles Activity plan for 2023-24 is available on request museum.development@bristol.gov.uk

Alongside external advice and support, the South West Museum Development team and Strategic Advisory Board will be delivering against the Museum Development programme Theory of Change to ensure our priorities, resource investment and decision making has a clear line of sight to the impact we are seeking to achieve. Articulating the positive social, environmental, and economic impact museums make on the people and place in the South West is central to our approach. Arts Council's Museum Development Programme Theory of Change will also support us to demonstrate how our work, with museums, partners, and communities, deliver against the Arts Council's new strategy. We will continue to hone and develop our delivery taking account of the Museum Development England's Theory of Change as we plan and prepare for the next round of NPO applications 2024-27. We will measure our progress through a combination of dedicated team development time, ensuring it is a standing item on the agenda of all team meeting and board meetings. We will also share our role and progress in delivering to the Let's Create strategy to partners and the wider sector through our published Annual Review.

This work will be developed further when we will address the Investment Principles guidance and further materials with our Strategic Advisory Board alongside consultation with key stakeholders, as we plan for 2024-2026.

 *Inclusivity and Relevance: England's diversity is fully reflected in the organisations and individuals we support and in the culture they produce*

 *Dynamism: Cultural organisations are dynamic and able to respond to the challenges of the next decade*

 *Ambition and Quality: Cultural organisations are ambitious and committed to improving the quality of their work*

 *Environmental Responsibility: Cultural organisations lead the way in their approach to environmental responsibility*

We will work closely with Rising Arts Agency and colleagues in Bristol Culture and Creative Industries to respond to the Let's Create strategy that makes tangible progress in diversifying our workforce. This will include applying our service's recruitment policy and procedures which includes positive action for young people and candidates from Black and Minority Ethnic groups and those with disability. We will report and measure our impact as a service within Bristol City Council.

We will measure our progress through a combination of dedicated team development time, ensuring it is a standing item on the agenda of all team meeting and board meetings. We will also share our role and progress in delivering to the Let's Create strategy to partners and the wider sector through our published [Annual Review](#).