Delivering the
Museums Strategy for Wales

Photograph courtesy of Cardiff University

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Executive Summary

This report looks at the work that has been done to implement the Museum Strategy for Wales since it was published by CyMAL in 2010. The brief for the consultancy element of this project, managed by the Federation of Museums and Galleries in Wales (FMAGW) and funded by CyMAL and FMAGW, was to drive the strategy forward. The focus was primarily on areas led by individual museums. The consultancy project also focused on areas led by key partners: FMAGW, CyMAL and Amgueddfa Cymru (AC-NMW) and on establishing new partnerships within and beyond Wales. This project ran from October 2011 to March 2012.

In addition to this, all partners involved with strategy delivery have undertaken work outside of the consultancy. The first part of this report therefore focuses on what the consultancy project has delivered, while the second looks at what has been achieved by key partners in strategy delivery. Part three focuses on recommendations for the future of strategy implementation, based on findings from the consultancy project and other partnership working, towards strategy delivery. The consultancy work has now been funded by CyMAL to continue from May to December 2012 and these recommendations will inform its continuation.

Part 1 Consultancy Project
Methodology

The approach taken to the brief of driving forward the museum strategy was to maximise contact with staff and volunteers from individual museums or museum services across Wales. The aim was to provide a range of meaningful opportunities for them to feedback on how they are already meeting strategy actions and what additional support they require to enable them to do so.

Online surveys (and telephone interviews) were designed to assess museums' confidence in terms of policy and practice, gauge the level of projects taking place and establish areas where further assistance was required. These also asked museums about areas in which they were prepared to share learning and about awareness of and participation in national initiatives. Meetings provided museum staff with an opportunity to discuss the strategy in more depth and to offer examples of work they are undertaking to meet the strategy or areas in which they require support.

The information gathered using this methodology has been used to provide the information and analysis for this report. Particular examples are anecdotal and come from evidence gathered in meetings or via surveys and interviews.

The brief also included the need to raise the profile of the strategy beyond the borders of Wales, develop partnerships and to explore ways in which to share good practice already happening in museums in Wales. Creation of an online resource for museums to use was also something that needed to be explored, along with funding opportunities.

Engaging with Museums

Through means of regional meetings, an online survey, telephone survey and significant email correspondence, the views of 65 accredited museums have fed into this report, together with views of 15 other organisations (some of which are working towards accreditation) The fact that non-accredited museums are engaging with the strategy is seen as a positive sign. It is hoped that some of these non-accredited museums will be encouraged to seek accreditation as a result.

Training Needs Analysis

Assessing training needs was a key part of engaging with museums in the consultancy project. This was vital to ensure that the strategy delivers practical benefits to individual museums as well as ensuring individual strategy actions are delivered effectively at a local level. The top three training needs identified were:

• Development and management
• Collections Care
• Policy and Planning

In terms of methods, **advice and guidance** was rated as most useful and the traditional method of **training course/workshop** is still very popular. A lot of people also thought that **online resources** were a useful option, in particular for sharing policies, plans and case studies of projects.

Building Partnerships and Identifying Funding Opportunities

The consultancy project has built on existing partnerships around strategy delivery across Wales, looking for new ways in which these partnerships can deliver strategy actions and further the aim to improve services in relation to the three guiding principles of:

• Museums for Everyone
• A Collection for the Nation
• Working Effectively

In addition partnerships were strengthened or established with organisations beyond Wales. Advocacy was another key factor in this element of the project. Opportunities were also sought to raise additional income for the sector from external sources. As a result an application has been submitted to MA's Esmée Fairbairn Collections Fund.

Online Resources

A key part of the brief was to look at options for providing a low cost online resource for museums and to find out what documents museums had to share and what areas they needed support in. The FMAGW website (http://www.welshmuseumsfederation.org) was assessed to see whether it could support this kind of resource.

Key findings:

- There is lots of work already happening around strategy delivery in museums across Wales and a considerable amount of enthusiasm for the benefits of engaging with the strategy.
- E-mail is the preferred method of communication for most people and online resources as well as traditional training methods would be welcomed.
- http://www.welshmuseumsfederation.org/figured highly as an accessible avenue of communication for work on the strategy, but people need directing to it.
- Individuals from museums found it really useful to meet each other and have an opportunity to network and to share information, experiences and time to discuss the strategy.
- Being able to access resources such as case studies and model documents online in addition to more traditional training methods was something museums would welcome.

Key outcomes:
- A detailed picture of the views, successes and needs of 80 museums and other organisations across Wales has emerged.
- Training Needs Analysis is feeding into CyMAL's training programme for 2012/13.
- Session on strategy delivery accepted at Museums Association Conference 2012.
- Funding bid for £100,000 to work on natural science collections across Wales submitted to MA's Esmée Fairbairn Collection Fund.
  - An online resource is planned for http://www.welshmuseumsfederation.org linking to case studies and model documents for museums to download.

Part2 Partner Activities
CyMAL, FMAGW and AC-NMW have all undertaken work on strategy delivery independently of the consultancy project and other bodies have also contributed. This section of the report looks at what has been achieved against each strategy area.

Key achievements
- Publication of an advocacy strategy and toolkit by FMAGW.
- Acceptance of a session at MA conference 2012, to be chaired by FMAGW, about partnerships in relation to strategy delivery.
- FMAGW organised a conference on Museums and Communities which took place in Cardiff in March 2012.AC-NMW is using the strategy to inform large areas of its development work under the three guiding principles.
- AC-NMW has produced web based information on sustainability.
- AC-NMW Collection Management training programme for the sector, started in September 2011.
- The new Sharing Treasures Scheme was launched in November 2011 in a partnership of CyMAL, AC-NMW and HLF.
- CyMAL has provided training on many key areas identified in the strategy and are working on resources for some where necessary, including access, volunteers, significance of collections and content needed in a collections management plan.
- CyMAL has supported the Conserving Local Communities Heritage (CLOCH) project and the first four Trainees were recruited in January 2012.

- The CyMAL grant scheme is invaluable in providing the funds for individual museums/partners and partnerships to carry out projects fulfilling the actions in the strategy.

The range of partnerships shows the commitment of the museum sector in Wales, and all partner organisations, towards achieving strategy aims and implementing actions.

Key recommendations:

- Continue to publicise and promote the strategy across the museum sector in Wales and beyond.
- Develop a 'buddying' scheme to enable museums to work in an informal but focused way with peers on key areas of common interest.
- Build on relationships with those museums who have engaged with this project through ongoing, relevant, communications via Museums Current awareness and http://www.welshmuseumsfederation.org
- Identify strategy elements that require funding and identify further funding sources for partnership projects within the museum community.
- Expand partnership working and advocacy within and beyond Wales.
- Ensure that http://www.welshmuseumsfederation.org is a constantly updated vehicle for promoting the work museums are doing.
- Assess online resource to establish whether investment in a document management system is worthwhile.

Conclusion:

Having a national museum strategy puts Wales in a strong position. It means the sector is united and has a clear voice. The consultancy project has shown that museums are already engaging with the strategy and using it to inform their work. It has undoubtedly facilitated partnerships within and beyond Wales as it provides such a focused, easily articulated framework with which to engage. In terms of partnerships within museums in Wales, it makes these easier to establish as there is already a commitment within the sector to the key strategy principles.

The regional meetings enabling discussions on the strategy were ideal opportunities to showcase the enthusiasm, resourcefulness and creativity of the museum sector in Wales. Despite a gloomy economic climate, museums are keen to meet together, to share experiences and learn new ways of carrying out projects. They are clear that the strategy informs their work and committed to using it to make their museums more accessible and exciting to their visitors.

The online survey provided a snapshot of where museums are in terms of strategy delivery and where they need additional support. Not surprisingly this picture is varied, but it is clear that every museum has something to contribute in terms of its own policy and practice and that every museum has something to learn, whatever its size and structure and however it is governed.

There are a number of challenges facing museums at the moment, including reduced staffing and core funding and even threats of partial or full closure. The delivery project highlighted areas of concern and of need, as well as focusing on the many successes to be celebrated. Museums are aware that participation in the strategy demonstrates their value and accountability. The co-ordinated approach to the issues facing the sector means museums in Wales are not facing these challenges alone.

The fact that bodies from across Wales have joined forces to create and implement a museums strategy, demonstrates a commitment to working in partnership. It also gives the sector a lot more manoeuvrability to respond to challenges and adds weight politically. It means that when opportunities arise for funding, it is easy to identify and establish the right partnerships. It means that communication across the sector can be well-directed and can happen quickly. When there are discussions about issues affecting museums more widely, it is possible to comment with some authority on the position of the sector as a whole in Wales.

The strategy creates a firm foundation for museums to build on for the future. It isn't static, but is evolving and responding to changes in the political and economic landscape. Equally museums can use it to respond to their own and their community's needs too.

For the people who live in and visit Wales, there is a truly strategic approach to caring for and sharing the heritage of the nation. In a time when resources are increasingly under pressure, museums can show that they are using them wisely and for demonstrable public outcomes.

A brief summary of this report for CyMAL is available on their website:
http://wales.gov.uk/topics/cultureandsport/museumsarchiveslibraries/cymal/museums/strategy/

Part 1
Consultancy Project

1.1 Project Model

A logic model and schedule (appendices 1 and 2) were produced to give a clear structure to the consultancy project. This listed resources available to the project, activities to be undertaken, short-term outputs (expected by March 2012) and medium and long-term outcomes for the project. An analysis of how the project has performed against this model can be found in (section 1.7).

1.2 Engaging with Museums

The views of 65 accredited museums have fed into this report, together with views of 15 other organisations (some of which are working towards accreditation).

Many organisations responded in more than one way, or with participation from more than one member of staff. Some responded on behalf of all museums in their service, while others focused responses on one aspect of their museum or service's work. Museums of every type engaged with the strategy delivery project. Non-accredited museums and other organisations also fed into the debate. Views were expressed by:

- 7* (out of 7) national museums
- 37* (out of 40) local authority museums
- 2 (out of 6) local authorities who don't operate museum services
- 15 (out of 23) independent museums
- 1 (out of 4) university museums
- 3 (out of 11) National Trust museums
- 1 (out of 3) regimental museums
- 5 (out of 11) museums known to be working towards accreditation
- 10 other organisations (out of an unknown number)**

*some of those who responded did so on behalf of their organisation as a whole, so this doesn't always represent individual responses.
**This figure is not therefore represented as a percentage in Table 1 below.

Table 2 gives an overview of regional meetings and online survey, telephone conversation and email correspondence into how museums are currently engaged with the Museum Strategy for Wales, what additional support they require and feedback they have provided.[1]

The meetings and participation in the online survey were publicised through FMAGW membership list, and through the existing groups and networks below:
- CyMAL Museums Current Awareness email list

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[1] NB this table is based on information in Museum Strategy for Wales but has been updated for this project. Do we need to put this footnote?

Federation of Museums and Art Galleries of Wales

- http://www.welshmuseumsfederation.org and Twitter feed
- South Wales Museums Group
- South-West Wales Partnership
- Contemporary Collecting Group
- Museums Partnership North Wales
- Smaller museums' networks: AIM in Wales
- Regimental museums, university museums
- S.E. Wales Museum and Heritage Education Forum

*Local authorities who don't run museums
**Actively working towards accreditation

Table 1: Engagement with strategy delivery project

Federation of Museums and Art Galleries of Wales
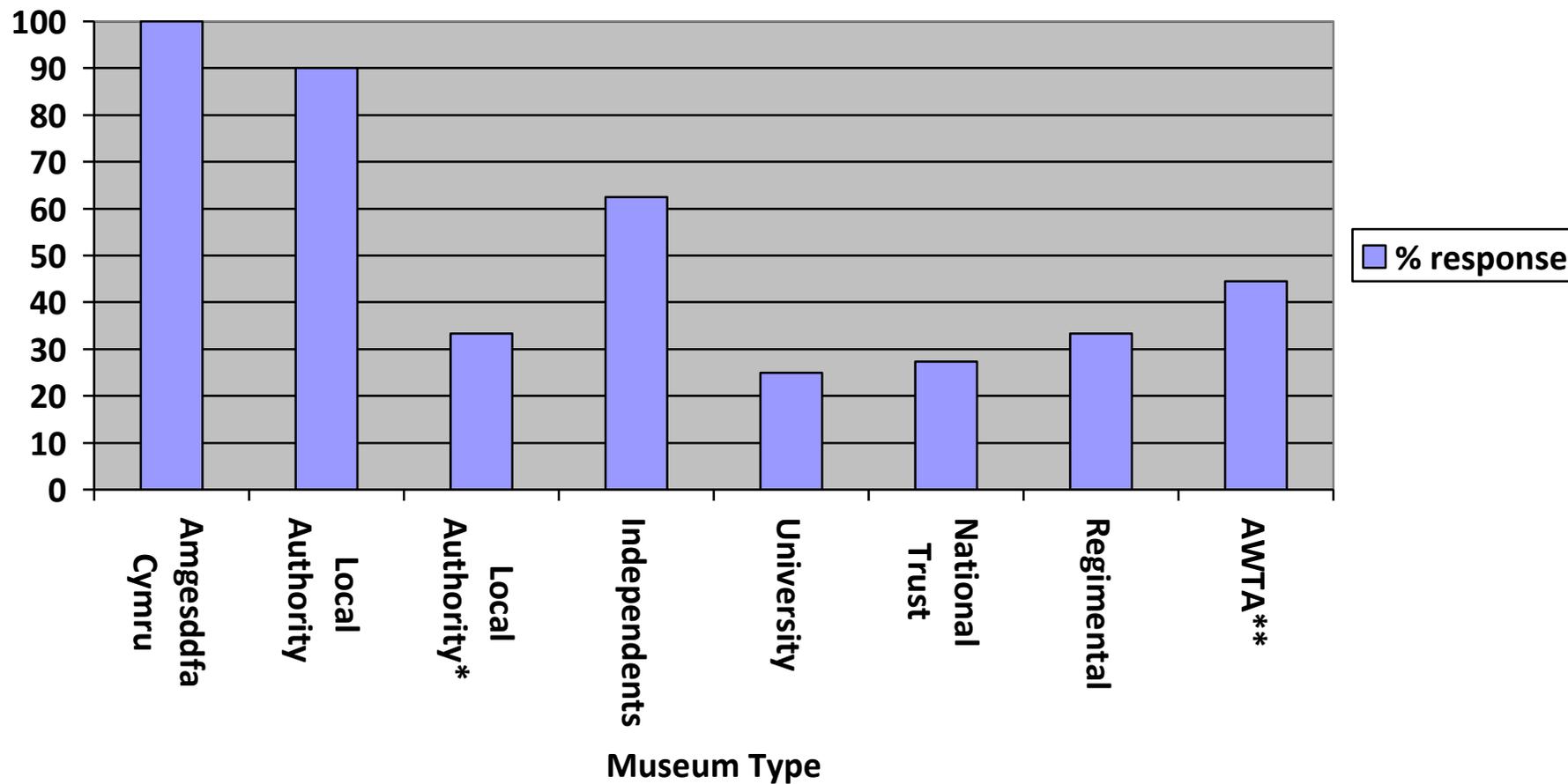
Table 2: Summary of museum-related responses[2]

Museum Name	FMAGW membership	Attended meeting	Represented in online Survey	'Phone interview	Email or other feedback	Supplying documents /images
Amgueddfa Cymru - National Museum Wales	✔	✔	✔		✔	✔
Big Pit: National Coal Museum	✔		✔			
National Museum Wales	✔		✔			
National Roman Legion Museum	✔		✔			
National Slate Museum	✔	✔	✔			
National Waterfront Museum	✔		✔			
National Woollen Museum	✔		✔			
St Fagans: National History Museum	✔		✔			
Local Authority Museums						
Blaenau Gwent	✔	✔	✔			✔
Caerphilly	✔			✔		✔
Winding House	✔		✔	✔		
Cardiff						
Cardiff Castle	✔					
The Cardiff Story Museum	✔		✔		✔	✔
Carmarthenshire	✔	✔				
Carmarthen Town Museum			✔			
Carmarthenshire County Museum	✔	✔	✔			
Museum of Speed, Pendine	✔		✔			
Parc Howard Museum and Gallery	✔		✔			
Ceredigion		✔				
Ceredigion Museum	✔	✔			✔	
Conwy County Borough Council	✔		✔		✔	
Denbighshire	✔	✔				
Plas Newydd	✔	✔	✔			
Rhyl Museum	✔		✔			
Ruthin Gaol	✔		✔			
Flintshire	✔	✔				
Buckley Library, Museum & Gallery		✔				
Mold Library, Museum & Gallery	✔	✔				
Gwynedd	✔	✔				
Gwynedd Museum	✔	✔	✔			
Lloyd George Museum and Highgate	✔	✔				
Isle Of Anglesey	✔	✔				
Beaumaris Gaol and Courthouse	✔	✔				

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[2] Where a member of staff attended a meeting, or replied to the survey on behalf of the whole service, a tick is given against each museum.

Federation of Museums and Art Galleries of Wales

Llynnon Mill Museum	✔	✔				
Oriel Ynys Môn	✔	✔				
Merthyr Tydfil	✔					
Cyfarthfa Castle Museum and Art Gallery	✔		✔			
Joseph Parry's Ironworker's Cottage			✔			
Monmouthshire	✔	✔				
Abergavenny Museum	✔	✔	✔			
Caldicot Castle	✔	✔				
Chepstow Museum	✔	✔				
Nelson Museum and Local History Centre	✔	✔				
Newport	✔	✔				
Newport Museum and Art Gallery	✔	✔	✔			
Tredegar House and Park	✔	✔	✔			
Pembrokeshire	✔	✔				
Penrhos Cottage	✔					
Scolton Manor Museum	✔	✔				
Powys	✔					
Llanidloes Museum	✔	✔				
Newtown Textile Museum	✔	✔				
Powysland Museum	✔	✔	✔			
Radnorshire Museum	✔					
Brecknock Museum	✔	✔				
Rhondda Cynon Taf						
Cynon Valley Museum	✔					
Pontypridd Museum	✔		✔			
Swansea	✔	✔				
Glynn Vivian Art Gallery	✔	✔	✔			
Swansea Museum	✔	✔	✔			
Wrexham	✔	✔				
Bersham Ironworks and Heritage Centre			✔			
Minera Lead Mines			✔			
Wrexham County Borough Museum		✔	✔✔[3]			
Independent Museums						
Abertillery & District Museum	✔	✔				
Andrew Logan Museum						
Barmouth Sailors' Institute	✔	✔				
Bodelwyddan Castle Trust	✔		✔			
CARAD (Rhayader Museum and Gallery)	✔	✔				
Greenfield Valley Museum		✔				
Haverfordwest Town Museum	✔			✔		

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[3] Additional comments received specifically on exhibitions for heritage service

Holyhead Maritime Museum	✔	✔				
Internal Fire Museum of Power	✔					
Judge's Lodging			✔			
Kidwelly Industrial Museum	✔	✔				
Llandudno Museum	✔	[4]		✔		
Llanrwst Almshouses	✔[5]					
Llangollen Museum	✔					
Milford Haven Heritage & Maritime Museum	✔					
Narrow Gauge Railway Museum						
Old Bell Museum	✔	✔	✔			
Pontypool Museum	✔		✔			
Porthcawl Museum						
Rhyl Miniature Railway	✔		✔	✔		✔
Robert Owen Museum	✔	✔	✔			
Sir Henry Jones Museum	✔		✔			
Tenby Museum and Art Gallery	✔			✔		
Usk Rural Life Museum	✔					
University Museums						
Aberystwyth University Ceramics Gallery						
Aberystwyth University School of Art	✔					
Egypt Centre – Swansea University	✔		✔			
University Of Glamorgan, Art						

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[4] Representative booked but was unable to attend due to illness
[5] Currently closed.

Federation of Museums and Art Galleries of Wales

National Trust Museums						
Aberconwy House						
Chirk Castle		✓				
Erddig		✓				
Llanerchaeron						
Newton House, Dinefwr Park						
Penrhyn Castle						
Plas Newydd		✓	✓			
Plas yn Rhiw						
Tollhouse, Conwy Suspension Bridge						
Tudor Merchant's House						
Ty Mawr Wybrnant						
Regimental Museums						
Castle and Regimental Museum Monmouth						
Regimental Museum of the Royal Welsh	✓					
The Royal Welch Fusiliers Regimental Museum		✓	✓			
Museums actively working towards accreditation						
Brynmawr & District Museum		✓				
Ebbw Vale Archival Trust	✓	✓				
Museum of Welsh Cricket						
Narberth Museum	✓					
Rhondda Heritage Park	✓					
New York Cottages				✓		
Segontium Roman Museum						
Shire Hall Gallery, Monmouth				✓		
Welsh Highland Heritage Railway						
Other, non-Accredited organisations						
Cefn Coed Colliery Museum					✓	
Cowbridge and District Museum Trust						
Ffestiniog Railway Trust		✓				
Firing Line and Cardiff Castle Museum					✓	
Lleyn Historical and Maritime Museum		✓				
Menai Bridge Community Heritage Trust		✓				
Newport Medieval Ship Project	✓	✓	✓			
Royal Mint			✓			
South Wales Police Museum			✓			
Wireless in Wales		✓				

1.2.1 Communication

A fundamental priority of the project was to identify communication networks and resources available to communicate with museums for short and long-term delivery of the Museums Strategy. At the start of the project, a communication plan (see appendix 3) was prepared and written and circulated to the FMAGW and CyMAL. Engaging the sector in communication was vital to make this project effective.

The Communication Plan was used throughout the project to inform communication methods with the museum sector on the strategy work. All the actions in the plan were carried out to communicate effectively with museums about the strategy through meetings, survey, networks, http://www.welshmuseumsfederation.org and national bodies.

Regional meetings (see section 1.3.2) included a group discussion on communication. The purpose of this was to find out the preferred method of communication to tell the sector about work in museums across Wales to meet the action points of the strategy. (See section 1.5 for key findings)

1.2.2 Regional Meetings
Methodology

Regional half-day meetings were arranged to discuss the work of the strategy in order to build up relationships with individual museums and communicate the key museum strategy messages. The meetings were also a chance to find out more from museums about effective policies and plans already in place, to identify gaps in this provision, and to collect examples of exciting projects and effective partnerships within and beyond the Welsh museums' sector. This will enable the creation of case studies and model documents online. Training needs were identified and museums were asked how they would like to communicate the work they are already doing.

The meetings were held (between December 2011 and January 2012) in:
- Carmarthen (South-west)
- Aberdare (South-east)
- Welshpool (Mid)
- Caernarfon (North-west)
- Wrexham (North-east)

 In total, 49 people from 33 museums attended the meetings. (See appendix 4 meeting plan)

Responses
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Participants were asked to discuss the following strategy action plan topics in terms of what they feel they are already doing in their museums to meet those criteria and what best practice case studies/ model documents they have which work effectively:

1. ILFA – formal and informal learning policies and projects
2. Volunteer development and management
3. Marketing and advocacy

4. Good practice in collections care and conservation
5. Improve policy and planning
6. Income generation
7. International links
8. Partnership work; including working with NMW.

1.2.3 Online Survey
Methodology
An online survey of museums was prepared using Survey Monkey (See appendix 5) The purpose of the questionnaire was to gauge how individual museums or services were already meeting strategy aims and where they required assistance or support in doing so. It was intended to build up a picture, across museum activities, of good practice as well as to identify training needs, preferred training and learning methods and participation in key initiatives.

Initial questions focused on key areas identified in the strategy action plan under the three key principles of *Museums for Everyone, A Collection for the Nation* and *Working Effectively*. Museums were asked to comment on whether they had an adequate policy in place for each area of work, whether they had achieved good practice, whether they had current or recent (2011) projects focusing on that area or whether it was something on which they felt they needed assistance. They were also asked whether they had documents relating to each area that they were willing to share.

Museums were asked to rate their top three training needs and to comment on their preferred styles and methods of training and guidance. Museums were also asked about participation in key initiatives across Wales or the UK, including the strategy, in order to gauge the importance of each to the sector and where work was needed to raise awareness.

The survey was open from 5th December 2011 to 16th January 2012. An incentive for completion was offered (of £50 payable to the museum or service.) The link was circulated via CyMAL's Museums Current Awareness service, as well as to museums on AIM's email mailing list in Wales and via other methods listed in section 1.3. Museums who attended regional meetings were also encouraged to complete the survey.

Responses
31 museums responded to the online survey (see Table 2). Of these, 22 were replying for their museum or service as a whole, while the remainder focused on a specific area, such as exhibitions or collections care. One response from Amgueddfa Cymru was received on behalf of the seven national museums as a whole. 14 local authorities (or museums within them) replied, representing 28 of these museums in total, six independent museums, one university museum, one National Trust property, one regimental museum and one museum working towards accreditation completed the survey. In addition two non-accredited organisations responded.

1.2.4 Telephone interviews
Methodology

Once the online survey was complete and the meetings had taken place, follow-up interviews with people who had completed the survey were carried out, and museums/services who had not responded were targeted as a priority. They were taken through the questions from the online survey, but many commented on issues surrounding strategy delivery more widely. Five interviews were carried out in total. Figures have been incorporated into tables 3, 4, 5 and 6.

Not everyone who began the survey completed it and responses to each section varied. In spite of this, it is possible to pick out key themes and to identify those areas where the museum community's confidence is high, and where more support is required.

1.3   Key Findings (from engaging with museums)
1.3.1   Communication

* The results of discussions show that e-mail is the preferred method of communication for all the attendants at the regional meetings. This is because most participants would prefer an e-mail directing them to a place where more information is available on the strategy. It is not necessarily the case that http://www.welshmuseumsfederation.org would be automatically accessed for information on the strategy, but if people received an e-mail directing them to it, they would look at it.
* The methods of post and telephone are also high on peoples' list of preferred communication; again because they can direct people to further avenues of information and can be more practical. If there are lots of documents to read, some people preferred hard copies. This was simply for easier reading or because some voluntary or smaller museums who are not on broadband connections are unlikely to download documents from attachments or online, but they will read them if they come through the post.
* http://www.welshmuseumsfederation.org figured highly as an accessible avenue of communication for work on the strategy.
* Social media such as Twitter, Facebook and blogs would be used by people through http://www.welshmuseumsfederation.org, or alternatively if they were sent links/details via e-mail/post/ telephone. Some participants were not interested in using these methods at all, preferring more traditional methods of communication. A number of reasons were given; lack of knowledge or training in how to use them, dislike of impersonal forms of communication, poor internet connections. There was no consistency in what type of museum preferred social media, as some voluntary smaller museums had very active Facebook pages or Twitter feeds and some local authority personnel had issues with accessing social media at work because of council restrictions.
* Peoples' Collection Wales (PCW) often ranked low in the results, although this depended on the region and museums attending and on whether museums were actively involved in uploading images to the site already. Some museums were fully engaged with PCW, others found it very frustrating and difficult to use. The overall feeling was that people would be happier using http://www.welshmuseumsfederation.org for strategy information.

1.3.2   General

- Museums attending regional meetings, or contacted by telephone, appreciated the opportunity to talk about issues of concern and to talk around areas of work and there is a clear enthusiasm from museums for the work they are doing. This exercise showed the varied confidence and provision against strategy actions across Wales
- For every area of strategy delivery, there are museums who feel they have achieved good practice, museums who are willing to share learning and museums with a current or recent (2011) project underway.
- Online resources were stated as being very valuable by all those museums contacted by telephone.
- Attendance at training courses can be difficult for those with limited time and who are geographically remote so other ways of receiving support and learning, as well as ways of providing contact with other museums, needs to be explored.
- More museums felt they achieved good practice than felt they needed assistance in most areas. There were two key exceptions to this:
    - Digital collections, where almost twice as many museums expressed a need for support as felt they had achieved good practice.
    - Environmental sustainability, where the number of museums achieving good practice is matched by those seeking assistance
- Areas of need outlined in the training needs analysis are not always matched by findings from surveys. While digital collections and environmental sustainability are areas where more training is required according to those surveyed online, they are not necessarily a high priority for all museums.

1.3.3   Museums for everyone:
(online survey and telephone interviews)

- Key areas in which adequate policy and good practice are achieved are formal and informal learning and accessibility. The latter also comes through as a key training need. This could be because of the emphasis museums are placing on access and the desire to get it right.

- The only areas in which adequate policy are not met by good practice are marketing and social networking. This reinforces findings from meetings, which highlight these as areas of concern to museums.
- Although assistance wasstrongly requested in this area, digital collections is the area in which most current or recent projects are happening. This could well be because projects are highlighting a lack of capacity within the museum, which staff and volunteers are keen to address.
- There are noticeably more projects taking place in this area than in areas around collections or effective working. This could reflect the strong emphasis on considering audiences and communities across the sector over the last few years, as well as funding opportunities available.
- Areas where a relatively high level of assistance was requested include: audience development, accessibility, marketing and social networking, as well as digital collections. All areas had fairly high levels of assistance requested however, which probably reflects the fact that it's a strong area of focus for museums.
- This is also the area in which most museums offered to share learning, suggesting that it will be an area where online resources can be used to be shared and will be of benefit. This is also an area where a 'buddying' scheme, offering an informal support network between museums as they are dealing with similar issues, could work well.

(Meeting responses)

a. ILFA – formal and informal learning policies and projects – Strategy action: 3.4 and 3.5

"Learning is crucial in museums as it differentiates museums from other leisure sites – museums are good for informal learning and those who don't learn well in classrooms." *regional meeting*

- There are lots of exciting projects, activities and events happening across museums in Wales around informal and formal learning. Museums recognise the significance of learning differentiating them from other leisure sites and the importance of their role in this area.
- One of the advantages of the Museums Strategy for Wales is that it raises the profile of learning taking place across the sector.
- The range of learning obviously depends on resources, staff and the size of the museum: opportunities for learning can often rely on funding and staff resources/skills.
- Many museums have learning policies in place, but those that don't also participate fully in learning activities/events.
- There are examples of best practice and maximising use of resources through regional educational partnerships and links with further and higher education providers.
- Many museums make use of the ILfA framework to write visitor surveys.

- AC-NMW has several corporate learning policies, lots of activities taking place across all AC-NMW sites and more recently has added tackling child poverty to the learning agenda. Their policies will be of use as examples of good practice, where it is possible for museums to adapt them to their own needs. Similarly the National Trust has the resources and staff to take part in many learning opportunities.

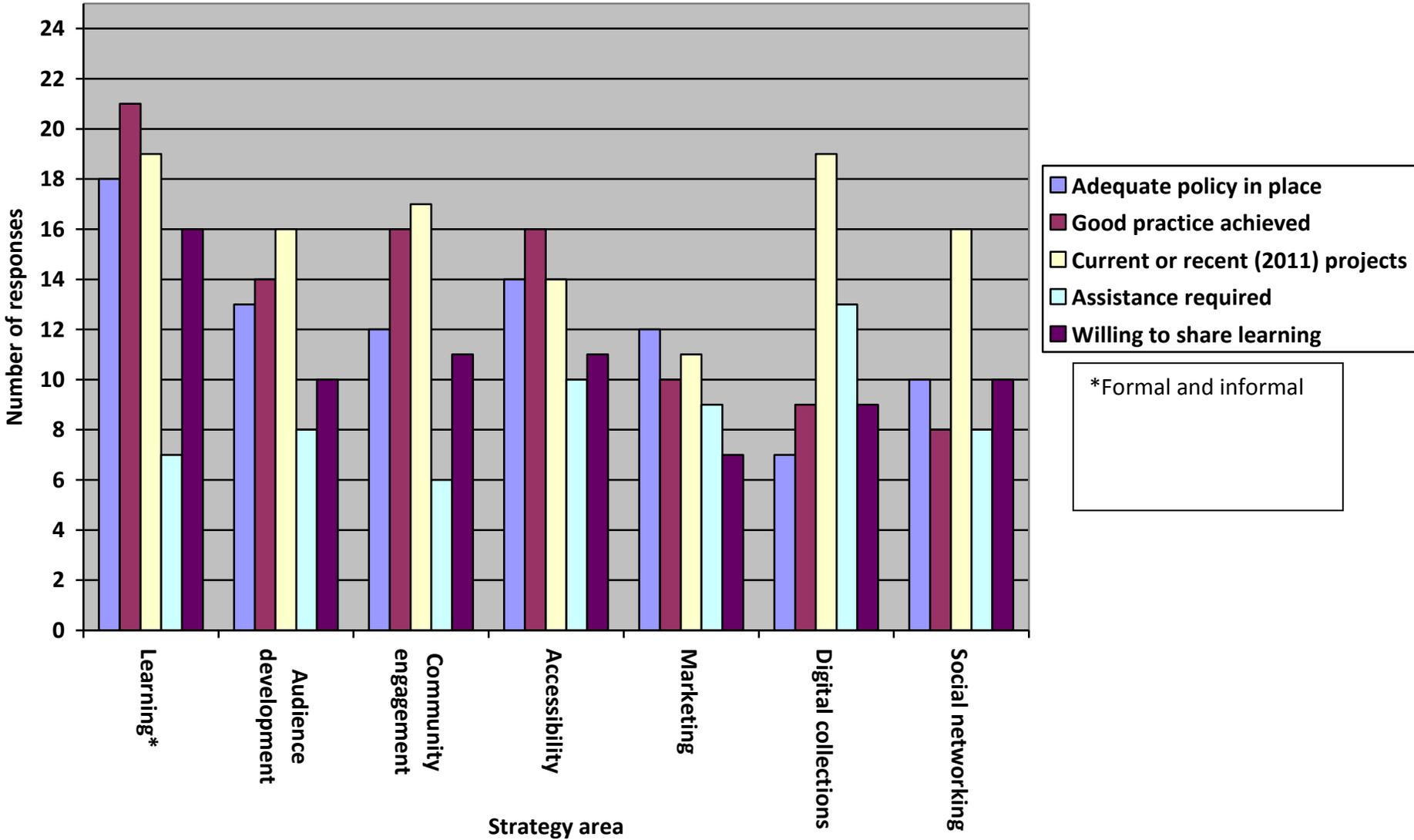## b. *Volunteer development and management Strategy Action: 3.7 and 5.5*

- As is the case across the UK, museums across Wales have always used volunteers at their sites. The value of volunteers is recognised, especially by those institutions which are entirely volunteer-run.
- There are still reservations about volunteer management and development and many museums use volunteers, but do not necessarily have a volunteer policy in place.
- There are museums with such a small staff that using volunteers is not practical, as it would add to their already extensive workload. However some of these museums provide invaluable support informally/formally to volunteer-run museums.
- In some areas, local authorities do not run a museum service, but instead employ a development/heritage officer who advises volunteer-run museums; many of whom will have their own volunteer policies.
- Independent museums are often entirely staffed by volunteers. Many of them have volunteer manuals in place, including procedures and a formal induction process.
- One museum works in partnership with a social enterprise scheme, where they do not directly manage volunteers, but volunteers work on site, managed by the social enterprise.
- Issues surrounding insurance, recruitment and management of volunteers exist and were raised at most meetings during the training discussions.
- AC-NMW has a volunteer policy in place as well as a volunteer coordinator and volunteers are active at most sites.
- The National Trust has a long established reputation of using volunteers and provide many different opportunities and roles for volunteering.
- Participants were keen to see examples of volunteer policies and procedures in place which worked well and those who had policies in place were willing to share them with others. These will be examples of best practice and model documents for use across the sector.
- Participants were also keen to share experiences of working with volunteers to learn from each other.
- CyMAL is currently pulling information together on Volunteer management policies to share as exemplars.

c. Marketing and advocacy Strategy Action: 3.9 and 5.2

"Working with the local press can become a partnership if relationships are built up with individuals." *Regional meeting*

- The level of marketing and advocacy varies greatly across the museum sector. This depends somewhat on resources, size of staff and workloads.
- Issues such as the simplicity of website access management for these purposes also arise, especially in local authority museums. In other cases, the websites are content-rich and social media like Facebook, Twitter and blogs are being used actively.
- Many museums make use of promotional tools like leaflets/fliers and the local media. Issues surrounding costs of leaflet production were raised and the importance of working on the marketing principle of maximum value for minimum cost.
- Websites are taking over from leaflets in some museums who find the costs of leaflets too much. Issues surrounding copyright of images and leaflet overload, as well as the importance of strategic distribution were also mentioned.
- Local Authority museums often have PR departments who can assist with local media or the museum can fall within a department like culture and tourism and be part of a big machine of marketing; including researching target audiences and targeted mail-shots and general mailing lists.
- Some museums have a marketing strategy and are active in advocacy.
- Some museums feel they need training and support on social media especially from someone who has studied the effectiveness of it. Other museums are very active using social media as a marketing/advocacy tool; making constant use of their website, magazine, Facebook to encourage support.
- Museums stressed the importance of using stakeholders, volunteers, Friends' groups, staff, regular visitors, members, local councillors, influential people in the community, senior managers and general visitors to be advocates for sites. Friends groups are invaluable at some sites, providing volunteering at events, fundraising, promoting new acquisitions to the collections.
- The power of word of mouth is an invaluable advocacy tool and it is important to target local councillors and find out what councillors and AM's are interested in.
- AC-NMW markets the museums Wales-wide and across the UK; they have an advocacy policy in place, with dedicated staff to manage advocacy and marketing. The National Trust market the local property, but also include all properties in marketing regionally for Wales and nationally for UK.

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Table 3: Museums for Everyone
(online survey and telephone interviews)

Legend:
- Adequate policy in place
- Good practice achieved
- Current or recent (2011) projects
- Assistance required
- Willing to share learning

*Formal and informal

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1.3.4 A Collection for the Nation
(Online survey and telephone interviews)

> **"… while policies are in place and good or acceptable practice achieved [in collections care], there is always room for improvement and the work is always ongoing"**
> *online survey*

- While collections care came out as a high priority for assistance in the training needs analysis, 'A Collection for the Nation' was the area in which museums showed most confidence in online surveys. Very few museums said they needed additional assistance in this area and none at all said they needed support in relation to acquisition and disposal. This is despite the fact that less than half of museums who felt they had adequate policies matched this with good practice.
- Key areas in which adequate policy and good practice are achieved are: preventive conservation, documentation and acquisition.
- Areas in which adequate policy is not met by good practice are: buildings maintenance, remedial conservation, disposal and loans in and out.
- In terms of future-proofing, museums feel confident in relation to acquisition. The fact that adequate policy is not met by good practice in terms of disposal is perhaps not surprising, although only one museum claimed to need help in this area. It is recommended that this should be an area of focus given concerns around possible financially motivated disposal and particularly in connection with concerns expressed over implementation of financial regulation FRS30 Heritage Assets raised in meetings. Guidance in the area of rationalisation and disposal is currently being developed by MA.
- Current or recent projects were cited by a reasonable number of museums in documentation, loans in and out and both remedial and preventive conservation.
- Some projects are taking place around acquisition and storage.
- Few projects were taking place around building maintenance or disposal. Action on a coordinated approach to the distributed national collection would probably increase activity around rationalisation and disposal of collections. For many museums building maintenance is not their responsibility, which means they have relatively little – or no – control over what happens.
- This area is one where 'buddying' can be of benefit, as well as identified training and guidance methods.
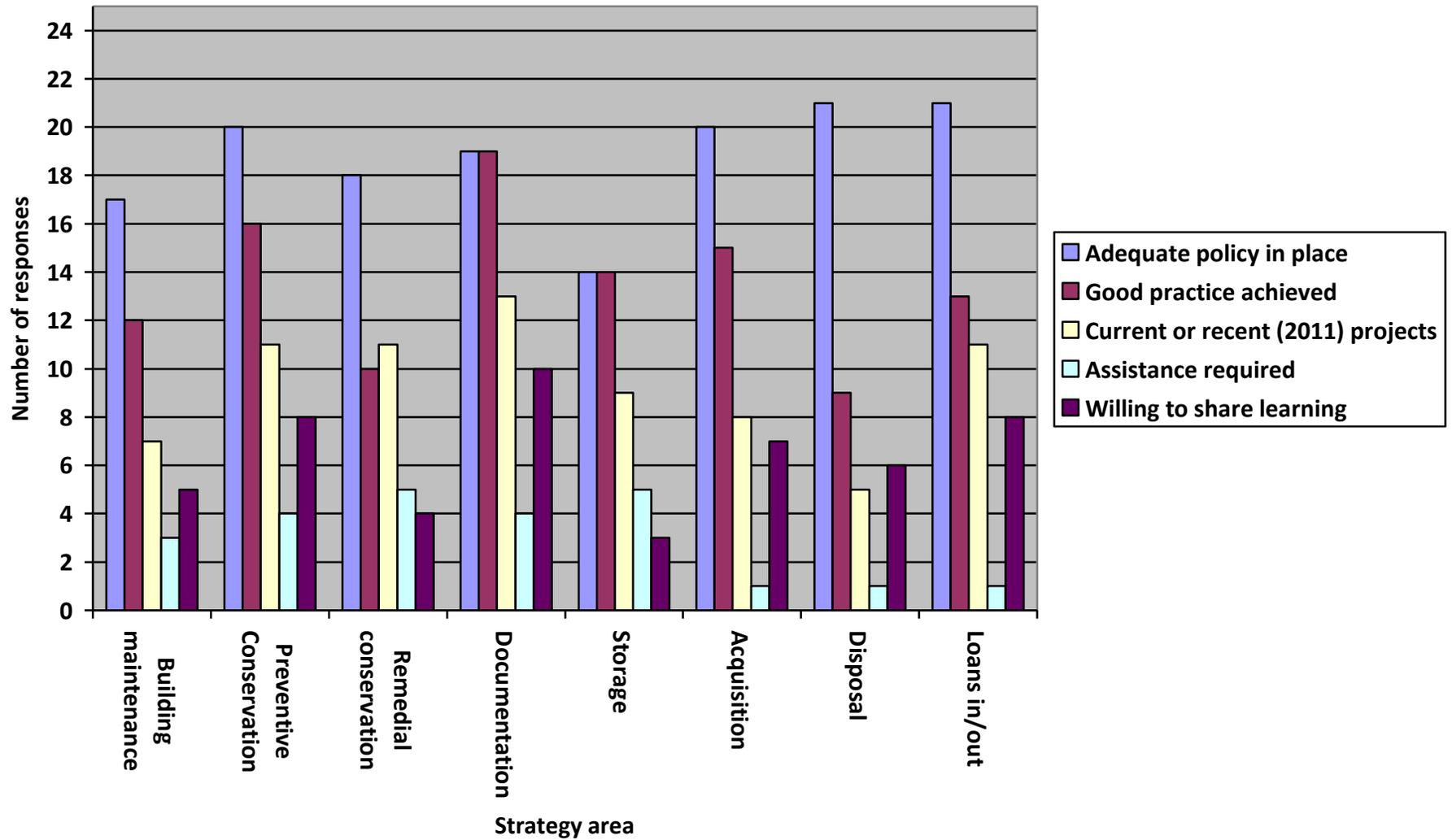
(Regional meetings)

d.   Good practice in collections care and conservation Strategy Action: 4.2, 4.3 and 4.4

"It is important to convince managers of the value of collections care – our bread and butter. Having the strategy helps to show its importance." *regional meeting*

- Museums recognise the importance of good practice in collections care and conservation. One of the top training needs was collections care and conservation, and improving knowledge for handling objects, especially for volunteers.
- The existence of the strategy helps to show the importance of collections care and conservation and is useful for lobbying purposes. Adherence to the accreditation scheme means that many museums have strong collections management policies. Those who are working towards accreditation often have informal links with museums who are already accredited and have shared their collections management policy to help them apply for accreditation. This is a good example of sharing expertise in practice.
- Collections and Disposal policies in some museums are recognising that they need to reflect the Contemporary Collecting Project of distributed national collections.
- Museums still recognised they had documentation backlogs and some had made improvements in storage. Those who are fortunate to have in-house conservation expertise, believe they are invaluable for good practice in collections care and conservation, although in general, the need to buy in expertise in conservation was still considered essential.
- The AC/CyMAL partnership in providing collections management training courses is an example of good practice, which some museums had participated in. This example can be used to share with the National Trust training department, as the benefit of NT training courses being opened up to museums in local regions was mentioned at one of the meetings.
- AC-NMW recognise that they have a responsibility towards the wider sector. They have the resources and specialist staff to provide advice to many museums across Wales in the area of collections care and conservation.

Table 4: A Collection for the Nation

Legend:
- Adequate policy in place
- Good practice achieved
- Current or recent (2011) projects
- Assistance required
- Willing to share learning

Y-axis: Number of responses

X-axis (Strategy area): Building maintenance, Preventive Conservation, Remedial conservation, Documentation, Storage, Acquisition, Disposal, Loans in/out

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1.3.5 Working Effectively
(Online survey and telephone interviews)

- There are no areas which score highly on both adequate policy and good practice in the online survey. The best is: Working with other [non-national] museums (in Wales and beyond). This suggests this could be an area where there is less confidence amongst museums.
- Income generation was an area where policies are in place, good practice is taking place and current projects are happening. It was also the area that rated most highly in terms of assistance required. This trend could be due to the challenging economic climate and suggests this could be a focus for additional support. The fact that advocacy scores the most highly for current or recent projects reinforces this view.
- Forward planning was the area on which most people felt they had adequate policy and this was closely followed by emergency planning.
- Often museums are claiming to have adequate policies that aren't matched by good practice. Areas where this is the case are: forward planning, emergency planning, environmental sustainability, staff development and partnership working.
- As well as advocacy, current or recent projects were cited by a reasonable number of museums in terms of working with other museums, working with AC-NMW and partnership projects. Emergency planning was also an area of current or recent work for some museums.
- Main areas where assistance is required are: income generation, advocacy and environmental sustainability.
- Museums were very willing to share learning in this area. Key places where they can do so are: partnerships and working with other museums, volunteer development, emergency planning and forward planning.
- CyMAL provided a grant to the Museums Partnership North Wales to create an income generation toolkit. This is available from Wrexham Museums and now available at http://welshmuseumsfederation.org/index.php?mact=News,cntnt01,detail,0&cntnt01articleid=112&cntnt01returnid=15&hl=en_US.
- Many of these are areas where online resources may be of benefit. Again, in terms of helping good practice to catch up with policy, a 'buddying' scheme could be of benefit.
- For volunteering see *Museums for everyone.*

e. Improving policy and planning Action Plan 5.1

"In a local authority museum, if there is a policy in place, it is a useful defensive protection." *regional meeting*

- Museums across Wales have a range of policies and plans in place, such as a forward plan, acquisition and disposal policy, access policy, security policy, learning policy, exhibitions policy. At one meeting, the local authority museums recognised that if they have a policy in place, it is a useful defence mechanism against such issues as disposal of collections for income generation. Many recognised the usefulness of having a forward plan in place.
- Many recognised that their plans were due for renewal and that new policies/plans such as a volunteer policy were necessary, especially if attracting new and different volunteers. Participants recognised the usefulness of sharing ideas on the latter by being able to access effective volunteer policy documents.
- Those local authority museums who are curatorial advisers or who advise independent museums discussed the issues of communicating to independent museums the importance of having policies and plans in place and the significance of accreditation.
- Some independent museums are accredited, some are working towards accreditation, all receiving support from CyMAL for this process. For some attendants at the meetings, the discussions were helpful in encouraging them that they were not as far behind larger museums in developing policies and plans, as they might have thought.
- Like local authorities, the large national bodies of The National Trust and AC-NMW have policies and plans in place. Although it is recognised that some of these may need renewal to improve their effectiveness.

f. Income generation Strategy Action: 5.1 and 5.3

'Reductions in public sector funding mean more focus on income generation.' *regional meeting*

- In general, it was acknowledged that income generation is a difficult issue for museums in Wales. It is a very difficult time for local authorities with reductions in public sector funding meaning there is more focus on income generation within local authorities. In the current economic climate, there are threats to free entry to museums and museums are being asked how they can generate income. There is generally more pressure on museums to raise income, with issues of financially motivated disposal of collections being raised.

- Some museums are experiencing a decline in shop income due to the general economic downturn and tough competition. Museums felt that retail opportunities also depend on location.
- Partnership work and contracting out to social enterprise organisations generates income for some museums; without the pressure of managing staff/volunteers.
- Some museums have to generate income to survive. Institutions such as AC-NMW and the NT have a separate department for income generation such as National Museum Wales Enterprises (NMW Enterprises) Ltd., National Trust (Enterprises) Ltd. All money generated by the NT goes back into charitable aims.

g. International links Strategy Action: 5.4

"Mentoring is needed for smaller community museums on establishing international links." *regional meeting*
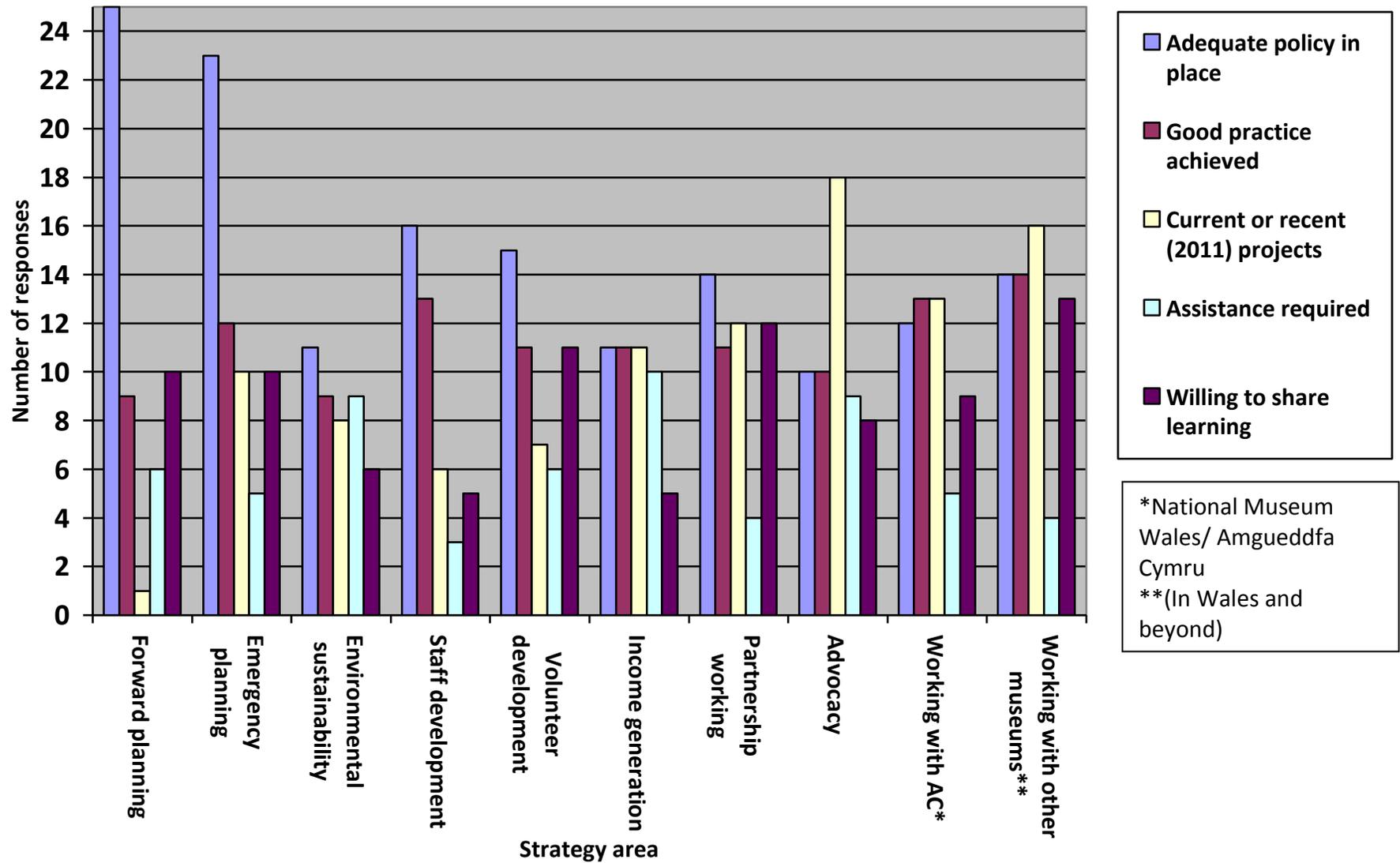
- The amount of time museums spend on developing international links varies greatly. Issues of resources and staff time were raised as barriers to setting up international links. Mentoring is needed for smaller community museums on establishing international links. Those who had international links had often been funded by CyMAL.
- International links can be established in many ways; through exhibitions, twinning exchanges, collections, student placements, and joining international specialist subject networks/groups and enquiries through websites. Some museums also get international enquiries as a result of the ancestry/family history websites which have been set up in recent years.
- Some museum professionals in Wales have taken advantage of bursaries from CyMAL to attend/speak at international conferences and have found these invaluable.
- One museum has identified opportunities for international links and was able to hold an exhibition paid for by another country. There are certain international events which museums can take part in.
- Museums can make links with appropriate specialist international movements/groups.
- Museums in Wales have also set up educational/community connections through international links.

h. Partnership work; including working with AC-NMW Strategy Action: 5.7

"Partnerships are a fundamental aspect of work. [Our] museums are very under-resourced so it's essential." *Online survey*

- Partnership working is very vibrant across the museums sector in Wales. Museums appear to be aware of the advantages of working in partnership. Museums work in partnership with all kinds of bodies; such as community groups/services, other local authority departments, AC-NMW, other museums, local history societies and the Peoples' Collection Wales.
- A group of museums in one local region have formed an educational partnership to market their educational opportunities and extensive loan material for schools and facilitate school visits (funded by CyMAL). In another area, museums have formed a partnership to work together for support and to maximise resources. One Museum has a successful social enterprise partnership to run the shop and café on site.
- Another example of best practice in partnership (as well as contemporary collecting and collections management) is the Wales-wide Contemporary Collecting project; funded by Effective Collections (MA), and managed by a steering group made up of local museums and AC-NMW and FMAGW.
- AC-NMW's Sharing Treasures Scheme establishes partnerships with museums and enables gallery redisplay and exhibitions with loans of objects from the AC-NMW collection. Many museums benefit from informal partnerships with AC-NMW staff who advise on specialist subjects matters and many also have long-term loans of objects from the national collections.
- Museums and art galleries work in partnerships with national bodies outside Wales; as well as specific art and educational groups like Engage Cymru, AC-NMW Artshare and ACW. Many museums establish short-term partnerships with community groups and, for smaller museums, this can be the only form of partnership because volunteers staff the museum.
- As well as working with local schools, museums also work in partnership with further and higher educational bodies, local community groups, tourist groups and national movements appropriate to their museum.

Table 5: Working Effectively
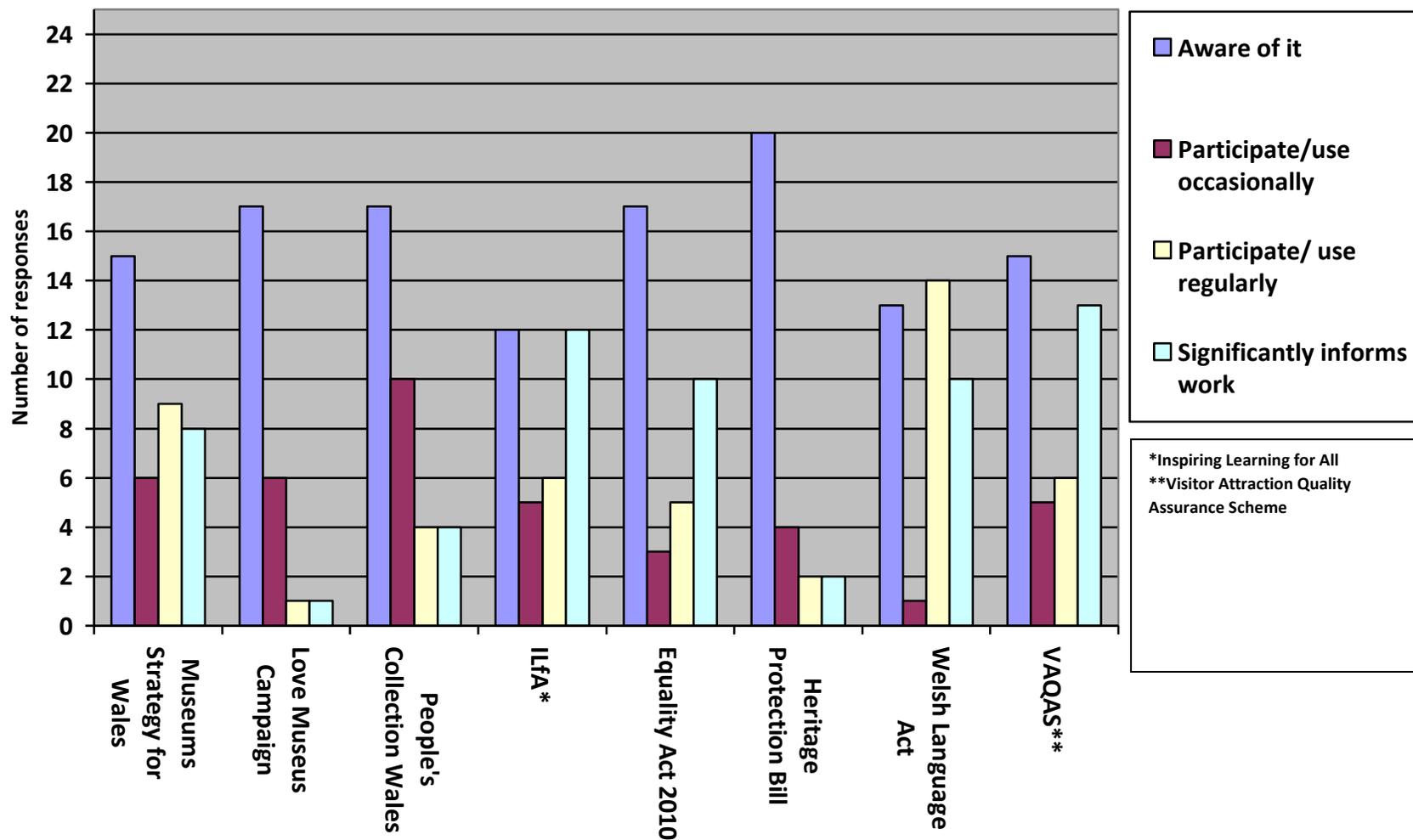## (online survey and telephone interviews)

Legend:
- Adequate policy in place
- Good practice achieved
- Current or recent (2011) projects
- Assistance required
- Willing to share learning

*National Museum Wales/ Amgueddfa Cymru
**(In Wales and beyond)

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1.3.6   Participation in national initiatives
(Online surveys and telephone interviews only)

It is highly likely that museums didn't always state that they were aware of an initiative if they also use or participate in it regularly or if it significantly informs their work. In other words some may have ticked more than one box, while others only ticked the one that most accurately represented their position. For this reason awareness of a scheme is given less weight than participation in it.

- There is still work to be done in terms of raising awareness and encouraging engagement with the strategy, but it's heartening that museums are already viewing it as significant. In terms of regular use, more museums stated that they regularly used the strategy than any initiative other than the Welsh Language Act. This suggests museums appreciate the value of engaging with the strategy. An area where more work could be done would be to find out exactly how museums are using the strategy (for instance to inform forward planning, as advocacy or to support fundraising) and what support, if any, they need to do so.
- The Welsh Language Act was the initiative used most regularly by museums. This was also cited by many museums as something which significantly informs work across Welsh museums. As this is a legal requirement, this isn't a surprising finding, but does, none the less, demonstrate a commitment to use of the Welsh language in museums.
- VAQAS is the initiative which most significantly informs the work of the museums who responded. This reinforces the view that museums are focusing significantly on visitor services. This scheme has public, as well as sector recognition, which could be another reason for its high take up.
- Although many people are aware of the Equality Act, relatively few museums use it regularly or feel it significantly informs their work. This is backed up by training needs analysis findings that this is an area where museums need support. Despite this a high number of museums feel they achieve good practice in this area. An external view on this may be warranted.
- The response to Inspiring Learning for All framework (ILfA) shows that this is relatively significant in informing work in the sector.
- Although many people are aware of the Heritage Act , very few people use it in any significant way. It would be worthwhile to monitor whether the new Heritage Protection Bill will make it more or less relevant to museums. It appears that people confused the Heritage Act which already exists for England and Wales with the proposed new Heritage Protection Bill for Wales which is currently under consultation. Museums and the Federation will respond to the consultation and make the case for the portable heritage cared for by museums to be included in the scope of new legislation.
- Many people were aware of People's Collection Wales, but very few use it regularly. This backs up findings at regional meetings that it is currently difficult for museums to use. Although not formally identified as a training need by museums, this has been noted as an area where support is required.
- Of all the national initiatives, the one of least relevance to museums appears to be MA's 'Love Museums' campaign. Although a relatively high proportion of people who responded were aware of it, very few participate regularly or say that it significantly informs their work. MA are changing their priorities in this area, so this is probably a strategy aim that will need updating in consultation with MA.

Table 6: Participation in national initiatives
(online survey and telephone interviews only)

Legend:
- Aware of it
- Participate/use occasionally
- Participate/ use regularly
- Significantly informs work

*Inspiring Learning for All
**Visitor Attraction Quality Assurance Scheme

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1.4 Training Needs

"Training courses are useful if they are regional and relevant." *telephone interview*

From the training needs identified at each meeting, the online survey results and the telephone interviews, there are clear overlaps and preferences for the same subject matter to be addressed in training and development. The training and development needs are listed below. A full Training Needs Analysis (appendix 6) has been submitted to CyMAL to inform its training programme. The order below is determined by the amount of people who named them as training and development needs in telephone interviews, online survey and meetings, with the most popular listed first**.**

Key findings: *(combined from meetings, surveys and interviews)*

1.4.1 Subjects

- **Development and management** – this was identified as a training and development need at almost every meeting. The issue of losing retiring volunteers was also discussed.
- **Collections Care** – another need identified at three meetings, including the importance of specialist and general collections knowledge, and collections care training for volunteers, which would give them networking opportunities. Collections care was a very common training and development need in telephone interviews and the online survey. In the latter some named it as a top training and development need and collections care for specific materials was also stated as a top need. Help with exhibitions and object identification were all named as top training needs in the online survey results.
- **Policy and Planning** – this was identified as a training and development need at some meetings. Different aspects of policy and planning were discussed; including fund-raising and audience development, mid/long-term planning and specific policy training. Policy and planning did not rate so highly in the survey as a subject area, but individual categories were listed under this general subject area; such as project management, business modelling, mandatory aspects of the Museums Strategy, health and safety and forward planning. The results of the online survey, however, show that forward planning is also an important training and development need, along with policy/strategy/report writing, project management, business modelling, and mandatory aspects of the Museums Strategy.

"[We are] currently updating [our] forward plan as a museums service, mapping requirements of local authority with targets on strategy and accreditation requirements." *online survey*

- **Access audits** – this was a need identified at meetings, and participants were keen to point out the importance of learning about physical and intellectual access. In the online survey, access audits were not

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specifically named as a top training and development need, but equality issues, accessibility, sign language and use of the Welsh language were all named as top training and development needs.

- **Learning** was identified as a training and development need at meetings. It is clearly a wide-ranging subject area; but participants specifically asked for training on evaluation of learning projects, how visitors understand our collections and learning and social outcomes. In the online survey, how to attain good practice for loans to schools and dealing with difficult children were both named as top training and development needs. Forming a network of education and learning in museums was also named as a top training and development need. A South Wales Museum Educators network has already been formed, which may not be widely known.

"[We] need fresh appeal to schools. [Our] policy needs updating." *online survey*

- **The accreditation process** was identified as a need for training and development; participants requesting a step by step process to accreditation – suggesting online resource/staff placements at other museums who are accredited. The new accreditation standards were also named as a top training and development need in the online survey results. CyMAL has now produced a document and an online form in Word format to help with accreditation which addresses this: Applying for Accreditation - a guide to accessing the online system: http://wales.gov.uk/topics/cultureandsport/museumsarchiveslibraries/cymal/museums/accreditation/?lang=en
- **Social media training** ranked high as a training need in both the survey and the regional meetings. It was identified as a need at two meetings with the emphasis on very practical training and also impact assessments on how effective it is as a marketing tool. In the online survey social media training was named by two people as a top training and development need. Apps and new technologies were also named as a top training need. Training on using the Peoples' Collection Wales was a very popular need to come out of the online survey and was discussed generally as an issue in meetings.

"[We] need ways of creating social networking that aren't too technical." *online survey*

- **Audience development and community engagement** were popular categories in the online survey; specific issues of, increasing audiences and improving customer experience were seen as priorities.

"Community development is about capacity building and organisational health." *online survey*

- **IT issues** were also named as top training and development needs in the online survey and in the telephone interviews, specifically naming website design as a top training and development need.

- **Emergency/disaster training** was named in the online survey as a training and development need alongside one vote for emergency planning. This did not feature in meeting discussions.

"Do we make money from cafes and shops in museums?" *regional meeting*

- Issues of **advocacy** such as **marketing** were also considered important training and development needs in the online survey and in one telephone interview.

"shop incomes are declining because of the general economic downturn; there are difficulties of competition." *regional meeting*

- Training on the **Peoples' Collection Wales, Income generation, Health and Safety, Collections rotation and storage** and **community outreach** were all named as top training needs in the online survey results. Discussion around PCW at meetings suggests it's a real need for museums.
- **Customer care, forward planning, marketing, ICT, object identification, increasing audiences** and **conservation** were also considered important training and development needs in the online survey. **Marketing** was also named as an important training and development need in a telephone interview.
- The issue of **staff development** as a whole was considered an important training and development need in the online survey; with individuals naming staff management, CPD and how their current role is mirrored in other organisations.
- Some individuals named **working with AC-NMW** as a top training and development need; specifically naming the Sharing Treasures scheme and generally discussing what kind of support local and regional museums need from AC-NMW.

1.4.2 Methods:

"Training needs to be effective but not too time-consuming" *telephone interview*

- **Job-shadowing and placements** were more popular in the meeting discussions than in the online survey and telephone interviews. There were an equal amount of people who found job-shadowing unhelpful and suitable in some areas in the online survey results and telephone interviews. Less traditional methods of training like job-shadowing, mentoring, and visits to other museums could be discussed in more detail at the meetings, making them seem more practical than perhaps people first thought.
- In the survey and telephone interviews, people chose the more traditional method of **training course/workshop** as the most popular training method. The latter was also popular in the meetings and will always be considered a popular training style and useful for a wide range of people.
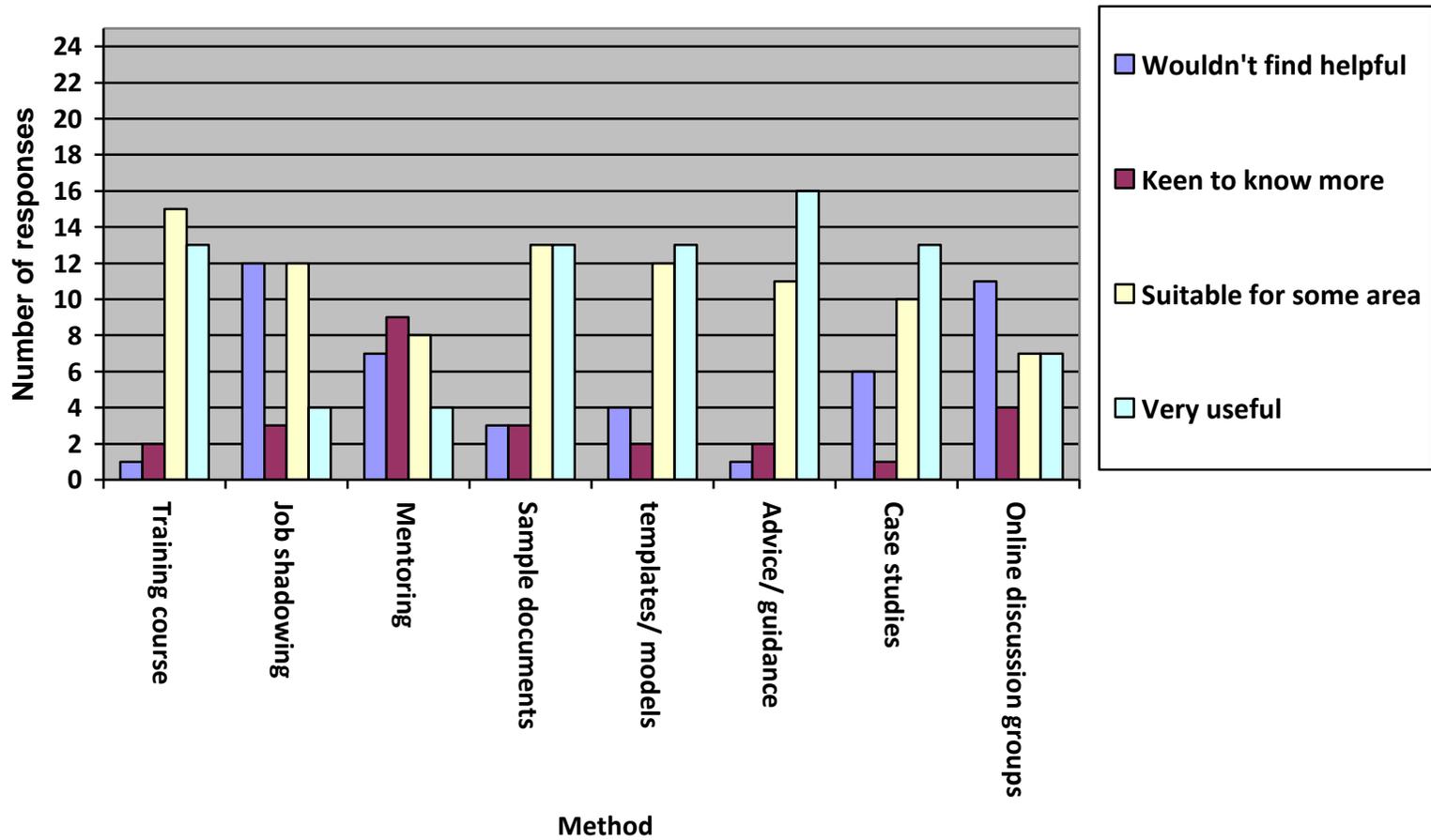
- **Case studies, sharing good practice and model documents** was also considered very helpful in the online survey and telephone interview results and suitable in some areas. These training and development methods could also be discussed at more length in the meetings. Peer group sessions was also considered a top method of training in the meetings - learning from one another was discussed as being more beneficial than learning through a trainer-led session. The advantages of the regional meetings as opportunities to network and find out what museums locally are doing and what projects are running was recognised.

> **"Sharing documents is a very valuable step to take between regions."** *online survey*

- **Online resources** were mentioned at one meeting as a useful method of training particularly in regards to a step by step process of how to apply for accreditation, especially valuable for smaller museums. Not surprisingly as a method of training, these came through more strongly from those who responded to the online survey and in telephone interviews. However many discussions took place during the meetings about the usefulness of sharing policies/plans and case studies of projects and making these resources available online would be the most practical way of doing so. As long as the sector is aware where these resources are available online; many museums would make use of them. For those who have issues with downloading material, post is an alternative.
- **Advice and guidance** scored the highest in the very useful category in the online survey and telephone interviews and was discussed at the meetings. Traditionally, in Wales, with a small museum community, this has always been a training/development method that has worked well and will work well in the future. It happens informally at present, but it may be that a more formal method, such as the 'buddying' scheme (see recommendations) needs to be considered.

The Training Needs Analysis will be used in determining future training courses arranged by FMAGW and CyMAL, the latter plan to use this document as the basis for their training programme for next year. The preferences for various methods of training and development will also help these bodies in supporting museums to make it possible to avail themselves of different training styles. It is hoped that discussions at the regional meetings and examples of people taking part in less traditional methods of training will help people to be open to different training methods in the future (see table 7).

Table 7: Preferred training methods:
from online survey and telephone interviews

Legend:
- Wouldn't find helpful
- Keen to know more
- Suitable for some area
- Very useful

X-axis (Method): Training course, Job shadowing, Mentoring, Sample documents, templates/ models, Advice/ guidance, Case studies, Online discussion groups

Y-axis: Number of responses (0 to 24)

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1.5 Building Partnerships

> **"I believe partnerships are crucial to sustaining the museum sector."** *regional meeting*

1.5.1 In Wales:

Museum Strategy for Wales steering group
These meetings have provided an opportunity to feed findings and key issues from engaging with museums into discussions on strategy delivery at an early stage. The presence of this group is a real bonus for the sector as it is able to respond to issues in a coordinated way.

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FMAGW are managing this consultancy project and input into the project has been received throughout from the committee. Discussions have taken place with communications officer about use of social networking and best use of the website to disseminate information and provide an online resource. (see section 1.6) Membership details were also received from the membership officer. Meetings and online survey were used to publicise details of FMAGW membership. The dates and locations of the meetings were discussed with the president. Regular progress reports have been written and submitted for all committee meetings since the start of the project.

CyMAL
This project is largely funded by CyMAL and their input into this consultancy project has been integral from the start. Specific discussions have taken place with museums development adviser and head of museums development about how to record and share examples of the good work happening across museums in Wales. It was necessary for this project to complement rather than duplicate Spotlight, so communication was necessary to ensure that happened. The need for photographs for publicity and advocacy work was expressed and these have been sought from participating museums. The decision was made not to focus on the National Marketing Campaign in this project, although this is still a priority for strategy delivery.

Links with the workforce development adviser at CyMAL were established at the beginning of the project. Regular communication took place regarding training needs and regional meetings. Advice from the workforce development adviser was sought on all aspects of identifying training and development needs and avoiding duplication of consultation with the sector on their needs in this area. Instead of a survey of training and development needs being sent out by CyMAL, the training and development needs analysis compiled from the meetings, online survey and telephone interviews were considered a better measure of needs across the sector to inform the Training Programme for CyMAL for 2012/13. A copy of the Training Needs Analysis (appendix 6) has already been sent to the workforce development adviser.

Amgueddfa Cymru
Discussions and meetings took place with national partnerships manager, head of policy and planning and deputy director general and director of operations. They feel that, in terms of national partnerships, the fact that there's only one national museum body makes communication easier. AC-NMW feels it is in a privileged

position in this area, compared to national museums in England. Overall it has a much closer relationship and more partnerships with local museums than its counterparts over the border. AC-NMW is looking to expand its partnerships and believes personal contact is important to that. They are keen that any partnership works to the benefit of non-national and national museum and is a two-way process. AC-NMW are also contributing a number of documents to the online resource. (see section 1.6)

People's Collection Wales
Museums are keen to use PCW and see its potential and they have lots of ideas about how they would use it. However feedback suggests that people are discovering difficulties at the beginning of the process; such as problems duplicating information, and difficulties in uploading images and groups of images. These problems are seen as barriers to using PCW; even for individuals who are IT literate. Discussions at regional meetings show that some museums are fully engaged with PCW, others find it difficult to use.

Discussions have taken place with the programme manager for PCW about improvements taking place to make it easier for museums to add content. PCW have published material on uploading and utilising content and have offered to provide it to be added to online resources (see section 1.6) In addition discussions have taken place about linking PCW with Culture Grid www.culturegrid.org.uk and Europeana www.europeana.eu in order to increase access to Welsh digital content. PCW are active partners in a nation-wide funding bid. . (See section 1.5.4)

South Wales Museum Group
Attendance at one of their meetings in autumn 2011 to introduce the consultancy project and to network with individuals over the most effective regional meeting date and location for the South Wales area.

Contemporary Collecting Group Wales
As this group had just had an MA funded project involving surveying museums in Wales, they were contacted for advice on where and how to hold meetings and for up to date contact details from museums. The group were also involved in discussions on the MA bid (see section 1.5) being prepared, as it makes sense to build on experience gained from that project and to build in contemporary collecting issues to it.

1.5.2 Beyond Wales:
Museums Association
Discussions took place with a number of people at Museums Association regarding possible partnerships. The aim of these was to look at ways in which learning can be shared across the sector:
- MA's collections coordinator has agreed to discuss ways to share learning from MA's recent Effective Collections programme, with resources available online. They are currently creating a learning resource for this project with the hope of linking it to http://www.welshmuseumsfederation.org. Once documents from the project are gathered together, these too can be made available either indirectly through that learning resource, or directly on http://www.welshmuseumsfederation.org.
- Discussions were held with MA's Diversify and Monument Fellowship coordinator, who has sent links to material from MA's Diversify programme for use in the online resource (see section 1.6).
- Links to and from MA website will hopefully form part of the online resource once it is further populated with material.

Collections Trust
Discussions took place with Collections Trust on partnerships in a number of areas. These are:
Links between Peoples Collection Wales, Culture Grid and Europeana:
PCW offers access to a range of digital material relating to Wales online. Culture Grid also has material relating to Wales and much of this content feeds in to Europeana. For museums it's much easier if they can enter content once and the ideal situation would be that any material relating to Wales would then be fed to and from each of these sites. Not only would this be more convenient for museum staff, but also for members of the public searching for content, who would be able to visit each site and access all relevant content.

Discussions were held with CT's chief executive and with their Culture Grid manager and their international development manager. Discussions also took place with PCW's programme manager about the best way to make links. In this case, having initiated the discussion, it was decided that the best course of action was to encourage CT and PCW to talk directly to each other to establish a strategic partnership to work out issues around the technology base, the sector support that would be needed and how funding and licensing is tackled.

Links between the FMAGW website and Collections Link
The intention is to add documents and resources to http://www.welshmuseumsfederation.org which are of relevance to museums across Wales. Many of these resources will also be of benefit to museums across the UK and beyond however, and sharing them in this way acts as advocacy for museums in Wales and demonstrates the strategy in action. In the same way, resources which are available on Collections Link could be valuable to museums In Wales. Inclusion in CL news section and newsletter to promote online resource are other short-term options.

Other areas of work
- Sharing Expertise Group: This was raised at a meeting with CT's programme's manager: standards. She has since had discussions with FMAGW president about this group and how a Wales-wide view can feed into priorities
- Open Culture: CT's international collections management event in 2013 may be an advocacy opportunity for FMAGW. A session relating to strategy delivery may be a possibility.

1.5.3 Advocacy

"Museums do marketing and advocacy poorly – lots of people want to use museums, we are good at doing things, but not good at telling people about them!" *regional meeting*

MA conference
A proposal has been accepted for FMAGW to lead a session at MA's annual conference in 2012 entitled:
"Stronger together: How the Museum Strategy for Wales is giving the sector a united voice
The session will show that at a time when museums are under pressure from all sides, partnership working is vital and how the strategy has enabled stronger links between FMAGW, museums in Wales, CyMAL and AC, putting the sector in a stronger position to address a wide range of issues in all types of museums across Wales.

The session will include speakers from the Museum Strategy Steering Group, AC-NMW and the sector and will show how speaking with one voice makes the museums sector in Wales manageable for outside organisations to work with.

Museums Journal
As a result of discussions with the editor of Museums Journal (MJ) proposing a feature on how the strategy for Wales is working, an article is planned to appear in the September 2012 edition. This will explore how the strategy for Wales is working in the context of other home nations and their strategy development.

YMAG
A feature was submitted for FMAGW's publication YMAG (Appendix 7) in February 2012 about the project, what it will achieve and how it affects the work of individual museums.

Photographs
Museums have been asked to supply photographs to illustrate relevant projects for case studies to promote the work museums are doing across Wales and to form the foundation of a Facebook page for FMAGW in future.

1.5.4 Funding Opportunities

"Resources are the biggest problem in delivering the strategy" *online survey*

Esmée Fairbairn Collections Fund (EFCF)
The key opportunity identified during this stage of strategy delivery was Esmée Fairbairn Collections Fund. This is administered by MA and offers up to £100,000 for work focusing on better use of collections. As a result a partnership was put together to discuss priority areas and assemble a bid for a project to build capacity to review and use collections in Wales.

The project is called 'Taxonomy and Taxidermy: Linking Natural Science Collections in Wales' and aims to create a strategic nationwide approach in the context of Wales' discussions on a distributed national collection (DNC). FMAGW have asked for just under £100,000 for a three year project to appoint a project co-ordinator, undertake a series of reviews in partnership with AC, develop an online taxonomy using PCW and create a touring exhibition and supporting resources (some online) with highlights from natural sciences collections. Match funding (often in kind) to the value of approximately £40,000 has been identified from FMAGW, AC, museums in Wales and PCW.

15 museums or services across Wales registered interest in the project before submission of the outline bid (5 April 2011) (appendix 8). The project was successful at round one and a full application was submitted by 31 May 2012.

1.6   Online Resources

"Online resources are bread and butter for groups limited in time" *online survey*

An important element of the project brief was to look at ways to disseminate learning across Wales online. Existing websites already contain useful resources, for instance, many are available on CyMAL's website, although a spot analysis suggests that these aren't always easy to locate. There was a suggestion that http://www.welshmuseumsfederation.orgwas explored as a potential home for this material. After discussions with FMAGW's communications officer, it was felt that initially it was simpler and easier to create a resource on http://www.welshmuseumsfederation.org than elsewhere. This is accessible to everyone working in museums in Wales, whether or not they are members of FMAGW. This resource will be begun with web pages and some initial content during the second phase of the strategy delivery project.

In the long-term, the aim is to create a resource that allows museums to create, upload and edit documents, based on the structure being created now. For the resource to be successful, it is vital that content can be searched and located easily. To this end, advice was sought from a website design and programming company on long-term solutions to enable this activity. They suggested adding an off-the-shelf document management system, which FMAGW could link to from its main site. This represents a significant investment and long-term financial commitment for FMAGW, so its value would need to be thoroughly researched and alternatives explored before implementation.

1.7   Delivery against the project logic model

Measured against the project model, the consultancy element of the project has achieved many of the short-term outputs predicted as well as having some unexpected outcomes. Through the online survey and regional meetings the project has been successful in establishing a dialogue with a large number of museums across Wales about the Museums Strategy for Wales.

It is clear from the response to consultation during this project that the sector is willing to engage with the strategy. Already many museum staff who responded are regularly using the strategy or feel it significantly informs their work, and this number is likely to increase as the benefits of working strategically across Wales become more apparent at a local level.

Table 8: Delivery against Logic Model

Short-term Output	Comment
Communication plan in place and in use	Complete
Five regional meetings held across Wales	Complete
Dialogue taking place with museums across Wales.	In progress
Memorandum of understanding between National Museums and local museums	Involves further discussion with CyMAL
Clear picture of best practice across Wales and of gaps where more help is needed	In progress. Awaiting resources from museums
Communication methods in place for museums to share best practice / discuss current issues, using social networking where appropriate	Ongoing
Online space(s) created and promoted for sharing best practice models and examples of strategy in action	By September 2012, initial online resources will be made live.
Models in place for: • Collaborative working across local authority boundaries and between govt departments • Partnerships between AC-NMW and local museums • Access audits • Formal and informal learning • Volunteer development • Preventive conservation • Use and development of collections	No models have yet been produced. It was decided that, until resources have been received from museums, it wasn't possible to identify areas where models were most needed. Creating them from scratch, when it's likely that good examples exist within the sector was deemed a poor use of resources.
Examples (with photographs where possible) in place for: • ILfA in use • International collaborations • Peoples Collection Wales • Conservation practice • Any projects that demonstrate strategy in action • Results of significance pilot	In progress. Requested documents and photographs via email from museums that completed the survey and attended regional meetings. This has so far produced a good, but far from comprehensive response.
Promotional strategy and National Marketing Campaign in place	Work deferred and needs involvement from CyMAL. Work has taken place however on promoting the strategy within the sector.
Training needs analysis completed	Complete

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Recommendations report completed	Complete
Web space available bilingually (NB some resources e.g. blogs may only be available in English or Welsh)	Discussion still ongoing about extent of bilingual provision for web space. Once this is agreed, translation of web pages and/or online resources can take place within project budget.

Part 2. Activities of Sector organisations in Wales

2.1   Introduction

The impact and effectiveness of the Museums Strategy can only be measured by evaluating actions by all partners. This includes activities undertaken, outputs achieved and the outcomes of the work across the museums sector. To this end information on these areas has been collected from all partners in strategy delivery.

2.2   Methodology

The key evidence below has been summarised from the evidence report prepared by CyMAL's museum development officer. In addition, information and knowledge obtained as part of the consultancy work has been used. Each section below covers a different partner organisation and their achievements under the three key principles from the Strategy.

All partners are active in carrying out work towards the actions of the strategy and committed in achieving the outcomes. Much has already been achieved towards the outputs for 2010 – 2012, but there is still more work to be done.

2.3   Federation of Museums and Galleries of Wales (FMAGW)

FMAGW has co-ordinated and managed the museums strategy delivery project described in part one of this report. This has looked at every aspect of strategy delivery that affects individual museums, as well as considering wider actions to further strategy aims.

2.3.1   Museums for Everyone

- FMAGW is a partner in developing a National Marketing Campaign for museums in Wales and has met with a representative from the Visitor Studies Group to suggest ways of them becoming involved.
- As the lead organisation in providing strategic advocacy for museums in Wales, FMAGW has achieved a considerable amount of work on Advocacy and through the consultancy project. FMAGW has published an Advocacy Bulletin (No.1) on its website and launched the Advocacy Strategy and toolkit at its AGM on 17th Oct 2011. The aim of the Advocacy Strategy is to ensure FMAGW's key messages are heard across Wales, the UK and by a wider community. The toolkit enables museums to develop their own Advocacy Strategy; using a collection of data, statistics and good practice examples which can be used when carrying out advocacy work. FMAGW encourages its membership to use it as a promotional tool to give to decision makers, in order to promote museums in Wales.
- FMAGW have also produced a calendar promoting Welsh Museums. The calendar has been sent to museum professionals and key decision makers within the governing bodies of museums, sector bodies, politicians and media professionals. Our intention is that it will serve as a reminder of the inspirational work that museums carry out in Wales.
- The Welsh Museums Strategy was promoted at the Museums Association Conference in 2011 at a session led by FMAGW entitled; 'Come on England'; with contributions from the Home Nations about Museum Strategies.
- FMAGW will chair a session at the MA Conference 2012 with a paper about partnerships relating to the strategy.

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2.3.2 A Collection for the Nation

- In partnership with Cardiff University, FMAGW has held discussions and defined concept of a distributed National Collection and information on this is due to be uploaded on to http://www.welshmuseumsfederation.org. FMAGW is also preparing a bid to MA's Esmée Fairbairn Collection Fund for a project which has this as an aim and which will inform development of the distributed national collection (see section 1.5 and appendix 8).
- FMAGW is also facilitating discussions between PCW and Collections Trust over linking PCW, Culture Grid and Europeana.
- FMAGW publishes a twice-yearly newsletter; YMAG; which shares best practice in the use and development of collections amongst its membership. FMAGW is also creating an online resource to share good practice for case studies, documents and photographs which will be available through its website.
- FMAGW also organised a conference on Museums and Communities which took place in March 2012 and was well attended. FMAGW continues to build links with Collections Trust and MA in terms of sharing good practice on the use and development of collections. FMAGW is a supporter of the Contemporary Collecting Wales Forum.

2.3.3 Working Effectively

- FMAGW has made some initial contact with the Association of Cultural Enterprises as part of the action to identify further opportunities for income generation and will continue to build on this link.
- FMAGW has produced a training needs analysis for CyMAL based on consultation with museums in Wales through five regional meetings, an online survey and telephone interviews. FMAGW continues to run a training and events programme. FMAGW is actively promoting skill sharing through evaluating museum training needs and assessing preferred methods. FMAGW is also preparing an online resource for museums to share and learn from best practice on its website.

2.4 CyMAL

2.4.1 Museums for Everyone

- CyMAL has gathered information from museums regarding current sites covered by access audits and highlighted the availability of grants for access in grant information for applicants for 2011-2012. CyMAL is developing an Access Summary Template to enable museums to provide consistent useful information for disabled visitors.
- CyMAL have provided Foundation Phase training to sector staff in partnership with DCELLS and external subject experts and produced a Foundation Phase toolkit for the sector. Museum staff have been assisted in developing their Outdoor Learning spaces as appropriate with LtL Cymru. CyMAL have also organised Museum Education Basics Workshops in the sector.
- CyMAL have published a Current Awareness Bulletin dedicated to volunteers and have identified Volunteer Coordinators to produce best practice guidance/policy procedure template. The CyMAL training programme for 2012/13 will include volunteer management modules.
- Spotlight and the Visit Wales Tourism survey have collected supporting evidence towards developing a National Marketing Campaign for museums in Wales and AC-NMW have been consulted about questions.
- CyMAL have funded advocacy training for FMAGW committee members towards development of the Advocacy Strategy.
- CyMAL have commissioned a baseline study into a Welsh Language terminology for museums to determine what is already available.

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2.4.2   A Collection for the Nation
- Developing a co-ordinated approach to collecting, rationalisation and loans across Wales has led to CyMAL funding the Museums Partnership North Wales and a pilot partnership exhibitions & collections display and outreach project in Torfaen.
- CyMAL is currently in the process of trialling the latest draft of the process and template document they have developed for the sector in Wales to use in defining the significance of their collections. CyMAL hope to run a more formal pilot this year.
- CyMAL will present a paper to the 2012 Open Culture Conference on the topic of significance and how it can be used for the benefit of institutions (in Wales). CyMAL have also made a presentation to National Libraries Wales about significance.
- In 2010/11 CyMAL ran courses on emergency planning, hazardous objects, large object conservation, paper conservation, environmental monitoring data analysis and supported several courses by external suppliers and several conferences such as the Sharing Conservation Decisions Conference, in June 2011 in Aberystwyth and the ICON Conference in March 2010.
- CyMAL have drafted a document outlining the necessary content for inclusion in a Collections Management Plan (CMP). This is in response to receiving more requests for help from museums with developing a CMP and writing a brief for a Collections Care Plan. It is likely this is a result of the publication of the new accreditation Standard requirements. The document will be made available to institutions on request.
- The CyMAL magazine and Current Awareness Service assist the sector in sharing best practice in the use and development of collections. The sector is encouraged to use this to circulate information and share best practice.

2.4.3   Working Effectively
- The data collected through Spotlight on museums 2011 is currently being finalised.
- The new Sharing Treasures Scheme was launched in November in partnership with AC-NMW and HLF and CyMAL now have an agreement to operate a partnership around Sharing Treasures Scheme for 2012/13 with HLF making up to £100,000 available to fund Sharing Treasures projects, which matches the CyMAL budget of £100,000.
- CyMAL has commissioned and received a scoping study researching the need for a survey of museum buildings in Wales. This will be made available to the strategy steering group and will form the basis of a discussion of future action in this area.
- A draft of an updated Workforce Development Plan should be ready by the end of March 2012.   CyMAL is working with a consultant who is currently preparing a report regarding priorities for training for museums in Wales, which have been identified from the feedback received from a series of workshops and meetings held in 2011.
- CyMAL organised an extensive training and conference programme across Wales on the subject of collections care and understanding in 2011/2012; including such themes of emergency salvage planning, large object conservation and four sessions on introduction to care of textiles. CyMAL have also supported courses run by other bodies such as the National Trust and National Library of Wales. CyMAL has also run two Economic Impact Toolkit Workshops in February 2012.

- As a partner for the action area of widening entry opportunities to the museums profession in Wales, CyMAL has supported the Conserving Local Communities Heritage (CLOCH) project and the first four Trainees were recruited in January 2012. Work experience placements will include museums.
- As the lead body for the action area of developing a model for collaborative working across local authority boundaries and between different government departments, CyMAL awarded a grant for a collaboration feasibility study for a North East Wales Museum Services and ran a workshop entitled 'Moving the Deckchairs' in May 2011; led by consultant Hilary McGowan who carried out the collaboration feasibility study.

2.5   Amgueddfa Cymru/National Museum Wales (AC-AC)
2.5.1   Museums for Everyone
- AC-NMW is committed to working with CyMAL on a National Marketing campaign and as part of its wider marketing activities; AC-NMW will engage with MA's 'Love Museums...' campaign. AC-NMW has actively supported FMAGW in developing the Advocacy Strategy and toolkit through a joint workshop and meetings for FMAGW committee and running communications and social media training days for all FMAGW members.
- AC-NMW frequently use Generic Outcomes in Learning case studies; a selection of which is being made available to CyMAL for wider dissemination. AC-NMW have developed activity booklets to encourage families to work with collections and have recently worked with young people on the Just Bling project – funded by CyMAL.

2.5.2   A Collection for the Nation
- AC-NMW is committed to the discussion on the concept of a distributed national collection, which has been instigated by FMAGW.
- As an initial step to developing a co-ordinated approach to collecting, rationalisation and loans across Wales, AC-NMW Loans procedures are being reviewed to improve consistency and transparency. These will be in place for 2012/13. AC-NMW is actively involved in developing proposed new MA guidelines on the principles of smarter loans.
- AC-NMW is part of the steering group for Peoples' Collection Wales.   Measuring the progress of PCW is done through the amount of content available online and the number of museums in Wales represented on the site.
- AC-NMW is committed to supporting museums and partnerships outlined in the strategy.
- AC-NMW collecting strategies identify the areas in which contemporary collecting is a priority and AC-NMW is a member of the Contemporary Collecting Wales forum discussing the development of a strategy for a distributed national social history collection.
- AC-NMW has developed a significance assessment matrix which CyMAL are considering adopting.   They are currently trialling their significance assessment toolkit in social history and industry collection areas with a view to informing discussions with CyMAL and other key partners.
- All AC-NMW curatorial departments have research strategies.
- AC-NMW is committed to adopting environmentally sustainable working practices by making The Carbon Trust DVD available on AC-NMW website and taking part in a pilot study of research and sharing expertise in sustainable practice with Cardiff University (Lambert, S and Henderson, J. 2011 The carbon footprint of museum loans: A pilot study at Amgueddfa Cymru – National Museum Wales, Museum Management and Curatorship Vol. 26, No. 3, August 2011, pp209-235.)

2.5.3 Working Effectively

- AC-NMW is committed to identifying further opportunities to generate income by running a seminar in 2012 on fundraising and commercial income generation
- AC-NMW has produced web based information on sustainability. AC-NMW already link to the Cynnal Cymru and Carbon Trust web sites and the Welsh Assembly Government sustainable development pages.
- AC-NMW is still committed to the Sharing the Treasures Scheme and has contributed to the recent review of the Scheme. The new scheme was launched in November 2011.
- AC-NMW has formed many international links across many of its departments and sites through exhibition exchanges, art exhibition tours, an educational exchange programme, and links with appropriate museums.
- AC-NMW Collection Management training programme for the sector started in September 2011, with six sessions to be delivered by the end of March 2012. An additional seminar on collections storage has been included at CyMAL's request. AC-NMW are looking to develop a business case for establishing AC-NMW as a centre for NVQs in Wales and will continue to build on early work which has related to traditional building craft skills, heritage horticultural skills, mining apprenticeships and supporting staff on first Line Management NVQs. NVQs in cultural venue operations will begin in January 2012 and AC-NMW will investigate possible opportunities for sector-wide engagement and collaboration.
- AC-NMW continues to develop best practice in sharing skills across museums, in line with its development as a learning organisation; by making in-house training courses/opportunities available to colleagues in the sector, engaging with the British Museum International Trainee programme, sharing skills and experiences through the Sharing Treasures scheme and Peoples' Collection Wales.
- AC-NMW will contribute to the review of a model for collaborative working across local authority boundaries and between different departments within government. AC-NMW have also provided input to the review of a memorandum of understanding for partnerships between national and local museums and work continues on this.

2.6   Museums in Wales (through CyMAL's grant scheme)

The CyMAL grant scheme is invaluable in providing the funds for individual museums/partners and partnerships to carry out projects fulfilling the actions in the strategy. Visit the CyMAL website at http://wales.gov.uk/topics/cultureandsport/museumsarchiveslibraries/cymal/grants/grantsawarded/?lang=en for information on grants awarded to museums 2011/2012.

2.6.1 Museums for Everyone

- In 2009/10 CyMAL offered Inspiring Learning Challenge, Project and Service Development grants and in 2010/11 they continued this through Inspiring Learning LtL Service Development grants .
- As part of developing partnerships and collaborations to deliver learning services and share learning resources; CyMAL funded the South West Museums (SWM) project in 2010/12; an educational partnership of four museums in South West Wales.

2.6.2 A Collection for the Nation

- As a partner in developing a co-ordinated approach to collecting, rationalisation and loans across Wales, CyMAL has funded the Museums partnership North Wales and a piloting partnership exhibitions & collections display and outreach project in Torfaen.
- CyMAL have given Challenge grants in 2011/2012 to museums to develop content for the Peoples' Collection Wales and has also funded training for this area.   CyMAL provided funding to Royal Commission of Ancient and Historic Monuments Wales (RCAHMW) towards a pilot project on interpretation and presentation of technical data for a Peoples Collections Wales audience.

2.6.3   Working Effectively
- Grants awarded to Conwy and Museums Partnership North Wales for retail studies and two training days. A Toolkit for retail studies will be made available on CyMAL website.
- The new Sharing Treasures Scheme was launched in November 2011 and an agreement has been reached between Welsh Government (CyMAL) and HLF to operate a partnership around the Sharing Treasures Scheme for 2012/13. HLF will make up to £100,000 available to fund Sharing Treasures projects, which will match the CyMAL budget of £100,000.
- CyMAL has grant aided an international partnership between Pontypridd and France for an exhibition on; "Welsh coal and Breton steel". CyMAL has grant funded a Collaboration feasibility study for a North East Wales Museum Services.

2.7   National Trust (NT)
The National Trust is committed corporately and through individual properties to projects which fulfil the actions in the Strategy.

2.7.1   Museums for Everyone
- All of the National Trust publicity and promotional material in Wales is bilingual. As an organisation that straddles the border, the NT in Wales works hard to ensure that the whole organisation understands the importance of the Welsh language. Staff who are new to the NT in Wales are supported in their language needs.

2.7.2   A Collection for the Nation
- The National Trust upholds high standards of collections care.   All new staff attend Annual Housekeeping Study Days while existing staff attend refresher Housekeeping Study Days. Annual Environmental Monitoring and Emergency Salvage training is also organised for all new staff. Training days on specific areas of collections care are held throughout the year on subject such as integrated pest management, care of wallpapers, and care of textiles.

2.7.3   Working Effectively
- The National Trust is highly active in monitoring visitor enjoyment. The NT responds to a continuing assessment of visitor experience which shapes new proposals for income generation; ensuring that these do not impinge on visitors' enjoyment of our places and collections.
- The National Trust has many international partnerships. NT staff share expertise internationally by lecturing abroad and offering internships and placements to students from overseas. The National Trust loans collections internationally and participates in partnership projects such as a forthcoming joint project with AC-NMW, working on Japanese collections in NT houses.
- The National Trust runs one-off courses in Wales, offering places to non-NT museum; on subjects such as Integrated Pest Management and an Industrial Collections Study Day planned for 2011/2012. These courses are often run in partnership with CyMAL.

2.8 Partnerships

The range of partnerships shows the commitment of the museum sector in Wales and all partner organisations towards the value of working in partnership to achieve more together.

2.8.1 Museums for Everyone

- A Peoples Collection Wales Learning Advisory Group has been established; including representatives from the BBC, Open University, National Grid for Learning (NGFL) Cymru, teacher advisers and The National Institute of Adult Continuing Education (NIACE) Dysgu Cymru. A day school is planned and discussions are underway regarding the potential of PCW in the context of Higher Education. An information pack specifically promoting the Learning dimension of PCW has been developed.
- Cardiff University and Torfaen Museums Trust have joined in partnership to develop a volunteer programme with HLF funding Including sessions for volunteers and the public on 'Caring for your photographs, documents and leases'.
- A Partnership doll project between Ceredigion Museum, Amgueddfa Cymru – National Museum Wales and Cardiff University, funded by CyMAL, is developing an English language terminology and commissioned a Welsh translation. A seminar to discuss and agree consistent English Welsh terminology is planned.
- FMAGW has organised events at AC-NMW on 'The Press & Social Networking, (using Facebook, Twitter & how to write effective press releases)'.

2.8.2 A Collection for the Nation

- The definition of a Distributed National Collections has been discussed in a partnership between Cardiff University and Welsh Federation of museums and appropriate text is due to be placed on Federation website.
- The MA Effective Collections grant (with £15,500 CyMAL money) has funded a partnership project with Ceredigion Museum as the lead partner in a two-year project (2011-2013) working with the AC-NMW Department of Social & Cultural History and Cardiff University to examine 'Welsh costume' dolls as sources of historical evidence for the development of Welsh national dress.
- A partnership project led by FMAGW and involving PCW, AC-NMW and CyMAL has been developed around natural sciences collections. A bid for £100,000 to implement the project has been submitted to MA's Esmée Fairbairn Collection Fund. If successful this project will also address the principles of 'Museums for Everyone' and Working Effectively'
- Conservation Matters conference organised in partnership with AC, Cardiff University and CyMAL. FMAGW has supported delivery of a publication and hosts the post prints on its website.
- FMAGW Small Grants Scheme funded by CyMAL provides grant money to museums and includes projects on Collections management / documentation / monitoring / object conservation and has awarded money to Denbighshire to create content for Peoples' Collection Wales.
- In February 2012 staff from AC-NMW and Cardiff University offered a one-day course on working with conservators; aimed at museum staff who commission conservation work.
- AC-NMW and FMAGW are partners in the Museums Association Effective Collections funded (£25, 000) project to record post -1950s sports objects in Welsh collections and to prepare a travelling exhibition to coincide with the London Olympics in 2012.
- AC-NMW has worked in partnership with The Carbon Trust to make its DVD available on AC-NMW website. AC-NMW has also worked in partnership with Cardiff University who carried out a pilot study at

AC-NMW on the carbon footprint of museum loans. The article was published in Museum Management and Curatorship Vol. 26, No. 3, August 2011, pp209-235.

2.8.3   Working Effectively

- *Doliau* project plans for skills sharing between national and non-national museums by arranging a training day on handling and caring for historic dolls; supported by AC-NMW and CyMAL, through the partnership project between Ceredigion Museum, Amgueddfa Cymru – National Museum Wales and Cardiff University, funded by CyMAL.

2.9   Others

The other partner organisations listed; MA, WCVA, WLGA, Cardiff University are taking the lead where appropriate in the action areas in the Strategy.

2.9.1   Museums for Everyone

- WCVA have set up the Credit and Qualifications Framework for Wales (CQFW) Project and have worked in partnership with Culturenet Cymru and Agored Cymru to develop a new unit for the qualifications framework; "Digitising materials for museums, libraries and archives". The unit is aimed at volunteers carrying out digitisation tasks, and assessment can be carried out in the workplace by supervisors. Coleg Morganwg have agreed to register candidates and verify the unit. They hope to pilot the unit at Glamorgan Archives via the CLOCH (Conserving Local Communities Heritage) HLF Project.
- The Welsh Language accreditation documents are available on the Ace Council England web site.
- The MA ran a meeting in Cardiff introducing the 'Love Museums…' campaign in May 2010.

2.9.2   A Collection for the Nation

- Cardiff University have contributed to an MA Effective Collection bid currently being submitted on behalf of FMAGW (see 1.5 and 2.8)).
- Cardiff University is researching best practice preparation and painting for historic architectural ironwork funded by Historic Scotland. The procedural protocol produced will contribute to preserving heritage and best use of resources by underpinning cost benefit assessments.
- Cardiff University Conservation Department is a world leader for research into the corrosion and conservation of heritage iron. A £367,000 AHRC grant supports their work on controlling and monitoring corrosion of archaeological iron and earlier collaboration with AHRC/British Museum produced a protocol for preserving archaeological iron by alkaline washing. Their results are being written into the forthcoming English Heritage Guidelines for the storage and display of metals and past corrosion research underpinned the preservation of the iron steamship SS Great Britain.
- Cardiff University are undertaking research and sharing expertise in sustainable practice; including two key publications: de Silva, M. and Henderson J. 2011, 'Sustainability in Conservation Practice', The Journal of the Institute of Conservation 34:1, pp5-15. Lambert, S and Henderson, J. 2011,' The carbon footprint of museum loans: A pilot study at Amgueddfa Cymru – National Museum Wales', Museum Management and Curatorship Vol. 26, No. 3, August 2011, pp209-235.

2.9.3   Working Effectively

- Cardiff University have shared expertise internationally through a presentation to the American Institute for Conservators 40th Meeting in Albuquerque, NM May 9 2012 on 'Benchmarks for sustainability'.
- Cardiff University is an international leader in training conservators. On average; over 50% of its undergraduate and post-graduate students originate from EU and overseas. Within their degrees; many of

these students have work experience provided by Welsh Museums. Cardiff University has also introduced a new conversion MSc degree in Conservation Practice.

- The School of History, Archaeology and Religion in Cardiff University are currently in discussion with HEA about the possibility of creating a heritage studies degree. Cardiff University's Exploring the Past Foundation Pathway, provides an alternative route to Access and A level courses for adult learners who would like to study a degree in history, ancient history and / or archaeology at Cardiff University.

Part 3: Recommendations

3.1 *Communication:*

- Continue to promote the strategy, and the benefits of using it to inform work, to the museum sector in Wales, as FMAGW is the primary vehicle which local museums use to participate in strategy delivery **FMAGW**
- Ensure museums know what is being done regarding consultation on the proposed Heritage Act for Wales **CyMAL**
- Encourage museums to use economic impact toolkit **CyMAL/FMAGW**
- Encourage museums to use advocacy toolkit **FMAGW**
- Build on relationships with those museums who have engaged with this project through ongoing, relevant, communications **FMAGW**
- Maintain links with museums through regular regional meetings and other forms of communication suggested by museums. **FMAGW**
- Seek to communicate with those museums who haven't responded during this project to find out to what extent they are engaging with the strategy. **FMAGW**
- Engage with non-accredited museums (not known to be actively working towards accreditation) as appropriate to find out whether they are considering accreditation and identify support needs. **CyMAL**
- Continue to find out how museums are using the strategy, e.g. in forward planning, publicity or funding bids. Share learning in use of the strategy across the sector. **CyMAL/FMAGW**
- Create a Facebook page using photographs from this project and encourage museums to use it to communicate. **FMAGW**
- As email is preferred method of communication, use Museums Current Awareness to communicate progress on strategy delivery. **All partners**
- Use Twitter, YMAG and other means to back up this communication. **FMAGW/CyMAL**
- Use postal and telephone communication to back up emails, where resources allow, for museums who prefer this method. **CyMAL/FMAGW**

3.2 *Online resources:*

- Ensure that http://www.welshmuseumsfederation.org is a constantly updated vehicle for promoting the work museums are doing. **FMAGW**
- Restructure information on CyMAL website to make resources easier to find. Link CyMAL and http://www.welshmuseumsfederation.org with each other. **CyMAL**
- Ensure all relevant CyMAL documents are made available on CyMAL website, rather than just on request to museums. **CyMAL**
- Consider a coordinated approach to sharing documents from strategy partners as they are in many different locations at present. **FMAGW**
- Create online resource using documents shared by museums initially **FMAGW**
- Once online resource is live, contact museums who offered to share learning, on an individual basis, to discuss what documents and photographs they are able to provide. This is likely to prompt a better response than a blanket email. **FMAGW**

- Once online resources are live, review provision to establish whether a document management system would enhance provision and enable better links with People's Collection Wales/Collections Link /Culture Grid and other platforms. **FMAGW**
- Link to MA learning resource when ready. Offer detailed documents if possible. **FMAGW**
- Exploring links with Collections Link Inclusion in news section and newsletter to promote online resource are other. **FMAGW**

3.3   *Funding opportunities:*
- If MA funding bid is successful, monitor and support project delivery, evaluate outcomes to build on for the future and celebrate successes. **FMAGW**
- If MA funding bid is unsuccessful, research other ways of funding this distributed national collection project. **FMAGW**
- Identify further funding sources for partnership projects within the museum community. **FMAGW**
- When contacting museums, focus on funding needs and what practical support museums need to deliver gaps in strategy. **FMAGW/CyMAL**
- Support museums to identify suitable funding sources individually or as a partnership. Advise on and facilitate applications for these museums. **CyMAL/FMAGW**

3.4   *Advocacy:*
- Continue to promote strategy work nationally and internationally. **FMAGW**
- FMAGW to target non-members who attended regional meetings or responded to survey with membership details**. FMAGW**
- Consider producing further resources on advocacy. **FMAGW**
- Revisit the issue of how museums are using the museum strategy in future surveys to establish whether participation and use has increased. **FMAGW**
- Hold another FMAGW conference. **FMAGW**
- Evaluate CyMAL's participation in Open Culture 2012 and discuss 2013 event with CT's events manager. Consider the value of participation and submit a proposal if appropriate. C**yMAL**
- When published, use Spotlight to identify further examples of good practice and ask museums to provide case studies, photographs and documents. **CyMAL/FMAGW**
- Develop the planned marketing strategy to give a co-ordinated approach to promotion of the museum community across Wales. **CyMAL/FMAGW**
- Undertake coordinated and targeted media campaigns in partnership with museums in Wales.
- Prepare guidance for museums on dealing with media and how they include the strategy in press releases and other communications. **FMAGW**
- Support museums in measuring and promoting their economic impact. Raise awareness and promote use of toolkit. **CyMAL**
- Ensure museums are kept informed of how government priorities affect their work and ways in which they can participate and promote their relevance to these priorities. **CyMAL**

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3.5   Partnerships:

- Set up a 'buddying' scheme between museums across Wales. Less formal and more equal than mentoring, this would provide outside support and communication for those staff who currently feel as though they are working in isolation. Explore the possibility of framing this around the Accreditation Mentoring Scheme. **FMAGW/CyMAL**
- Telephone advice was highlighted as a useful method of training and development. Informal links exist between various AC-NMW departments and museums already and CyMAL staff are available for advice but it would be useful to explore ways of making the wider museum sector aware of these opportunities for advice from various bodies and of formalising the links. **CyMAL/FMAGW**
- Expand partnership working to relevant SSNs and non-museum bodies as appropriate. **CyMAL**
- Make links with other home nations to discuss strategy development and delivery and find areas of shared learning and partnership working. **FMAGW/CyMAL**
- Expand partnerships beyond museums and beyond UK. Look at areas of common interest with other UK home nations and European countries. **CyMAL**
- Continue to broker partnerships with AC-NMW. This includes practical links between local authorities and national museums as well as links with independent and other museums. **FMAGW**
- Establish links with Culturenet Cymru and identify other online platforms and portals that are of relevance to aim for a co-ordinated approach. **FMAGW**
- Help to publicise AC-NMW's plans to engage museums across Wales with national child poverty agenda where practical. **FMAGW**

3.6   Training:

- Implement training needs analysis**. CyMAL**
- Research the possibility of a training partnership with The National Trust offering places to non-NT museum colleagues on their Housekeeping/Environmental Monitoring Training Courses. **CyMAL**
- Measure training needs analysis against Spotlight to identify further areas of need. **CyMAL/FMAGW**
- Talk to MA about filmed online learning resource. Consider doing something similar in Wales. FMAGW/CyMAL

3.7   Strategy action plan 2010-15
3.7.1 Actions to consider when plan is revised:

These suggestions are based on formal and informal consultation with museums over the course of the consultancy project. This built up a sense of which areas are of concern to museums. This doesn't replace the need for any proposed sector consultation prior to strategy revision.

- Evaluation: there's nothing in the strategy at the moment about evaluating the services museums offer. This should be considered as a strategy action.
- Security: this doesn't appear as a specific strategy action and should be considered for inclusion.
- Economic contribution: measurement of this could be reinforced as a strategy action.
- Consider making rationalisation and disposal a separate action.
- Museums governance: In section 5, consideration could be given to including a subsection specifically on the museum governance.
- There's no 5.6 in action plan. This just needs amending.

3.7.2 Specific Recommendations: against strategy action plan headings
2. The Museum Sector in Wales

2.2 Build on initial consultancy project to promote accreditation to non-accredited museums
Key training need: *The Accreditation process was identified as a need for training and development; Museums requesting a step by step process to accreditation – suggesting online resource/staff placements at other museums who are accredited.* **CyMAL**

3. Museums for Everyone
Encourage local authority museums to talk to Communities First partnership boards about potential partnerships. **CyMAL**
3.2 Create model documents where possible based on existing good practice. Consider an external evaluation of access provision across museums in Wales**. FMAGW/CyMAL**
Key training need: Access audits – how to do them and the importance of learning about physical and intellectual access. Accessibility issues generally were named as top training and development needs in the online survey and telephone interviews; including equality issues, accessibility, sign language and use of the Welsh language.
*3.3 **Key Training Need**: Using social media including impact assessments on how effective it is as a marketing tool.*
3.2 &3.5 Encourage museums to put educational resources online to share with each other (particularly for national topics like WWI). Suggest museums sign up to Kids in Museums Manifesto. **CyMAL**
Key training need: Learning was identified as a training and development need. It is clearly a wide-ranging subject area; but participants specifically asked for training on evaluation of learning projects, how visitors understand our collections, how to attain good practice for loans to schools and dealing with difficult children and learning and social outcomes. Forming a network of education and learning in museums was also named as a top training and development need. A South Wales Museum Educators network has already been formed – recommend sharing good practice on this.
3.3 Seek case studies around use of ILfA. **FMAGW/CYMAL**
3.4 Consider publication of FMAGW 2012 conference paper online**. FMAGW**
3.5 CyMAL website page on volunteering established – set up a link to Current Awareness Volunteering Special from http://www.welshmuseumsfederation.org**. FMAGW**
Key training need: Volunteer Development and management was *identified as a training and development need at almost every meeting, in the online survey results and in the telephone interviews.*
3.6 Continue to use advocacy strategy, promote to museums and case studies for museums to engage. Evaluate success of calendar and consider producing one again for 2013. **FMAGW**
3.7 Research barriers to participation in Love Museums and promote benefits. **FMAGW/CyMAL**
Key Training Need: Advocacy and Marketing – continue to promote practical benefits of using Federation Advocacy Strategy – share experiences and case studies.

4. A Collection for the Nation
4.   Monitor how changes to the Heritage Protection Bill impact on its relevance to and use by museums. CyMAL/FMAGW

4.1 Develop and seek funding for projects around the DNC. Provide opportunities for museums to meet/discuss issues around DNC. Consider sharing collecting policies online so that museums can see easily where their collection fits in. **FMAGW/CyMAL**

Key Training Need: Collections Care was identified as a top training and development need at regional meetings, in the online survey results and in the telephone interviews – including the importance of specialist and general collections knowledge, collections care for specific materials and collections care training for volunteers, which would give them networking opportunities.

4.1 Develop a co-ordinated approach to collecting, rationalisation and loans across Wales.

Share experiences and case studies on how museums in Wales are responding to the new financial regulation FRS30 Heritage Assets. Take a proactive and co-ordinated approach to rationalisation to strengthen collections against financially motivated disposal. Consider producing resources in this area. **CyMAL**

4.2 Share learning from Contemporary Collecting Group Wales, share sample collecting policies**. FMAGW**
Continue to work on training and support for museums to upload on to PCW. Support this with online resources. **CyMAL**

Training need: Although this was not identified specifically as a training need by individual museums, there was a lot of discussion at the regional meetings about the difficulties of using PCW.

4.3 Consider a section on http://www.welshmuseumsfederation.org – resources for governing bodies. **FMAGW**

4.4 More work needed on:
- o using volunteers and community groups to undertake research
- o sharing specialists
- o identifying specialists on http://www.welshmuseumsfederation.org (or encouraging them to identify themselves)

FMAGW/CyMAL

5. Working Effectively

5.1 Sharing resources is key for this action**. FMAGW/CyMAL**

Key training need: Policy and Planning – covering different aspects of policy and planning; including forward planning, project management, business modelling, mandatory aspects of the Museums Strategy, policy/strategy/report writing, fund-raising and audience development, mid/long-term planning and specific policy training. Emergency and disaster training was also named as a key training and development need.

Income generation: Sharing experiences is vital: smaller museums can inform larger ones in many ways on this issue. Consider producing resources specifically on income generation for museums. **CyMAL/FMAGW**

Key Training Need: Income generation.

5.3 Support museums to measure economic impact. Share good practice where it exists. **CyMAL/FMAGW**

5.4 Share good practice. This is often an issue of confidence: some museums are very active in this area, some much less so. **CyMAL/FMAGW**

5.5 Share learning on workforce development**. CyMAL**

Key Training Need: The issue of staff development as a whole was considered an important training and development need in the online survey; with individuals naming staff management, CPD and how their current role is mirrored in other organisations.

5.7 Working with AC; specifically naming the Sharing the Treasures scheme and generally discussing what

kind of support local and regional museums need from **AC-NMW**.

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