

# Museums in Cambridgeshire Strategy 2020-2025





# November 2019

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17th Century Medicine at the Cromwell Museum Summer at the Museums 2019 , University of Cambridge Museums

#### 1. Introduction

Museums in Cambridgeshire (MiC) has developed this five year strategic plan through consultation with its membership and wider stakeholders.

Its aim was to produce an organisational strategic plan which

- i. Advocates for the needs of museums in Cambridgeshire
  - Outlines the needs of museums in Cambridgeshire and the context within which they are working.
  - Aligns these needs with local, regional and national agendas and sector priorities (including ACE core
    objectives for National Museum Development; audiences, new communities and place making,
    Mendoza Review).
  - Utilises regional data e.g. SHARE East of England benchmarking 2017-2018 to illustrate the impact of museums economically and socially
  - Understands how museums use the services MiC offers and reflects members' priorities for the future
- ii. Defines how Museums in Cambridgeshire, Cambridgeshire Museums Forum (CMF) and Cambridgeshire Heritage Engagement Group (CHEG) can provide practical support to address needs
  - Outlines how this can be enabled by the MPO
  - Includes an Action Plan with SMART objectives
  - Considers MPO's current service level agreement with SHARE Museums East and how this strategy supports the achievement of the activity plan

We are grateful for the continued support of our partners and members, ensuring Museums in Cambridgeshire is an active, responsive and vibrant organisation for all museums in the county.



#### 2. About us

Founded in 2014 Museums in Cambridgeshire is an independent association and membership organisation for all museums in Cambridgeshire and Peterborough. MiC evolved out of the Cambridgeshire Museums Advisory Partnership (CMAP), officially established in 2007.

MiC's strategic and action plan are delivered through its executive committee, chaired by the Head of Programmes, University of Cambridge Museums (UCM) and strongly supported by the work of Cambridgeshire County Council's Museums Partnership Officer (MPO). MiC supports two practitioner groups, the Cambridgeshire Museum Forum (CMF) and the Cambridgeshire Heritage Engagement Group (CHEG).

At November 2019 MiC has a membership of 29 museums, all Accredited or Working Towards Accreditation, plus two non-accredited associate members closely affiliated with County museums. The current subscription rate is £50 per annum, with associate membership offered at a negotiated rate.

Day to day activity for MiC is funded through annual membership fees and support funding for the MPO via Cambridgeshire County Council and SHARE Museums East, an Arts Council England Sector Support Organisation (SSO). Project delivery is generally funded through grants, although museums also contribute to county-wide initiatives, such as joint publicity and promotion.



Wide Skies Project, 2010



Memories in the Community Project, 2014



Summer activities at Burwell Museum and Windmill. Photograph c. Margot Krebs Neale, 2019.



# 3. Museums in Cambridgeshire Strategic Plan 2020 – 2025

To be approved – November 2019

Review date - November 2020

#### Our current mission and aims (from 2014)

Our mission is to be an active partnership that advocates for Cambridgeshire and Peterborough museums; supports their staff, trustees and volunteers and promotes their work to strategic partnerships, funders and visitors.

#### Our aims are to:

- 1.1 Act as Cambridgeshire and Peterborough museums' lead partnership to develop and support a local vision of museum development that is innovative, viable and strategic.
- 1.2 Advocate the work of Cambridgeshire and Peterborough museums to local authorities and other strategic partners and networks.
- 1.3 Develop and collect evidence to supports the Partnership's advocacy of Cambridgeshire and Peterborough museums.
- 1.4 Work collaboratively with all agencies, groups and organisations that share the Partnership's objectives locally, regionally and nationally; including Arts Council England, SHARE Museums East, Museums Association and other bodies.
- 1.5 Support the development of museum services and their provision across Cambridgeshire and Peterborough through co-ordinated fundraising and effective use of the Partnership's own resources.
- 1.6 Provide a network of support for all staff, volunteers and trustees in museums with the aim of increasing awareness and raising standards, including supporting Museum Accreditation
- 1.7 Share information through networking opportunities, including conferences, for the benefit and improvement of all members of the Partnership and other interested partners.
- 1.8 Raise the public profile of museums by promoting all aspects of their services locally and regionally.
- 1.9 Strengthen partnerships between Cambridgeshire and Peterborough museums and wider cultural provision.

#### **Key principles:**

The 2020 – 2025 strategic plan has developed with the following key principles:

- The need to align with the support and funding arrangements available through the strategic partnership of SHARE Museums East and Arts Council England.
- The importance of developing a Strategic Plan which provides key strategy and direction for MiC members alongside a workable action plan.
- Creation of strategic objectives for a five year period supported by a two year action plan, reflecting the funding available to support the Museums Partnership Officer and provision of small grants and delivery of projects.
- Consultation with MiC members and stakeholders to ensure relevance and commitment to delivery of the strategic plan.

# **Museums in Cambridgeshire Values**

## We aim to reflect our values in every aspect of MiC. Our values are to be:

#### Sustainable

We envisage a long term future for the Museums in Cambridgeshire partnership. We aim to be financially sustainable to deliver our action plan and continue our services to members.

#### Inclusive

Museums in Cambridgeshire is open to all museums in the county. We aim to provide an inclusive environment for all museums and to ensure our membership is fully reflective of the diversity of museums within Cambridgeshire.

## Collaborative

We work with our membership and stakeholders to ensure our work for them remains relevant, responsive and deliverable.



#### Strategic aims

#### Our strategic aims 2020 -2025 are focussed around four key areas:

- a. Advocacy
- b. Communication
- c. Support
- d. Sustainability and resilience of Museums In Cambridgeshire

#### a. Advocacy

#### The role of MiC as an advocate for museums in Cambridgeshire is important.

We will provide a combined museum voice for the county and articulate 'our message' at a regional, sub-regional and local level to comment on development of cultural strategies, initiatives and museum issues.

#### b. Communication

We will actively demonstrate the value of Cambridgeshire museums to stakeholders and through our practitioner groups, to the wider public.

Members value the communications and networking provided by MiC. These services enable museums to access information about local, regional and national initiatives. It is a targeted and local information source which is responsive and complementary to that provided by SHARE Museums East, Arts Council England and other bodies. Networking opportunities through MiC, CMF and CHEG support sharing of expertise, knowledge and experience amongst colleagues working and volunteering in all museums. This encourages joint working and opportunities for shared projects.

#### c. Support

## We will continue to support active communication and networking through a range of channels.

Partnerships are central to delivery of our support to members. We will work in partnership with our member museums and with external organisations to maximise collaborative working and to empower museums to reach new goals and be ambitious.

# MiC partnership goals for 2020-2022 are:

- **Diversifying and strengthening our workforce,** with a particular focus on recruiting young people as volunteers and giving more opportunities for leadership to early-career museum staff
- Embedding museums into public services that serve Cambridgeshire communities
- Making MiC known to potential partners, including businesses
- Consulting and co-producing with wider and more diverse audiences to ensure museums' continued relevance and sustainability

# d. Sustainability and resilience of Museums in Cambridgeshire

MiC understands the need to ensure it continues as a sustainable organisation with robust governance in place to enable delivery of this strategic plan. We will provide clarity on the governance and management of MiC, review our governance model and the roles of Cambridgeshire Museums Forum and Cambridgeshire Heritage Engagement Group and develop an active succession plan to ensure our future sustainability.



'Khaki on Campaign', photograph c. Imperial War Museums, Duxford

# 4. Museums in Cambridgeshire Action plan 2020 – 2022

Successful delivery of the action plan is dependent on the continuing combined efforts of the Museums Partnership Officer, MiC Executive Committee and members.

Strategic priority	Action	Resources required	Task Owner	Progress	Timescale	STATUS
Advocacy	Collecting data from museums to demonstrate a Cambridgeshire-wide combined cultural and economic value of museums in Cambridgeshire.	SHARE Benchmarking Survey and Administrative Support	MPO/ Members		Annually 2020, 2021, 2022	
	Encourage effective evaluation by museums and provide data of impact of work and projects to support.	MiC to encourage evaluation by members. Provision of evaluation training and case study templates.	МРО			
	Provision of clear, county benchmarking statistics to members for use in their own advocacy campaigns.	MPO to coordinate collation of data from member museums	МРО			
	Strengthening the combined voice of MiC to enable it to respond dynamically to changes in the political and funding landscapes through regular consultation with members and responding to agendas as they arrive.	Exec Committee	Exec Committee			
	An annually updated MiC advocacy document circulated to Chairs of Thematic Steering Groups in Local Authorities plus key funding, business and community stakeholders.	MPO to develop and coordinate with MIC executive committee and in consultation with the membership	MPO/Exec Committee			
	Delivery of a 'Councillors Catalogue' providing links to existing online lists of relevant representatives from Councils at County and District level, MPs and local lobbying groups who museums can engage as supporters	MPO time	МРО		Mar 2020 All year	
	Social Media campaigns that promote MiC aims	MPO time	MPO/ Members		All year	
	Bi-Annual MiC Awards (2019, 2021, 2023, 2025) in alternate years to SHARE Volunteer Awards	MPO & Steering Group time Externally-sourced funding	MPO/Exec Committee		Bi-annual, Apr-Nov	
	MiC Photography Scheme, by application Feb/Mar and consideration at Spring Exec Meeting	Approved photographers Signed copyright agreements	MPO/Exec Committee		Annual, Feb-April	
Communication	Providing clarity on the governance and management of MiC and developing an active succession plan to ensure our future sustainability.	Executive Committee time	Exec Committee			
	MiC Weekly Newsletter provided from the Museums Partnership officer	Access to the CCC Granicus E-Newsletter system	ссс/мро			
	MiC Social Media via #MuseumsinCambs @CambsMPO	Access to social media	МРО			
	Establishing suitable communication technologies which can be used by Executive Committee	Access to online comms management tools e.g. Slack	МРО			

Strategic priority	Action	Resources required	Task Owner	Progress	Timescale	STATUS
Communication	Hold two Executive Committee meetings per year to ensure effective governance of MiC and review the delivery of the Strategic Plan	Meeting venues (usually offered by members at no cost)	МРО		Annual: April, Nov	
	Providing Executive Committee support for the related museum groups of CHEG/CMF	Executive Committee time	MPO/Exec Committee		Annual	
	Develop the Cambridgeshire County Council website which hosts the public-facing MiC web presence. Ensure website presents an active view of the combined activity of MiC with relevant projects and key campaigns. MIC website given member focus.	ccc website administration	MPO		Feb 2020	
	Ensure the CCC and MIC web pages serve their purpose by analysing user data and updating content to reflect strategic messages/current member needs	MPO time	MPO			
	The continuation of the MPO reporting to MiC on any County-wide areas for development, e.g. trends, community developments, training needs and risks. Member feedback to this report can form the local priorities passed on to SHARE and provide the 'proof of need' for any project applications.	MPO time	МРО			
	Ensure 'Museum 'Days Out' summaries produced by MPO for use by Tourism Offices	Design costs  – funded by membership or small external grant such as Art Fund UK	MPO		Easter 2020	
Support	Continue Small Grant Scheme (funded by CCC)	Small grant funding	МРО		Annual July-Mar	
	Provide case study templates for work in the region (via newsletter and CMF/CHEG)	SHARE case study templates	MPO/ SHARE		Annual	
	A member of the MiC Exec (usually MiC Secretary) is on steering group for CMF/CHEG	MPO time	MPO/Exec Committee		Annual	
	Continue Harwell Restoration Scheme – provide up to date membership details to members	Funded by membership fees	MPO/ Treasurer		Annual	
	CMF/CHEG to receive an annual MiC network grant (In 2020 CHEG to spend on marketing training; CMF on multiple licence subscription to an online grant finding service e.g Grants Online, Funding Finder)	Funded by membership fees	Treasurer		Annual, Mar-Apr	
	Partnership development will focus on:  Developing internal partnerships	ACE project grant	MPO/Exec Committee			
	ACE 2 yr project to help establish internal and external partnerships and develop 'place-based' opportunities for volunteer development, workforce training and community-engagement projects.      Mic Summer Symposium invites members and external speakers on topics covered by the action plan      Mic digital museum 'day trip' maps will be produced and circulated to members and tourism partners e.g. Tourism Information Centres (TICs)      CHEG to discuss collaborating on an annual event e.g. Twilight Teacher CPD event      Develop CHEG and CMF by supporting steering groups, planning 2-3 meetings a year and at least one collaborative, sustainable activity (e.g. CPD event, shared fundraising tools) that promote their work, makes museums more resilient or enables wider partnership working	Attendee evaluation from SHARE conference MPO time CHEG steering group time, freelancer to develop Member subscriptions				



Strategic priority	Action	Resources required	Task Owner	Progress	Timescale	STATUS
Support	Developing external partnerships     Communities in Cambridgeshire     County-wide youth support agencies     Norfolk and Norwich Festival Bridge – to ensure CYP provision is firmly placed at the centre of MiC's programme of work. Head of Bridge invited to join MiC Exec Committee from Nov.2019     Through Norfolk and Norwich Bridge, connect with LCEPs and other county Arts Partners who can help MiC effectively support Arts Awards provision in County museums     Launch an MiC mentoring programme with businesses and wider cultural organisations in Cambridgeshire, which better supports our workforce     Utilise our members' own supporters to make connections with communities in Cambridgeshire	Executive Committee  ACE project grant	MPO/Exec Committee		Early 2020	
	To support the building of partnerships with Cambridgeshire Communities  • ACE-funded project to develop a place-based approach to co-production between museums and target audiences within Cambridgeshire Communities  • MiC to align with CCC to identify and promote project opportunities to them  • MiC to develop better relationships with other regional museum networks by sharing case studies about co-production and inviting them to MiC events		MPO/Exec Committee		Early 2020	
	Campaigns to raise awareness of and sustain museums (External partnerships) e.g. Compilation of local Corporate Volunteering Schemes and local Corporate Funders	Up to £500 freelancer time, funded from MiC subscriptions	MPO/ Members		Annual	
	Campaigns to promote collaborative projects (Internal & External Partnerships) e.g. CHEG Teacher CPD event)	Up to £500 freelancer time to develop and promote the event, funded by MiC subscriptions	MPO/ Members		Annual	
Sustainability and resilience of Museums in Cambridgeshire	Review MiC governance model to ensure it is fit for purpose	Members' time	Exec Committee		Nov 2020	
	Identify a range of partners for inclusion on the executive committee to ensure wide representation of the membership	Members' time	Exec Committee		Nov 2019- Nov 2020	
	Review the roles of CMF and CHEG and their relationship with MiC (Nov 2020)	Members' time	Exec Committee		Apr 2020	
	Review and develop the strategic plan and associated action plan in line with review timetable.	Members' time	Exec Committee		Nov 2020	



 ${\it Glass fusing workshop at the Stained Glass Museum, Ely.}$ 



# Appendix – Development of the Strategic Plan 2020 – 2025

#### Introduction

Museums in Cambridgeshire (MiC) developed this five year strategy through consultation with its membership and wider stakeholders.

Its aim was to produce a strategic plan which

- 1. Advocates for the needs of museums in Cambridgeshire
  - Outlining the needs of museums in Cambridgeshire and the context within which they are working.
  - Aligns these needs with local, regional and national agendas and sector priorities (including ACE core objectives for National Museum Development; audiences, new communities and place making, Mendoza Review).
  - Utilises regional data e.g. SHARE East of England benchmarking 2017-2018 to illustrate the impact of museums economically and socially
  - Understands how museums use the services MiC offers and reflects members' priorities for the future
- 2. Defines how Museums in Cambridgeshire, Cambridgeshire Museums Forum (CMF) and Cambridgeshire Heritage Engagement Group (CHEG) can provide practical support to address needs
  - Outlines how this can be enabled by the MPO
  - Includes an Action Plan with SMART objectives
  - Considers MPO's current service level agreement with SHARE East of England and how this strategy supports the achievement of the activity plan

# 1. Background to Museums in Cambridgeshire

Founded in 2014 Museums in Cambridgeshire is an unincorporated membership organisation. We currently have a membership of 29 museums, the majority of whom participate in the Arts Council England Museums Accreditation Scheme.

There are six accredited museums in Cambridgeshire that are not currently MiC members. All Accredited museums and museums 'Working Towards Accreditation' in Cambridgeshire are encouraged to join MiC; our aim is for all accredited museums to be members by 2022.

Membership is open to all museums in Cambridgeshire and Peterborough, with a current subscription rate of £50. Two member organisations support MiC through Associate Membership. Associate membership is available at an individually negotiated rate for organisations and individuals who support the MiC mission.

#### Mission

MiC's mission is to be an active partnership that advocates for Cambridgeshire and Peterborough museums; supports their staff, trustees and volunteers and promotes their work to strategic partnerships, funders and visitors.

#### Our aims are to:

- 1.1 Act as Cambridgeshire and Peterborough museums' lead partnership to develop and support a local vision of museum development that is innovative, viable and strategic.
- 1.2 Advocate the work of Cambridgeshire and Peterborough museums to local authorities and other strategic partners and networks.
- 1.3 Develop and collect evidence to supports the Partnership's advocacy of Cambridgeshire and Peterborough museums.
- 1.4 Work collaboratively with all agencies, groups and organisations that share the Partnership's objectives locally, regionally and nationally; including Arts Council England, SHARE Museums East, Museums Association or other similar official bodies.
- 1.5 Support the development of museum services and their provision across Cambridgeshire and Peterborough through co-ordinated fundraising and effective use of the Partnership's own resources.
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- 1.9 Strengthen partnerships between Cambridgeshire and Peterborough museums and wider cultural provision.

#### **Governance**

MiC is governed by a constitution agreed by the membership (last updated 2015).

Our executive committee of up to 10 members are drawn from MiC's membership and from external organisations, provide the strategic direction for MiC and oversee delivery of the action plan. Members of our executive committee are unremunerated and provide time, energy and expertise to manage the organisation. At 2019 the executive committee has the following roles:

- Chair
- Vice Chair
- Secretary (the Museums Partnership Officer MPO provides this role)
- Treasurer

#### **Funding**

Day to day activity for MiC is funded through annual membership fees and support funding for the MPO via Cambridgeshire County Council and SHARE Museums East. Project delivery is generally funded through grants, although museums also contribute to county-wide initiatives, such as joint publicity and promotion.



#### What do we do?

MiC is supported by Cambridgeshire County Council and Arts Council England via the National Portfolio Organisation SHARE Museums East.

MiC's strategic and action plan are delivered through its executive committee, strongly supported by the work of Cambridgeshire County Council's Museums Partnership Officer.

Museums in Cambridgeshire works closely in supporting two practitioner groups, the Cambridgeshire Museum Forum (CMF) and the Cambridgeshire Heritage Engagement Group (CHEG).

From 2020, CMF will meet twice a year for focussed discussions on a topic of interest, generated by the network members at their previous meeting. The steering group comprises a Chair, Secretary and the MPO. From 2020 the role of Secretary will be rotated at each meeting. CMF opted to spend their 2020 MiC grant on a subscription to an online funding finder service.

CHEG will continue to meet three times a year for sessions that offer both a focussed discussion and round-robin updates from museums. The steering group comprises a Chair, Vice-Chair, Secretary and the MPO. CHEG opted to spend their 2020 MiC grant on tailored marketing training from a professional consultant.

Through its strategy work, the MiC Executive Committee earmarked some funding for a freelance consultant to work with both groups around their vision and purpose. However after discussion with the MPO at their Autumn 2019 meetings, both networks felt clearer about their purpose and instead opted to spend any further grants from MiC on the following pieces of collaborative work:

- CMF: A Freelancer to lead on compilation of a list of Corporate Volunteering Opportunities and a list of known Corporate Funding Schemes for each Cambs District
- CHEG: A Freelancer to develop and promote a Teachers' Twilight CPD event

#### **Activity**

MiC acts as an effective conduit for delivery of a range of MPO activity within Cambridgeshire, members benefit from the following services.

- MiC member events
- Weekly e- newsletter
- Training
- Joint publicity
- Social media links
- Inclusion on MiC website
- A combined voice for advocacy and lobbying
- Opportunities for joint projects as a result of fundraising by MiC
- Museum Development small grants
- Networking and support
- Access to the Harwell Restoration Priority User emergency service scheme
- A vote at the Autumn AGM and a voice in our future campaigns
- Involvement and funding for our practitioner group, CMF
- Involvement in and funding for our practitioner group, CHEG
- MiC Summer Symposium an inspiring, resilience-focussed event for members (2020>)
- Professional Photography (2019>)
- Museum Awards (inaugural event taking place on 4 November 2019)

#### **Museums Partnership Officer (MPO)**

The MPO provides advice and support to museums in Cambridgeshire, including supporting a range of museum networks throughout the county. This role is highly valued by the membership as a one stop shop for professional advice, support, signposting and networking.

Support is responsive to need, and strategic according to identified priorities. The MPO's support is complemented by a small grants scheme available to non-NPO MiC members, with maximum grant size of £500. While individual grants are modest, they have enabled museums to develop and demonstrate impact across all five ACE goals. Grants frequently act as seed funding enabling museums to secure additional and more substantial funding from elsewhere. In addition, the MPO provides professional advice and administrative support through the role of secretary to the MiC network and works closely with the Executive Committee.

# 2. Wider museum context: local, regional, national

MiC is supported by the wider regional and national museum framework. We are aware of the need for museums in Cambridgeshire to maximise all available opportunities and for this strategic plan to support our members in reaching their goals.

#### The Mendoza review

The Mendoza Review, an independent report commissioned by Department of Digital Culture Media and Sport and published in 2017, sought to identify how government could create an environment in which museums in England can flourish. DCMS published its

**How Government supports museums in England** action plan in October 2018 <a href="https://www.gov.uk/government/publications/museums-action-plan-2018">https://www.gov.uk/government/publications/museums-action-plan-2018</a>.

The nine key priorities recommended in the Mendoza Review are encompassed in the DCMS action plan. There is a focus on enhanced partnership working and for funders to develop more strategic ways of working. The nine priorities are

- Helping adapt to today's funding environment
- Improving the curation and management of collections so that they are accessible to the public
- Growing and diversifying audiences
- Ensuring museums contribute to the priorities of the local area
- Delivering cultural education
- Developing future leaders
- Diversifying the workforce of museums
- Increasing digital capacity and using digital technology to create innovative and engaging exhibition content
- Working internationally

#### **Regional picture**

The SHARE Museums East most recent museums benchmarking data from 2018 http://www.sharemuseumseast.org. uk/wp-content/uploads/2019/01/FINAL-Share-Museums-East-Annual-Museums-Survey-17-18.pdf demonstrates the importance of museums in Cambridgeshire to museum provision in the East of England.

It recognises the importance of museums in the East of England for both tourism and in supporting local communities to create a sense of place and belonging.

#### **Cambridgeshire County Council**

Cambridgeshire County Council, in service level agreement with SHARE Museums East, provides part-funding for the county Museums Partnership Officer. Key priorities are supporting museums to participate in the Arts Council England Museum Accreditation Scheme and aligning museums with the wider local objectives, such as Cambridgeshire County Council's 'Think Communities' strategy.

'Think Communities' demonstrates the Council's commitment to working strategically with local communities in building resilience and opportunity throughout the county.

#### Our vision

- **People:** Resilient communities across Cambridgeshire and Peterborough where people can feel safe, healthy, connected and able to help themselves and each other.
- **Places:** New and established communities that are integrated, possess a sense of place, and which support the resilience of their residents.
- **System:** A system wide approach in which partners listen, engage and align with communities and with each other, to deliver public service and support community-led activity.

#### Our pledge

The Think Communities partners will work together to:-

- Empower and enable communities to support themselves and encouraging community-led solutions and intervention. (People)
- Work with communities to harness their local capacity targeted towards those in the community requiring the most help. (*Places*)
- Support active, healthy communities to play a clear and evidenced role in improving people's lives, thereby preventing, reducing or delaying the need for more intrusive and costly public services. (*Places*)
- Align resources to create multi-agency support which can flexibly meet the changing needs of our communities (Systems)
- Be prepared to be experimental in our approach, in order to deliver individual local solutions and support ideas that can be replicated. (Systems)

#### **Arts Council England**

The MPO's work and small grants programme helps museums achieve the Arts Council England five key interrelated goals of:

- Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries
- Goal 2: Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries
- Goal 3: The arts, museums and libraries are resilient and environmentally sustainable
- Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled
- Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

Arts Council England is currently consulting on development on its new 10 year strategic framework 'Shaping the next 10 years' 2020 - 2030. This MiC strategic plan will be revisited in 2020 to ensure continued alignment with Arts Council England vision and outcomes.

#### **SHARE Museums East**

The key areas for MPO activity as defined by the SHARE Museums East delivery agreement with Cambridgeshire County Council are detailed below. The shaded areas reflect priority objectives identified by Arts Council England.

# **Cambridgeshire Museum Development Activity Plan 2019-20**

# **SHARE Museums East Core Objectives**

# Highlighted = ACE National Museum Development objective

Ref.	Objective	Outcome		
M.2	To ensure that the SHARE programme is properly managed and meets its objectives	SHARE is fully informed of the status of museums across the region and is able to adjust its provision of support to those areas of greatest potential or need		
1.1A 1.1B ACE	To enable museums to more effectively assess and develop through self-evaluation, peer review and audience review (in line with Quality Metrics principles)	Museums are encouraged and facilitated to employ Quality Metrics (QM) principles		
1.2 ACE	To enable museums to embrace and embed the Creative Case for Diversity (CCD) in how they deliver their work	Museums will make greater use of collections to tell stories of diverse audiences, widening their audiences and thereby developing their resilience		
1.4	To forge stronger and more diverse links with National and other larger museums to increase loans and related support to smaller museums	Museums are enabled to become more resilient through significant loans generating increased visits and visitor income		
1.5	To support museums to review and rationalise their collections in line with their strategic objectives	Museums are enabled to become more resilient through reducing costs of collections care		
1.6A 1.6B	To support museums to unlock the potential within their collections through research, engagement and commercial activity	Museums focus on collections that are core to their mission  Museums will make greater use of collections to tell stories of diverse audiences, widening their audiences and so developing their resilience  Museums will improve their contemporary collecting and improve their representation of their communities, widening their		
		audiences and developing their resilience		
2.1 ACE	To enable museums to understand and benefit from standardised audience data collection, to increase and develop audience engagement	Those museums with the capacity to undertake intensive audience data surveys do so, to increase and develop their audience engagement		
2.2	To enable museums to understand and benefit from standardised audience data collection, to increase and develop audience engagement	Smaller museums, for whom Audience Finder is unsuitable participate in a simpler audience data survey, to increase and develop their audience engagement		
2.3A	To enable museums to improve their standards of accessibility and remove barriers to engagement	Staff and volunteers have a greater understanding of barriers to access and actively strive to overcome them  Museum staff and volunteers will be able to access advice on making autism friendly improvements via access to an officially awarded Autism-Friendly 'beacon museum in each county		
2.4	To enable museums to improve the standard of their visitor offer through the SHARE Mystery Shopper Scheme	Staff and volunteers at participating museums will assert clear benefit and cite significant improvements to their visitor offer as a result of participation in the Mystery Shopper Scheme		
2.8B	To develop museum practice in community engagement and co-production activities	Increased participatory practice in museums across the region		
3.1 ACE	To use a nationally-consistent diagnostic toolkit, including relevant Accreditation elements as appropriate	To enable more museums to be resilient as a result of Museum Development interventions		
3.3	To support museums in the development of business-like thinking and models of operation	The Think Like a Business programme will support museums to become more resilient through developing and implement business plans focussing on cost-efficient activities and reduce effort on non-core activities		
3.4	To reduce the risks to organisations and individuals of unincorporated charitable status	50% of unincorporated organisations will convert to Charitable Incorporated Organisation (CIO) status		
3.5	To support museums in the development of good governance practice	Supported museums will identify and address issues with their governance or management arrangements, improving their resilience		
3.6	To increase the number of museums in the region using sustainable technologies and reducing their energy use	Museums in the region are supported to reduce their energy usage and environmental impact, and to increase their own resilience		

Ref.	Objective	Outcome		
3.7	To improve the resilience of museums by improving their skills and success in making funding applications	Museum staff and volunteers report increased levels of confidence and success in making funding applications, improving their museum's resilience		
4.1A ACE	To enable museum staff (paid and voluntary) to develop key skills including wider than traditional museum skills such as business, retail, digital, etc	Museum staff and volunteers gain confidence in and apply the use of traditional and new museum skills, building the resilience of their museums		
4.2A ACE	To ensure that museums diversify their workforce and governance, as appropriate to their context	The boards of supported museums will become more representative and more aware of the skills and experiences that they need to be healthy and relevant to their context		
4.4A 4.4D	To raise the profile and develop the practice of museum volunteering and volunteer management in the region's museums, including trustee boards	The confidence and skills in volunteer management of staff, volunteers and trustees will be raised		
		The SHARE Volunteer Awards will raise the profile of and encourage a greater sense of pride in museum volunteering in the region		
4.6	To understand the impact of museum development in the region by supporting SHARE in delivering the East of England Benchmarking scheme	The impact of the SHARE programme can be measured  Data is available for museums to benchmark and improve their own performance, and to provide evidence for funding applications		
5.1	To enable museums to attract more children and young people by being family-friendly	Museums are supported to become more resilient by attracting a wider audience		
ACE		Museums use the Kids in Museums manifesto to review and improve their offer for children and young people		
5.2	To enable museums to improve their formal and informal learning offer to children and young people	Museum staff and volunteers understand how and take active steps to improve their offer to children and young people		
ACE		Museum staff and volunteers know how to plan for and measure quality in their CYP work		
5.3	To promote the development of sustainable learning provision in museums	Museum learning programmes are made more resilient through the development of cost-effective models of formal or informal learning provision		
5.4	To maximise the value of ACE funding by close partnership working with the Festival Bridge to ensure as many museums as possible are contributing to Goal 5 aims	Museum staff and volunteers understand and value Arts Award and Artsmark		
	,	The number of museums participating in both schemes increases		
5.6	To increase the quality of and opportunities for CYP volunteering and thereby building a more sustainable and diverse volunteer base in museums	Deliver Young Engineers project to help participating museums develop a younger, more diverse volunteer base		
		Young volunteers will be better equipped to go on to work in engineering- industries		

# **Cambridgeshire Objectives**

Ref.	Objective	Outcome
6.1	To ensure that Must Farm finds are successfully displayed in Peterborough and Fenland.	Maximised engagement with Must Farm Bronze Age heritage
6.2	To ensure successful delivery of Northstowe Heritage Centre	Access to heritage for new community of Northstowe
6.3	To deliver a countywide project on behalf of Museums in Cambridgeshire	Members of MiC have received benefits for partnership project to help engagement with their visitors and/or improve resilience
6.4	To deliver a Fenland Museums/LCEP project	Members of the Fenland 6 Museums Group received benefits for partnership project with the Young Fenland Cultural Consortium to develop audiences and recruit more volunteers
6.4	Small Grants scheme	MiC members grant aided to deliver museum development projects
6.5	Museum of the Year Cambridgeshire 2019	With Executive Committee support, lead on organisation of awards competition

## **University of Cambridge Museums**

University of Cambridge Museums, as the largest Arts Council funded NPO museum service in Cambridgeshire, provide support to the MiC network in the form of staff to occupy the positions of Chair and Treasurer.

## **Cambridgeshire Museums Forum and Cambridgeshire Heritage Engagement Group**

MiC recognises itself as the strategic voice for museums in Cambridgeshire.

During the consultation is was apparent that CMF and CHEG as separately organised informal museum and heritage groups, are focussed on service delivery.

CMF and CHEG provide a vital role in supporting museums and their workforces with networking and support around specific issues. They also providing vital feedback to the MiC executive committee to enable the county –wide strategic museum voice to develop.

MiC will provide limited grant funding to CMF and CHEG to enable workforce development for members of the groups, i.e. through provision of professional trainers or funding an 'inspiration' visit.

It is recommended that representatives from CMF and sit on the MiC Executive Committee to maintain close links and to share information.

#### 3. Consultation with members and stakeholders

#### Methodology

A range of consultation methods were employed to allow maximum opportunity for the membership and stakeholders to respond. The following methods were used:

- An online survey
- Consultation events were held during June and July 2019 with the following groups:
  - o Cambridgeshire Heritage Engagement Group (CHEG)
  - o Cambridgeshire Museums Forum (CMF)
  - o Museums in Cambridgeshire
- Individual telephone interviews were conducted with stakeholders from:
  - o Cambridgeshire County Council
  - o Arts Council England
  - o SHARE Museums East
  - o Vivacity
  - o National Lottery Heritage Fund

Consultation focussed around consideration of the MiC mission, the proposed key aims (as defined by the MiC executive committee) and on establishing:

- · What MiC was doing well
- What MiC could do better in the future
- Which MIC services the membership used and valued and which services they wished to be delivered in the future



#### **MiC** mission

To be an active partnership that advocates for Cambridgeshire and Peterborough museums; supports their staff, trustees and volunteers; and promotes their work to strategic partners, funders, and visitors.

#### **Proposed key aims:**

- 1. **Advocacy** to promote and celebrate the museums in Cambridgeshire and Peterborough on behalf of members to key stakeholders
- 2. Influence to help shape museum and wider cultural policy making at local and regional level
- 3. **Communication and awareness** to share information, offer networking opportunities and raise awareness of sector standards, priorities and issues
- 4. **Partnerships** to encourage collaboration and partnerships between Cambridgeshire museums, wider cultural provision and other stakeholders/delivery partners
- 5. **Development** to actively support development of museums in Cambridgeshire and Peterborough, including fundraising for collaborative projects e.g. SWIM projects 2014-2018

# **Consultation findings**

Consultation findings consolidate feedback gathered from all methods of consultation to provide headline analysis.

This has enabled development of aims and priorities for the strategic plan.

- The online survey was completed by 22 individuals
- The three consultation events engaged a total of 42 individuals.
- Six stakeholder telephone interviews were conducted.

#### Results

# Services used and valued by the membership

The membership are supportive of the services MiC provides:

Being able to talk to other museums and finding out what other people are doing, and being able to access funding for small projects which would otherwise be very difficult to fund.

Networking for professionals and our trustees and volunteers Learning from each other and support of joint projects/finding common ground Organisation of the network by a chair/sec instead of us having to do our bit as we would not have capacity to do this Marketing of our events (we will use this more in future)

The top six areas valued by members are:

- Networking and support
- Weekly e-news provided by the Museums Partnership Officer
- Access to small grants via museum development which can make a significant impact for small museums
- The combined voice that Museums in Cambridgeshire provides
- Access to Harwell services
- Training opportunities

The Strategic aims proposed by MiC Executive Committee were ranked in order of popularity

- 1. Communication
- 2. Advocacy
- 3. Partnerships
- 4. Development
- 5. Influence

Feedback and discussion around the proposed key aims led to a reassessment of priorities.

**Influence** was initially identified as a separate strategic aim. On closer reflection and following feedback from the consultation events it was agreed to encompass influence within 'Advocacy'.

**Partnerships** and **Development** were well supported by respondents, but wider consultation suggested combining them under a wider strategic aim of 'Support'.

#### Area for consideration

The following areas were raised by consultees and considered by the MiC executive committee:

- MiC is a really useful vehicle for the link between the county council, museums and the wider partnership supporting the role of Museum Partnership Officer.
- There was some lack of understanding of the role and purpose of MiC, how it is governed, how individual members can become involved with the executive committee, the AGM
- Queries were raised on how much MiC should be focussing inwards on supporting its members or whether MiC as an entity should have a more outwards facing role.
- The purpose of the website was discussed; what is the purpose of the website to members?
- Questions were raised as to whether MiC should expand and encompass a wider heritage presence in the county? I.e. including local history groups and societies within the membership.
- There is a need for strength and unity of purpose for MiC across the whole county.
- MiC has a key role in advocacy raising for the profile of the museums within the political landscape and positioning museums within wider strategies; clear definition of who exactly is MiC advocating to be required.
- Strength is in the partnership and the shared voice for advocacy, profile raising and presenting a positive focus for how museums can be included in wider agendas.
- More research is required to pull together relevant data to support the case for museums in adding value to economy, tourism, jobs, place making etc. Justification for existence is important and should be linked to SHARE benchmarking



#### Key areas for future development

The following key areas were identified by consultees and stakeholders as areas of future focus for MiC.

- Governance of MiC ensuring the governance and structure of MiC remains fit for purpose. Communicating more clearly to the membership so governance and operational areas are better understood.
- Clarification of the roles and responsibilities of the executive committee.
- Clarity on the combined voice to stakeholders.
- Advocacy and partnership working are identified as key aspects for MiC. There is recognition that MiC should be
  a combined voice for the county and currently this is not the case. There is a need to articulate the 'voice' at a
  sub-regional, local level and comment on issues raised nationally and regionally.
- Partnership working should be a key encouragement area.
- Communication important for the membership but this needs to be a two-way exchange with museums feeding up and not just receiving.
- MDO e-news is good as more quick and more responsive than SHARE monthly news
- A focus on data gathering, evaluation and research from the membership, enabling MiC to gain greater understanding of museum needs and museum data.
- Data evaluation is a key area it will be good to more fully understand the data and evaluation of the small grant scheme and how this is coordinated within the MiC partnership.
- Data is really useful in what it can unlock. CCC is interested very much in the voluntary and community sector
  and how it can deliver in key areas so if by giving a small amount of resource this unlocks capacity, this is
  important activity.
- In particular, for the forthcoming Museum Development funding round it will be useful to have a more in-depth understanding of local needs and priorities so this can influence programme delivery.
- Important that grants application to SHARE are influenced by the wider membership and not solely the work of the MPO. How is this evidenced?
- Local training is important and has a place to ensure areas not offered by SHARE are covered on a local basis.
- Ensuring that the combined membership voice of MiC is clear and strongly articulated to stakeholders and the membership.
- What can be done to share best practice to assist smaller museums?
- A needs mapping exercise for skills and sharing will enable a proactive approach and a relevance to the action plan.
- The challenge in developing new audiences and attracting funding is to develop different collaborations with non-heritage organisations this could be a step change to widen the appeal of a museums but which could make a greater impact especially in rural areas, allowing a wider range of people to be involved and for greater resilience and sustainability for the future (example given was working with Headway or similar organisations or the wildlife trust).

#### **List of consultees**

# **Museums in Cambridgeshire Executive Committee**

Jo McPhee - Chair

Melanie Worgan – Secretary and Museums Partnerships Officer

Jasmine Allen - Deputy Chair

Kerry Wallis - Treasurer

Arts Council England Liam Wiseman, Museums Relationship Manager

Cambridgeshire County Council Christine May, Assistant Director, Cultural and Community Services

Joanne Gray, Partnerships, Projects and Funding Manager

SHARE Museums East Jamie Everitt, Regional Museum Development Manager

National Lottery Heritage Fund Robyn Llewelyn, Head of engagement

Vivacity Richard Hunt, Director of Culture

Members of Cambridgeshire Heritage Engagement Group (CHEG)

Members of Cambridgeshire Museums Forum (CMF)

Members of Museums in Cambridgeshire (MiC)

Thank you to everyone who provided feedback and information to help develop Museums in Cambridgeshire Strategic Plan 2020 – 2025.

