

South East Museum Development Programme Activity Plan April 2013 – March 2015

1. Introduction

1.1 Background

In 2012, the South East Museums Consortium, consisting of Royal Pavilion & Museums, Brighton and Hove (the lead partner), Hampshire County Council Arts and Museums, the Oxford ASPIRE Consortium and Chatham Historic Dockyard, received a funding award of £1.4m from the Arts Council England to provide a Museum Development Programme in the region between August 2012 and March 2015.

The purpose of the South East Museums Consortium is to exercise their combined expertise to lead and support the development of an ecology of excellent museums appropriate to geographic locality and local needs. The programme engages the regional museum sector's 'major partner museums' and national programme, and aims to unleash the expertise of museum organisations and other cultural providers across the region. It will create a model of dispersed leadership, supporting delivery of a thriving cultural landscape offering social and learning benefits for local people and visitors and contributing to the South East tourism economy. It will develop an overarching strategy of clear developmental priorities for the region's museums, drawing and improving on recent surveys and sector analyses.

This will lay the foundations for ensuring the future of museum development after 2015, enabling a self-sustaining culture of development and improvement in the sector responsive to evolving needs and challenges.

1.2 Our vision

To enable the region's museums become strong, healthy and vibrant organisations and create a self-sustainable museum development framework.

1.3 Our goals and aims

The South East Museum Development Programme (SE MDP) supports the Arts Council England's five strategic goals outlines in **Culture Knowledge and Understanding: great museums for everyone**. They are:

- Goal 1: Excellence is thriving and celebrated in museums
- Goal 2: More people experience and are inspired by museums
- Goal 3: Museums are sustainable, resilient and innovative
- Goal 4: Museum leadership and workforce are diverse and highly skilled
- Goal 5: Every child and young person has the opportunity to experience the richness of museums

To help deliver these goals, we want to model and foster a culture of collaborative working, building on the South East Museums Consortium's lead and expertise, encouraging peer support through networking, training and mentoring, and partnership working, and facilitated by the guidance and brokerage of Museum Development and Cultural Partnership Officers (MDO and CPO).

Aim 1: Excellence
Museums will achieve and maintain high collection management standards, including working towards, attaining and maintaining Accreditation; and to work towards illuminating their collections and making them engaging, exciting and accessible.
Aim 2: Audiences
Museums will develop coherent strategies for audience development with a focus on improving the quality of their visitor experience, continually developing their services and offer to ensure that it responds to visitor needs and expectations. Emphasis will be placed on audience development through digital media.
Aim 3: Resilience
Museums will address the challenges of securing long term sustainability and to establish a viable and resilient museums sector.
Aim 4: Leadership, Workforce and Diversity
The museums sector is skills-rich, confident, and develops a strong culture of collaborative working.
Aim 5: Children and Young People
Children and young people experience and engage with museums in the South East through innovative means and methods, and museums record engagement to allow for regional research and advocacy.

We will achieve these aims by:

- building relationships, identifying and brokering access to advice, support and expertise from within the museum sector (peer to peer), and from external agencies/organisations;
- offering expert professional support and strategic advice, including fundraising and business development;
- providing opportunities for those who work and volunteer in museums to develop their skills;
- fostering partnership and collaborative working;
- facilitating improvement projects;
- and promoting the work and achievements of museums, and advocate on their behalf.

1.4 Outcomes

Our anticipated outcomes from the investment between 2012 and 2015 are:

- a more sustainable and resilient museums sector
- increased collaboration and sharing of resources, delivering greater public benefit
- improved skills in effective strategic planning and operational, professional and business performance
- museums encouraged and supported to achieve and maintain standards, including Accreditation
- a suite of shared knowledge management and business support tools and resources, to ensure that this investment continues to benefit the sector beyond 2015

1.5 Programme management and monitoring

The SE MDP is coordinated and monitored by the South East Museum Development Co-ordination Group (MDCG), representing the four organisational members of the Consortium, supported by the South East Relationship Manager for Museums, and attended by all of the MDOs and CPO.

Overall programme scrutiny is provided by Royal Pavilion Museum Renaissance Advisory Group, with financial management and reporting provided by the Financial Services section of Brighton & Hove Council. Legal agreements are in place to regulate the contractual and financial arrangements between the partners which host posts funded by the SE-MDP.

2. Activity Plan 2013-14

The 2013-14 Activity Plan will continue to deliver the business case for the Museum Development Programme and support the five ACE Goals, through a wide range of tools, activities and methodologies as described in 1.3.

The Activity Plan is underpinned by four local sub-regional work plans, which describe the detailed operational work in each area that is critical to the delivery of the regional Programme. Each sub-regional work plan is informed by and tailored to the needs of the museums in that sub-region. These guide the SE-MDP work in each sub-region and enable the programme to be responsive to local needs, relevant and suitably delivered whilst taking into consideration the widely differing levels that each museum is working at.

2.1 Key areas of activity

Aim 1: Excellence
E1) Maintain the network of Museum Development and Cultural Partnership Officers working sub-regionally, responsive to local need (KPI-4.1). E2) Provide professional development opportunities for the MDO network to ensure that MDOs knowledge is kept current (4.1). E3) Support museums to attain and maintain Accredited status (1.2) E4) Provide a programme of specialist support targeting collections management and care (1.1). E5) Monitor and analyse SE-MDP activity such as network development, quality of training and events, project success etc via the regional database (1.2, 1.4).
Aim 2: Audiences
A1) Develop a coordinated approach to visitor and user data capture by developing a cohesive regional data capture framework and champion the use of it (2.2). A2) Collect and disseminate annually visitor and user data to enable the creation of sector statistics, which will demonstrate the social, learning and economic impact of the sector (2.2). A3) Work with wider strategic bodies such as the regional Bridge organisations, the Local Enterprise Partnerships, the South Downs and New Forest National Park Authorities to reach new audiences and influence powerful advocates (4.1). A4) Create and/or support collaborative projects which will increase and diversify audiences to South East museums (4.1). A5) Develop and deliver a regional Digital Strategy (3.1). A6) Provide a programme of specialist support targeting learning, audience evaluation and development, digital innovation, interpretation and improved visitor experiences (2.3, 3.1).
Aim 3: Resilience
R1) Review options for sustainable and long-term museum development provision beyond 2015 (4.1). R2) Strengthen existing networks and forums which will form the basis of peer support networks that will enable museums to continue to develop their skills and expertise (4.1). R3) Deliver a training programme responsive to local sector needs and provide opportunities to access specialist training (1.2, 1.3). R4) Foster an ethos of collaborative working and support partnership projects (4.1). R5) Assist organisations to bring additional investment into the sector through partnership projects and fundraising (4.1, 5.1, 5.2). R6) Provide a programme of specialist support targeting income generation, fundraising, business planning, governance and sustainability (5.1, 5.2, 5.3).
Aim 4: Leadership, Workforce and Diversity
L1) Develop a regional strategy for the South East museums sector; a framework both to inform what is happening/will happen in the region, and support Comprehensive Spending Review (CSR) submissions (4.1). L2) Reinforce the Museum Development framework of dispersed leadership and inclusivity. This

will combine sub-regional advisory panels with a new regional policy group focused on collective strategic planning (4.1).

- L3) Develop and deliver a regional communications and advocacy strategy to keep museums informed and engaged with the Museum Develop Programme as well as demonstrate the social, learning and economic impact of the sector (1.3).
- L4) Strengthen existing networks and forums, as the best mechanism for supporting museums to continue to develop their skills and expertise beyond April 2015 (1.3, 4.1).
- L5) Provide a programme of specialist support targeting succession planning, volunteering and continual professional development (1.2).

Aim 5: Children and Young People

- C1) Broker partnership working with the South East Bridge organisations (Artswork and Royal Opera House) to develop regional and sub-regional strategies to support museum based and cross-cultural learning (4.1).
- C2) Encourage and support museums to use the Schools4Museums database and contribute to data collection (2.1, 2.2).
- C3) Ongoing support for those who completed, or wish to begin, Arts Award training (1.2).

2.2 Outline Activity Plan 2013-14 (Year 2)

Aim	Objective	Activities	KPI	Sub-region
AIM 1: EXCELLENCE	E1) Maintain the network of Museum Development and Cultural Partnership Officers working sub-regionally, responsive to local need	<ul style="list-style-type: none"> Work with host organisations to ensure all vacant posts are filled promptly. MDOs and CPO attend MDWG meetings every 6 weeks and MDCG meetings every quarter. All MDOs contribute to strategic planning and activity for the South East 	4.1	ALL
	E2) Provide professional development opportunities for the MDO network to ensure that MDOs knowledge is kept current	<ul style="list-style-type: none"> Continue to improve own skills, knowledge and specialism as MDOs, by attending MDWG meetings and exploiting briefings and training offered by other organisations such as AIM, MA, ACE etc. SE-MDP Coordinator to represent the South East Museum Development Programme nationally as a member of the Museum Development Network Executive Committee. MDOs attending MD-Network CPD events and conference, or similar events 	4.1	ALL
	E3) Support museums to attain and maintain Accredited status	<ul style="list-style-type: none"> Support museums going through the Accreditation process by way of phone, email or face to face during site visits. Organise sub-regional workshops for museums in tranches 6-10 Encourage non-Accredited museums to consider applying for Accreditation, submit ACE Accreditation <i>Eligibility Questionnaire</i> and prepare for full application Provide support to Museum Mentors by working with the Accreditation Adviser (East) 	1.2	ALL
		<ul style="list-style-type: none"> Recruitment campaign for additional/prospective Museum Mentors (in conjunction with ACE Accreditation Team and Regional Accreditation Adviser. Develop SEWS MM network in the SEWS and Hants-Solent sub-regions[Cross-reference with L4, below]) 		ALL
	E4) Provide a programme of targeted specialist support including collections management and care	<ul style="list-style-type: none"> Continue to give direct advice to individual museums, groups of museums and local councils on potential or current projects or enquiries, by way of phone, email or face to face during site visits. 	1.1	ALL
		<ul style="list-style-type: none"> Support focused and bespoke collection management initiatives. Enable museums, with consultant support (micro-consultancies), to address rationalisation issues Support Preventive Conservation and collection care initiatives by enabling the Preventive Conservation Officer (funded by Brighton) to carry out ongoing site visits and preventive conservation condition surveys and advice given Distribution of kits; to include cleaning, packing, storing, mounting, labelling & marking and basic preventive conservation and monitoring. Enable museums to receive site visits for specialist remedial collection condition 	1.2	KEN/SEWS

Aim	Objective	Activities	KPI	Sub-region
		assessment and advice funded by the micro-consultancies.		
		<ul style="list-style-type: none"> Support and develop plans for a second 'Remedial Conservation' project. Ongoing discussions with Sussex Museums Group, SEWS MDOs, Surrey Museums Consultative Committee, and Kent Museums Group as to next steps. 		
		<ul style="list-style-type: none"> Improve quality of collections type knowledge. Develop a series of collections-type-based seminars (to academic study standard), to increase specialist knowledge & identification skills, eg. Supporting RPM Monument Fellowship 	1.1	SEWS
		<ul style="list-style-type: none"> Further work into issue of Archaeology Archives storage: <ul style="list-style-type: none"> Support the SxMG Archaeology Working Party & Surrey AWP re approaches to archaeological archives storage and other relevant issues Link with KCC and take advice from SxMG's Archaeology Working Party re county-wide approach to collecting policy and deposition guidelines. Workshop on writing Collection Development Policies to include deposition guidelines and collecting boundaries Gather info from museums to carry out collection mapping and boundaries exercise. Enable GIS plotting / web access. 	1.1	KEN/ SEWS
		<ul style="list-style-type: none"> Create a Collections Network to review collectively collections related matters. This may lead to a collaborative project. Implement the Digital Preservation Strategy for the Hampshire Solent area developed in 2012/13 (part of the Resilient Collections, stage 1 project) 	1.1	HIOW
	<ul style="list-style-type: none"> Recruit 10 museums to preventive conservation cohort. Provide training and peer mentoring opportunities Create and distribute environmental monitoring start-up kits for loan to museums Produce additional 'How To' guides on conservation, available on line and in other formats as required 	1.3	BOB	
	E5) Monitor and analyse MDP activity such as network development, quality of training and events, project success etc via the regional database	<ul style="list-style-type: none"> Collate data ref MDP interaction and support provided to museums as well as the outcomes and activities into regional database in order to build up an evidence base/benchmarking tool for the wider museum community. Evaluation of the training courses, including number of participants and satisfaction rates Evaluation of Training Bursaries or similar GDP schemes for museum workers 	1.2 1.4	ALL
AIM 2: AUDIENCES	A1) Develop a coordinated approach to visitor and user data capture by developing a cohesive regional data capture framework and champion the use of it	<ul style="list-style-type: none"> Work with consultant to produce an agreed regional framework for visitor capture <ul style="list-style-type: none"> Provide training/discussions in its use via sub-regional networks. Museums supported to interrogate and act upon data collected in order to demonstrate their impact. Work with other organisations collecting this type of data, e.g. ASPIRE in BOB 	1.3 2.2	ALL
	A2) Collect and disseminate annually	<ul style="list-style-type: none"> Collect key data from regional museums on annual basis, including visitor data. 	1.2	ALL

Aim	Objective	Activities	KPI	Sub-region
	visitor and user data to enable the creation of sector statistics, which will demonstrate the social, learning and economic impact of the sector	<p>The report will be distributed to all stakeholders and made available through the website.</p> <ul style="list-style-type: none"> • Promote the questionnaire through training/discussions via sub-regional networks. 	2.2	
	A3) Work with wider strategic bodies such as the regional Bridge organisations, the Local Enterprise Partnerships, the South Downs and New Forest National Park Authorities to reach new audiences and influence powerful advocates	<ul style="list-style-type: none"> • Investigate links with the University of Kent, Christ Church University, and various other FE/HE providers. <ul style="list-style-type: none"> ○ Support UoK's Anthropology students group, TRIBE, plan for a HLF bid to Young Roots to support heritage organisations. ○ Support UoK's plans for ongoing 'University Links and Collection Research' sessions to link academics with museums. ○ Link with various faculties at UoK/CCC and carry research into internships (via the volunteering and careers departments). ○ Carry out research into apprenticeships for young people not at University • Work with Artsworld to set-up one pilot project per sub-region, to address areas of low schools engagement. Museums with low capacity supported to research and develop alternative learning delivery programmes to schools with little or no engagement history (As evidenced by the S4M 2011-12 data) • Develop strong links with sector stakeholders via the CPO role, and investigate new opportunities for collaboration. • Continue to support the Creating a Culture of Philanthropy HLF bid, if the round 1 application is successful. 	4.1	KEN
		<ul style="list-style-type: none"> • Work with Artsworld to set-up one pilot project per sub-region, to address areas of low schools engagement. Museums with low capacity supported to research and develop alternative learning delivery programmes to schools with little or no engagement history (As evidenced by the S4M 2011-12 data) 	2.1	ALL
		<ul style="list-style-type: none"> • Develop strong links with sector stakeholders via the CPO role, and investigate new opportunities for collaboration. • Continue to support the Creating a Culture of Philanthropy HLF bid, if the round 1 application is successful. 	4.1	HIOW
	A4) Create and/or support collaborative projects which will increase and diversify audiences to South East museums	<ul style="list-style-type: none"> • Support and facilitation of joined up First World War plans <ul style="list-style-type: none"> ○ Support DMAG's 'Grants for the Arts' project application for a series of creative FWW commemoration ○ Provide ongoing support and be a member of the 'FWW in K&M Steering Group', supporting a potential joint HLF bid. • Support the Stronger and Bolder partnership project lead by HCC, SCC and WCC • Work with the Collaborative Projects Board and the HCC WW1 Project Coordinator to agree how to implement the recommendations of the mapping and project proposal report • Investigate the option of submitting a collaborative application to the HLF to develop resources for schools to support learning on the subject of the First World War • Support museum engagement with 1914 Centenary plans <ul style="list-style-type: none"> ○ Collate and help promote museum-based 1914 Centenary activity ○ Support WSCC Library service to deliver its HLF-funded WW1 community heritage project (& ESCC or SCC projects?) 	4.1 5.1	KEN
		<ul style="list-style-type: none"> • Support the Stronger and Bolder partnership project lead by HCC, SCC and WCC • Work with the Collaborative Projects Board and the HCC WW1 Project Coordinator to agree how to implement the recommendations of the mapping and project proposal report • Investigate the option of submitting a collaborative application to the HLF to develop resources for schools to support learning on the subject of the First World War 	4.1 3.1	HIOW
		<ul style="list-style-type: none"> • Support museum engagement with 1914 Centenary plans <ul style="list-style-type: none"> ○ Collate and help promote museum-based 1914 Centenary activity ○ Support WSCC Library service to deliver its HLF-funded WW1 community heritage project (& ESCC or SCC projects?) 	4.1	ALL / SEWS

Aim	Objective	Activities	KPI	Sub-region
		<ul style="list-style-type: none"> Expand Sub- Regional Loans project in BOB To involve six museums, each contributing an 'important' object from their collection of a type that is not present in the collections of the others, to create a touring exhibition. Part of Project to include knowledge transfer between the museums concerning loaned objects and, where appropriate, wider sector skills. Additional aim of project through loan of object's to encourage visitors of one museum to visit other. Audience monitoring to be part of project. Provide practical training in mounting exhibitions and touring exhibitions. 	2.2	BOB
	A5) Develop and deliver a regional Digital Strategy	<ul style="list-style-type: none"> Develop a regional digital strategy that addresses the work of the MDP and how it will improve the approach to digital technologies within the museums themselves and how we use digital technologies across the programme. 	3.1	ALL
	A6) Provide a programme of targeted specialist support including learning, audience evaluation and development, digital innovation, interpretation and improved visitor experiences	<ul style="list-style-type: none"> Continue to give direct advice to individual museums, groups of museums and local councils on potential or current projects or enquiries, by way of phone, email or face to face during site visits. Support focused and bespoke initiatives in museums to improve their understanding audiences, their interpretation and visitor experience offer through the offer of micro-consultancies 	1.2 2.1 2.2 2.3 3.1	ALL
		<ul style="list-style-type: none"> Digital Technology project looking at: writing a Digital Strategy; Web-Presence (inc Social Media); Digital Preservation; assessing technology use within museums <ul style="list-style-type: none"> Use KEN base-line web-presence research model to map SEWS museum on-line presence Plan & deliver Digital Strategy workshop and other tng/WFD events; Enable museums, with RP&M support, to address and improve their use of digital technology 	3.1	KEN/ SEWS
		<ul style="list-style-type: none"> Building on the lessons learned from the Heritage 100 Roadshows, roll out an outreach project using new technology (iPads and digital platforms) 	3.1	HIOW
		<ul style="list-style-type: none"> Support focused and bespoke initiatives to museums in improving their interpretation and visitor experience offer. Continue to deliver Re:Fresh project with 14 museums 	2.3	SEWS
		<ul style="list-style-type: none"> Deliver Social Media project in conjunction with Oxford Brookes University, to enable 3 museums to develop apps to enhance interpretation on site, with particular appeal to younger audiences. 	2.1	BOB
AIM 3: RESILIENCE	R1) Review options for sustainable and long-term museum development provision beyond 2015	<ul style="list-style-type: none"> Research mechanisms for the delivery of a sustainable Museum Development framework. Work with external consultants to carry out research. 	4.1	ALL
		<ul style="list-style-type: none"> Recruit P/T SEWS/KEN Administrative Assistant, to provide admin support, research and data entry/cleaning to SEWS & KEN MDOs, Prev Cons Officer and 	4.1	SEWS/ KEN

Aim	Objective	Activities	KPI	Sub-region
		Learning Officer		
	R2) Strengthen existing networks and forums which will form the basis of peer support networks that will enable museums to continue to develop their skills and expertise	<ul style="list-style-type: none"> Develop the SHARE South East programme based on pilot work carried out in HIOW Support and contribute to the development of a Kent Heritage Network lead by Kent County Council. Continue to strengthen the Hampshire Solent MDP Advisory Panel and the Museums Forum Support and contribute to the consolidation of the SEWS Leaders Forum Continue to support the BOB networks: Oxfordshire Museums Council, Berkshire Museums Network, Milton Keynes Arts and Heritage Alliance, BOB Learning and Interpretation Network, BOB Accreditation Club 	1.2 4.1	ALL
	R3) Deliver a training programme responsive to local sector needs and provide opportunities to access specialist training	<ul style="list-style-type: none"> Organise full training programme to address identified needs, working and linking the four sub-regions, as appropriate. (NB All activities from the other 4 goals provide an element of workforce development (see E4, A3, A6, R6, L4, L6, C1, C3) Evaluate training workshops to feed into future programming Organise and run surgeries on specific development areas Deliver programme of Training Bursaries or similar CPD support for museum staff Promote other training providers such as Artwork, AIM, GEM and Museums Association through the newsletter 	1.2 1.3	ALL
	R4) Foster an ethos of collaborative working and support partnership projects	<ul style="list-style-type: none"> See Aim 2: Audiences A3 and A4 	4.1	ALL
	R5) Assist organisations to bring additional investment into the sector through partnership projects and fundraising	<ul style="list-style-type: none"> Support and advise museums on grant applications and income generation activity 	5.1 5.3	ALL
	R6) Provide a programme of targeted specialist support including income generation, fundraising, business planning, governance and sustainability	<ul style="list-style-type: none"> Continue to give direct advice to individual museums, groups of museums and local councils on potential or current projects or enquiries, by way of phone, email or face to face during site visits. Provide workforce development opportunities on how to generate income. Support focused and bespoke initiatives in business planning, governance, management, organisations health and general sustainability Offer UTILISE sustainability site audits for museums to help reduce their energy bills and carbon footprint. 	1.2 1.3 5.1 5.2	ALL
AIM 4: LEADE RSHIP	L1) Develop a regional strategy for South East museums; a framework to inform both what is happening in the region and the Comprehensive Spending Review (CSR)	<ul style="list-style-type: none"> Support the research and development of a museums strategy for the South East by: <ul style="list-style-type: none"> Facilitating consultation meetings with sub-regional groups Facilitating the dissemination and adoption of the strategy 	4.1	ALL

Aim	Objective	Activities	KPI	Sub-region
	submissions			
	L2) Produce a Museum Development framework of dispersed leadership and inclusivity. This will combine sub-regional advisory panels with a new regional policy group focused on collective strategic planning	<ul style="list-style-type: none"> • Support framework development for governance and management of the museums strategy for the South East. • Continue support the sub-regional panels by attending meetings and providing secretariat support. 	4.1	ALL
	L3) Develop and deliver a regional communications and advocacy strategy to keep museums informed and engaged with the Museum Development Programme as well as demonstrate the social, learning and economic impact of the sector.	<ul style="list-style-type: none"> • Implement the South East Museum Development communications plan by: <ul style="list-style-type: none"> ○ Disseminating a bi-weekly newsletter lead by BOB sub-region ○ Creating the new South East Museums website ○ Providing regular posting to the SEM website ○ Producing and eliciting case studies to illustrate good and model practice ○ Attending network meetings ○ Making site visits to individual museums for intelligence gathering purposes and follow up with reports/letters/information/advice packs as appropriate 	1.3	ALL
	L4) Strengthen existing networks and forums which will form the basis of peer support networks that will enable museums to continue to develop their skills and expertise	<ul style="list-style-type: none"> • Attend and contribute to existing network meetings as a when required • Support the development of new networks as opportunities and needs arise such the New Forest Museums network, Collections Network, Thanet district cultural network, etc • Complete the research for the development of the South East Share programme and launch the scheme 	1.2 1.3 4.1	ALL
		<ul style="list-style-type: none"> • Develop the Kent & Medway Museum Mentor network and create one in the other sub-regions: • Continue to carry out Museum Mentor skills audit to identify CPD opportunities. • Provide relevant WFD and CPD to mentors in required areas. 	1.2 1.3 4.1	ALL
	L5) Provide a programme of specialist support targeting succession planning, volunteering and continual professional development	<ul style="list-style-type: none"> • Continue to give direct advice to individual museums, groups of museums and local councils on potential or current projects or enquiries, by way of phone, email or face to face during site visits. 	1.2	ALL
		<ul style="list-style-type: none"> • Develop a Sustainable Volunteering project looking at: writing a Volunteer Policy; linking with volunteer bureaus and university departments; role descriptions, recruitment, management, CPD • In SEWS Organise and deliver Volunteer Management Round 2 series. Evaluate and action ongoing sector needs. 	1.2 4.1	KEN/ SEWS
		<ul style="list-style-type: none"> • Develop dedicated support programme on museum security <ul style="list-style-type: none"> ○ Deliver tiered training sessions on all aspects of object/ building/people security, including emergency planning, enhanced sessions for those museums attending previous introductory sessions; repeat introductory 	4.4	BOB

Aim	Objective	Activities	KPI	Sub-region
		<ul style="list-style-type: none"> sessions in 2014 ○ Develop resources, both online and in other formats as required, to provide advice on security issues as / when required ○ Signposting to existing sources of information 		
AIM 5: CHILDREN & YOUNG PEOPLE	C1) Broker partnership working with other organisations to develop regional and sub-regional strategies to support museum based and cross-cultural learning	<ul style="list-style-type: none"> • Work with the South East Bridge organisations (Artwork and Royal Opera House) to support and promote initiatives. • Support sub-regional Learning networks such as Kent & Medway Learning and Access Group (KMLAG), Learning Access and Interpretation Network, SEWS Learning networks: MuSE, Learning Liaison Forum 	4.1 1.3	ALL
		<ul style="list-style-type: none"> • Investigate the option of submitting a collaborative application to the HLF to develop resources for schools to support learning on the subject of the First World War 	4.1	HIOW
		<ul style="list-style-type: none"> • Support Maidstone Museum's 'Museums & Schools Programme' project and attend steering group meetings and represent KMLAG 	4.1	KEN
		<ul style="list-style-type: none"> • Work with Surrey's Learning Advisor (delivering in SEWS & KEN one day per week) to identify and deliver specific training • Organise and deliver Safeguarding training for KMLAG and for KMG members. 	1.2	KEN/ SEWS
		<ul style="list-style-type: none"> • Work with Surrey's Learning Officer (delivering in SEWS & KEN one day per week) to identify and deliver specific training <ul style="list-style-type: none"> ○ Organise and deliver Safeguarding training via LLF & MuSE networks. ○ With support from Learning Advisor, enable museums to improve their offer to Children & Young People. 	1.2	SEWS
		<ul style="list-style-type: none"> • With support from Learning Advisor, enable museums to improve their offer to Children & Young People by providing targeted micro-consultancies 	4.1 1.2	KEN/ SEWS
		<ul style="list-style-type: none"> • Use of social media as tool for engagement with CYP <ul style="list-style-type: none"> ○ Promote Social Media as a platform for the innovative use of collections to encourage engagement with children & young people, as part of wider Social Media project 	5.4	BOB
		C2) Encourage and support museums to use the Schools4Museums database and contribute to data collection	<ul style="list-style-type: none"> • Investigate links with the work being carried out on developing a common approach to visitor data collection and the data collected on the S4M database. 	2.1
C3) Ongoing support for those who completed Arts Award training	<ul style="list-style-type: none"> • Support and encourage sub-regional Learning networks such as KMLAG, LAInet to continue supporting the Arts Award and practicing their new skills • Follow up on-site specific advice for embedding Arts Award training 	1.2	ALL	
	<ul style="list-style-type: none"> • From data gathered from S4M database and other reports, identify possible sub-regional project led by KMLAG 	4.1	KEN	

Aim	Objective	Activities	KPI	Sub-region
		<ul style="list-style-type: none"> • Support and encourage the SEWS Learning networks: MuSE, Learning Liaison Forum <ul style="list-style-type: none"> ○ Follow up on-site specific advice for embedding Arts Award training ○ From data gathered from S4M database and other reports, identify possible sub-regional project led by LLF &/or MuSE 	4.1	SEWS

2.3 Outline Activity Plan 2014-15 (year 3)

Aim	Objective	Activities	KPI	Sub-region
AIM 1: EXCELLENCE	E1) Maintain the network of Museum Development and Cultural Partnership Officers working sub-regionally, responsive to local need	<ul style="list-style-type: none"> • Ensure all vacant posts are filled promptly. • MDOs and CPO attend MDWG meetings every 6 weeks and MDCG meetings every quarter. 	4.1	ALL
	E2) Provide professional development opportunities for the MDO network to ensure that MDOs knowledge is kept current	<ul style="list-style-type: none"> • Continue to improve own skills, knowledge and specialism as MDOs, by attending MDWG meetings and exploiting briefings and training offered by other organisations such as AIM, MA, ACE etc. • SE-MDP Coordinator to represent the South East Museum Development Programme nationally as a member of the Museum Development Network Executive Committee. • MDOs attending MD-Network CPD events and the annual conference 	4.1	ALL
	E3) Support museums attain and maintain Accredited status	<ul style="list-style-type: none"> • Support museums going through the Accreditation process by way of phone, email or face to face during site visits. • Organise sub-regional workshops for museums in tranches 9 & 10 • Encourage non-Accredited museums to consider applying for Accreditation • Provide support to Museum Mentors by working with the Accreditation Adviser (East) 	1.2	ALL
	E4) Provide a programme of targeted specialist support including collections management and care	<ul style="list-style-type: none"> • Continue to give direct advice to individual museums, groups of museums and local councils on potential or current projects or enquiries, by way of phone, email or face to face during site visits. • Support focused and bespoke collection management initiatives. • Support the Preventive Conservation Officer (RPM Major Grant) • Enable museums to receive site visits for specialist remedial collection condition assessment and advice funded. • Support delivery of a second 'Remedial Conservation' project. • Support further work into issue of Archaeology Archives storage: 	1.1 1.2	ALL
	E5) Monitor and analyse MDP activity such as network development, quality of training	<ul style="list-style-type: none"> • Collate data of interaction and support provided to museums as well as the outcomes and activities into regional database. 	1.2 1.4	ALL

Aim	Objective	Activities	KPI	Sub-region
	and events, project success etc via the regional database	<ul style="list-style-type: none"> Evaluation of the MDP processes/mechanisms Evaluation of training, including, training courses, bursaries or similar CPD schemes, referencing number of participants and satisfaction rates 		
AIM 2: AUDIENCES	A1) Develop a coordinated approach to visitor and user data capture by developing a cohesive regional data capture framework and champion the use of it	<ul style="list-style-type: none"> Develop regional data capture framework 	1.3 2.2	ALL
	A2) Collect and disseminate annually visitor and user data to enable the creation of sector statistics, which will demonstrate the social, learning and economic impact of the sector	<ul style="list-style-type: none"> Collate, analyse & share annual survey data 	1.2 2.2	ALL
	A3) Work with wider strategic bodies such as the regional Bridge organisations, the Local Enterprise Partnerships, the South Downs and New Forest National Park Authorities to reach new audiences and influence powerful advocates	<ul style="list-style-type: none"> Review existing relationships, identify gaps of low non-engagement with strategic bodies Develop task list to address identified issues Work with HLF Catalyst projects (if successful) 	4.1	ALL
	A4) Create and/or support collaborative projects which will increase and diversify audiences to South East museums	<ul style="list-style-type: none"> Review collaborative partnership opportunities and client museum priorities & capacities Identify and facilitate new partnerships Continue support delivery of 1914 Centenary projects 	4.1 5.1	ALL
	A5) Develop and deliver a regional Digital Strategy	<ul style="list-style-type: none"> Deliver strategy and monitor progress 	3.1	ALL
	A6) Provide a programme of targeted specialist support including learning, audience evaluation and development, digital innovation, interpretation and improved visitor experiences	<ul style="list-style-type: none"> Continue to give direct advice to individual museums, groups of museums and local councils on potential or current projects or enquiries, by way of phone, email or face to face during site visits 	1.2 2.1 2.2 2.3 3.1 4.1	ALL
AIM 3: RESILIENCE	R1) Review options for sustainable and long-term museum development provision beyond 2015	<ul style="list-style-type: none"> Implement approved option for long-term museum development provision 	4.1	ALL
	R2) Strengthen existing networks and forums which will form the basis of peer support networks that will enable museums to continue to develop their skills and expertise	<ul style="list-style-type: none"> Continue implementation & broadening of the SHARE South East programme Support and strengthen sub-regional networks 	1.2 4.1	ALL
	R3) Deliver a training programme	<ul style="list-style-type: none"> Organise full training programme to address identified needs, working and linking 	1.2	ALL

Aim	Objective	Activities	KPI	Sub-region
	responsive to local sector needs and provide opportunities to access specialist training	the four sub-regions, as appropriate.	1.3	
	R4) Foster an ethos of collaborative working and support partnership projects	<ul style="list-style-type: none"> Continue work identified under Aim 2: Audiences A3 and A4 	4.1	ALL
	R5) Assist organisations to bring additional investment into the sector through partnership projects and fundraising	<ul style="list-style-type: none"> Support and advise museums on grant applications and income generation activity, especially via HLF Catalyst Umbrella projects (if funded) 	5.1 5.3	ALL
	R6) Provide a programme of targeted specialist support including income generation, fundraising, business planning, governance and sustainability	<ul style="list-style-type: none"> Continue to give direct advice to individual museums, groups of museums and local councils on potential or current projects or enquiries, by way of phone, email or face to face during site visits. Provide workforce development opportunities on how to generate income. Support focused and bespoke initiatives in business planning, governance, management, organisations health and general sustainability 	1.2 1.3 5.1 5.2	ALL
AIM 4: LEADERSHIP	L1) Develop a regional strategy for South East museums; a framework to inform both what is happening in the region and the Comprehensive Spending Review (CSR) submissions	<ul style="list-style-type: none"> Implement regional strategy objectives 	4.1	ALL
	L2) Produce a Museum Development framework of dispersed leadership and inclusivity. This will combine sub-regional advisory panels with a new regional policy group focused on collective strategic planning	<ul style="list-style-type: none"> Support Museums Development Coordination Group (MDCG) Support the sub-regional panels 	4.1	ALL
	L3) Develop and deliver a regional communications and advocacy strategy to keep museums informed and engaged with the Museum Development Programme as well as demonstrate the social, learning and economic impact of the sector.	<ul style="list-style-type: none"> Continue implementation the South East Museum Development communications plan Monitor effectiveness of Comms Plan & adjust activity. 	1.3	ALL
	L4) Strengthen existing networks and forums which will form the basis of peer support networks that will enable museums to continue to develop their skills and expertise	<ul style="list-style-type: none"> Continue support to existing network meetings as a when required Support the development of new networks as opportunities and needs arise Delivery the South East Share programme 	1.2 1.3 4.1	ALL
	L5) Provide a programme of specialist support targeting succession planning, volunteering and continual professional	<ul style="list-style-type: none"> Continue to give direct advice to individual museums, groups of museums and local councils on potential or current projects or enquiries, by way of phone, email or face to face during site visits. 	1.2 4.1	ALL

Aim	Objective	Activities	KPI	Sub-region
	development			
AIM 5: CHILDREN & YOUNG PEOPLE	C1) Broker partnership working with other organisations to develop regional and sub-regional strategies to support museum based and cross-cultural learning	<ul style="list-style-type: none"> • Work with the South East Bridge organisations (Artsworld and Royal Opera House) to support and promote initiatives. • Continue support for sub-regional Learning networks • Work with Surrey's Learning Officer (delivering in SEWS & KEN one day per week). 	4.1 1.3 1.2	ALL
	C2) Encourage and support museums to use the Schools4Museums database and contribute to data collection	<ul style="list-style-type: none"> • Review impact of the common approach to visitor data collection and the data collected on the S4M database. 	2.1	ALL
	C3) Ongoing support for those who completed Arts Award training	<ul style="list-style-type: none"> • Broaden engagement with the Arts Award scheme • Explore development of Arts Award Scheme with Trinity College and Bridge organisations. 	1.2 4.1	ALL

3. Key performance indicators & regional measures for FY2013-14

We will use quantitative and qualitative methods to measure our performance and track achievement of the above outcomes. Using two recent region wide museum surveys as a baseline (South East Museums Survey, 2010; All Change Please, 2011), we will track the impacts of our work, and record successes, changing needs and strategic priorities in the SouthEastMuseums database.

Ref	Measure	Description	Target
KPI 1: Indicate what you are doing to ensure excellence in the organisations you support and how you will know you have been successful			
1.1	Number of museums supported to improve collections management and care standards and make collections more accessible	Museums receiving targeted support from MDOs and other specialists and which participate in MDP-supported initiatives to help them improve collection management standards and widen accessibility to collections and collections information.	60
1.2	Number of museums actively engaging with the Museum Development Programme	Eligible museums actively engage with MDP via networking events, advice service, micro consultancies, project support and training	200
		Number of participants to training workshops, seminars and share events	300
		Satisfaction rate with training programme or other MDP-provided sharing/CPD/WFD initiative.	90%
1.3	Number of opportunities organised for museums to share and celebrate best practice	Number of case studies published from projects supported by the South East MDP	20
		Number of share events delivered to promote the development of good practice	4
1.4	Number of museum records created or updated on the South East Museums database	Museums' database records are created or updated, as a record of support received from MDOs and other specialists, and of the impacts of that support on the museums' developmental journey	200
KPI 2: Indicate what you are doing to support improving the collection and quality of data to better understand and grow diverse audiences			
2.1	Number of museums sharing visitor data	Museum supplies audience data for entry onto SouthEastMuseums database	160
2.2	Number of museums improving quality and quantity of visitor data	Museum takes part and use the regional data capture framework	40
2.3	Number of museums improving visitor experience.	Museum embeds the data capture framework and acquire skills to interrogate and exploit their audience data	20
KPI 3: Indicate what you are doing to enable the organisations you support to deepen digital engagement by new and existing audiences			
3.1	Number of museums maximising digital opportunities	Museum receives targeted support from MDOs and other specialists and participate in training etc to help them broaden and deepen their audiences through digital platforms	50

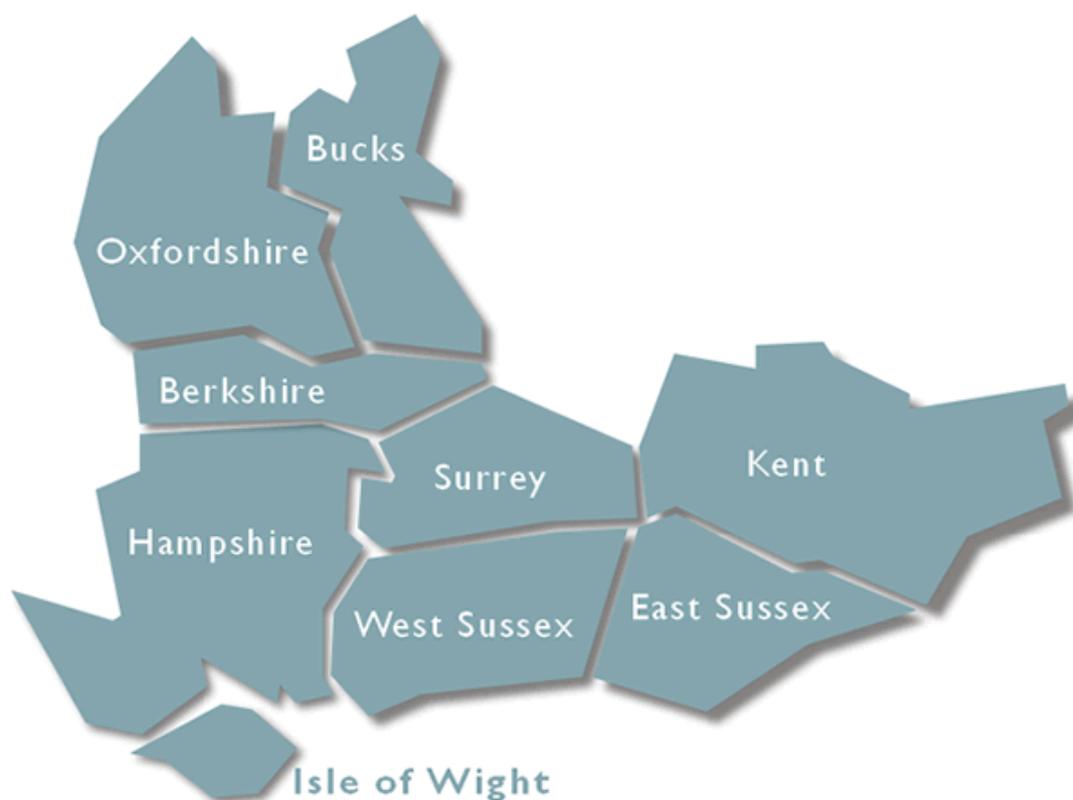
KPI 4: Indicate what you are doing to support the organisations you work with to increase and deepen their engagement and reach			
4.1	Number of museums actively engaging in local collaborations and/or cultural partnerships	Museum receives targeted support from MDOs and other specialists to investigate and develop collaborations and partnerships	20
KPI 5: Indicate what you are doing to support the organisations you work with to increase and diversify income			
5.1	Number of museums improving and diversifying fundraising initiatives	Museum receiving targeted support from MDOs and other specialists and participate in training etc to improve the financial sustainability.	40
5.2	Number of museums improving and diversifying business and commercial methods and models	Museum receiving targeted support from MDOs and other specialists and participate in training etc to explore sustainable business models.	25
5.3	Value of funding levered into museums with MD support	Record value of external funding, whether grant or sponsorship, obtained by museum with MDO support and advice, or where a project or activity is seed-funded with MD support (e.g. micro-consultancy), or where funding is obtained from other sources.	£250K

4. Budget Forecast FY2013-14

FY2013/14 BUDGET (CHG251):	£525,000	Forecast FY2013-14 Q1	Forecast FY2013-14 Q2	Forecast FY2013-14 Q3	Forecast FY2013-14 Q4	Forecast FY2013-14 TOTAL	Overall Position (+/-)
BOB (OCC - CMRR131)							
Museum Development Salaries (*)	37,000.00	3,800.00	9,250.00	9,250.00	9,250.00	31,550.00	5,450.00
Office & Comms	1,500.00	200.00	450.00	450.00	400.00	1,500.00	0.00
Travel	3,000.00	300.00	900.00	900.00	900.00	3,000.00	0.00
Training, networks, mentoring & support evaluation	55,000.00	5,000.00	20,000.00	20,000.00	10,000.00	55,000.00	0.00
	2,000.00	0.00	0.00	0.00	2,000.00	2,000.00	0.00
Sub total	98,500.00	9,300.00	30,600.00	30,600.00	22,550.00	93,050.00	5,450.00
HANTS/Solent (HCC- CMRR129)							
Museum Development Salaries	32,000.00	3,200.00	9,600.00	9,600.00	9,600.00	32,000.00	0.00
Cultural Partnerships Officer salary	48,000.00	12,000.00	12,000.00	12,000.00	12,000.00	48,000.00	0.00
Travel & expenses	5,000.00	500.00	1,500.00	1,500.00	1,500.00	5,000.00	0.00
IT	2,500.00	600.00	1,900.00	0.00	0.00	2,500.00	0.00
Projects	27,000.00	5,000.00	6,000.00	8,000.00	8,000.00	27,000.00	0.00
CPD	1,500.00	500.00	500.00	500.00	0.00	1,500.00	0.00
Training, mentoring and support	15,000.00	2,000.00	4,000.00	4,000.00	5,000.00	15,000.00	0.00
sub- total	131,000.00	23,800.00	35,500.00	35,600.00	36,100.00	131,000.00	0.00
SEWS (Internal - CMRR089)							
Museum Development Salaries	60,500.00	15,139.45	15,139.45	15,139.45	15,139.45	60,557.80	-57.80
travel & expenses	4,600.00	1,000.00	1,200.00	1,300.00	1,100.00	4,600.00	0.00
IT	1,000.00	500.00	0.00	500.00	0.00	1,000.00	0.00
Office (incl 50% of Sppt Officer salary)	2,400.00	600.00	600.00	600.00	600.00	2,400.00	0.00
Training, networks, mentoring & support	67,000.00	18,000.00	18,000.00	18,000.00	13,000.00	67,000.00	0.00
sub- total	135,500.00	35,239.45	34,939.45	35,539.45	29,839.45	135,557.80	-57.80
Kent (Internal - CMRR128)							
Museum Development Salaries	40,000.00	10,000.00	10,000.00	10,000.00	10,000.00	40,000.00	0.00
Travel & expenses & office (incl 50% of Sppt Officer salary)	6,600.00	1,650.00	1,650.00	1,650.00	1,650.00	6,600.00	0.00
IT	1,000.00	0.00	500.00	500.00	0.00	1,000.00	0.00
Training, networks, mentoring & support	70,000.00	8,600.00	31,250.00	27,650.00	2,500.00	70,000.00	0.00
sub- total	117,600.00	20,250.00	43,400.00	39,800.00	14,150.00	117,600.00	0.00
SEWS/KEN Learning Officer (SurreyCC - CMRR130)							
Learning Officer Salary	7,600.00	1,900.00	1,900.00	1,900.00	1,900.00	7,600.00	0.00
Learning Officer travel /revenue	800.00	200.00	200.00	200.00	200.00	800.00	0.00
sub- total	8,400.00	2,100.00	2,100.00	2,100.00	2,100.00	8,400.00	0.00
SE REGIONAL (Internal - CMRR152)							
MSP Infrastructure & comms	9,352.00	3,000.00	3,000.00	3,000.00	352.00	9,352.00	0.00
OCC MD Ass salary	4,648.00	1,162.00	1,162.00	1,162.00	1,162.00	4,648.00	0.00
MDP Co-ordination role 0.4FTE (SEWS)	15,000.00	3,986.97	3,986.97	3,986.97	3,986.97	15,947.88	-947.88
Museum development future delivery	5,000.00	0.00	3,500.00	0.00	1,500.00	5,000.00	0.00
sub- total	34,000.00	8,148.97	11,648.97	8,148.97	7,000.97	34,947.88	-947.88
TOTAL							
Museum Development Programme	525,000.00	98,838.42	158,188.42	151,788.42	111,740.42	520,555.68	4,444.32
CHG235 (RPM Major Grant) - SEWS/KEN Prev Cons Officer							
Prev Cons Officer Salary (CMRR123)	22,000.00	5,500.00	5,500.00	5,500.00	5,500.00	22,000.00	0.00
Prev Cons Revenue (CMRR124)	6,000.00	1,500.00	2,000.00	1,500.00	1,000.00	6,000.00	0.00
sub- total	28,000.00	7,000.00	7,500.00	7,000.00	6,500.00	28,000.00	0.00

NB - (*) BOB MDO post will not be fully filled until the end of May 2013.

Appendix 1. South East Museum Development Sub-regions



Sub-region	MDO
Berkshire, Oxfordshire, Buckinghamshire (BOB)	Emma Banks (F/T, from end of May 2013)
Hampshire and Solent (including Isle of Wight)	Katerina Kremmida (CPO) (F/T) MDO tbc (F/T)
Kent & Medway (KEN)	Sarah Corn (F/T)
Surrey, East and West Sussex (SEWS)	Helen Derbyshire (F/T) Chris Drake (F/T)

Supported by:

1. Museums Development Assistant, BOB & Regional Comms (1 day/week):
 - Claire Wilson-Jarvis
2. Learning Officer – SEWS & KEN (1 day/week):
 - Haidee Thomas
3. Renaissance Support Officer – SEWS & KEN (1 day/week): TBC
4. Preventative Conservation Officer - – SEWS & KEN (3 days/week):
 - Emily Nisbet-Hawkins

Appendix 2. Regional Leads

The South East Museum Development and Cultural Partnerships Officers work as a regional team, sharing and developing their own expertise. Each team member has identified a particular area of expertise, and will act as a lead for the whole region and the team. This person is the first point of contact when queries arise, and the lead in relevant regional activity.

These roles will be updated once all MDO posts are filled.

Primary Specialist Area	Lead
Excellence	
Accreditation & Standards	Sarah Corn (KEN)
Collections Management & Care	Helen Derbyshire (SEWS) Emily Nisbet-Hawkins (SEWS & KEN)
Communication	Clare Wilson-Jarvis (ALL)
Audiences	
Digital	Sarah Corn (KEN)
Presentation and Interpretation	Helen Derbyshire (SEWS)
User Experiences	Haidee Thomas (SEWS & KEN)
Resilience	
Fundraising	Helen Derbyshire (SEWS)
Strategic Planning	Chris Drake (SEWS)
Governance	Katerina Kremmida (HIOW)
Leadership	
Workforce Development	Chris Drake (SEWS)
Diversity	Katerina Kremmida (HIOW)
Children & Young People	
Learning	Haidee Thomas (SEWS & KEN)

Appendix 3. SE-MDP areas of authority

Authority Level	Responsible Group	Function
Programme scrutiny	RPM Renaissance Advisory Panel	<ul style="list-style-type: none"> • Review SE MDS Quarterly Reports submissions with ACE SE Relationship Manager, Museums • Feedback outcomes to appropriate group
Strategic Decisions/ approvals	SE Museums Development Coordination Group (MDCG)	<ul style="list-style-type: none"> • Governance, leadership • Review/ Scrutiny of MD Lead Body • Review/ Scrutiny of MDS activity • Approval of SE MDS Quarterly Reports • Escalating change requests affecting the approved SE MD Activity Plan to ACE • Monitoring risk • Long-term strategic development
Sub-regional Decisions/ approvals	Sub-regional group	<ul style="list-style-type: none"> • Sub-regional leadership • Review of sub-regional MD activity • Approval of sub-regional reports • Approval and scrutiny of sub-regional operational procedures • Scrutinise evidence of accountability of MDO actions when allocating MDS support to client museums • Escalating appropriate change requests to MDCG
Operational Decisions & Implementation	Museum Development Officers	<ul style="list-style-type: none"> • Deliver and report on the SE MD Activity Plan and sub-regional work plans (to MDCG and sub-regional groups respectively) • Make recommendations to MDCG for changes to SE Activity Plan • Have delegated responsibility to authorise MDS support to client museums and networks, in line with agreed sub-regional procedures. • Meet published reporting and invoicing schedule