



Museum Development North West

2018-19 Annual Report



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Foreword

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Senior Manager, Museum Development, Arts Council England

The museums in the North West of England are as varied and wonderful as its landscapes and history. They range in subject matter, location, scale and governance. There are museums about art, boats, football, hats, industry, local history, policing, protest, science, textiles and so much more.

Some of these museums are in urban centres, others are deep in the countryside or on the coast. Some independents are tiny charities, others are large scale. Some are within universities, others are run by local authorities. All play an important role in communities. Many depend entirely on volunteers. Some are essential to the region's tourism offer. They all document and represent aspects of our human story. They connect us and teach us about ourselves, our histories and our planet.

Arts Council England funds the national Museum Development programme because we believe in great museums for everyone. While celebrating the wonderful variety and range of museums across England, we believe that a sustainable future is about maintaining standards, being outward-facing, welcoming, representative, responsive, enabling, story-telling and creative.

While many museums are thriving, a significant number are facing real challenges to their sustainability – whether that's because of seasonal floods, financial uncertainty or other reasons. All are having to adapt. The Museum Development North West team work in partnership with others to help museums do that by being approachable, challenging and ambitious agents of change.

This report will give you an overview of the range and depth of the Museum Development North West programme. Many of you know this work first hand. The contents page alone is impressive. Even more so, when I remind myself that during 2018-19 the programme has effectively been a team of three – Kaye, Lynsey and Alex. An outward-facing partnership in action!

A year into my role working with Museum Development, I'd like to take this opportunity to thank the North West team for all of their work and to wish all of the region's museums every success for the future.

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Introduction

'Through promoting excellence, innovation, partnerships and organisational sustainability our aim is to help museums to become resilient in challenging times.'

MDNW team, 2014

This report details the investment and delivery of the Museum Development North West (MDNW) programme in 2018-2019. It shows the impact of our work in the museums sector across the five counties of the North West. Museum Development is funded by Arts Council England (ACE) over four years; 2018-19 is year one of a four year funded cycle.

The significant roles of MDNW are to:

- Assess real priorities for the sector
- Identify barriers that prevent raising performance of the sector
- Build capacity and resources for those museums that can attain excellence in meeting the particular and diverse needs of the communities they serve
- Provide regional leadership and act as 'first responders'

This is achieved through:

- Identifying where to direct support through knowledge of the sector
- Building trust and personal relationships through face-to-face meetings, such as site visits, with key personnel
- Targeting funding, resources and governance development in ways that set 'staging posts' for museums to improve their offer

Our focus areas have been:

- Supporting museums to use their collections
- Developing partnerships and networks
- Organisational resilience and environmental sustainability
- Workforce development

The team



In 2018-19 the Museum Development team comprised three full time staff, managed by the Manchester Partnership and Cumbria Museum Consortium:

Kaye Hardyman, Museum Development Officer (North)

kaye.hardyman@manchester.ac.uk



Lynsey Jones, Museum Development Officer (South) & Accreditation Adviser

lynsey.jones@manchester.ac.uk

Alex Bird, Museum Development Officer (Workforce & Skills)

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From April 2018 the funding lead for the MDNW programme changed from Manchester City Council to the University of Manchester. There were also management changes; we are now managed by Esme Ward, Director of Manchester Museum, and Michael McGregor, Director of Wordsworth Trust.

For 2019-20 the team has expanded with two new part time posts:

Jennie Pitceathly, Accreditation Adviser

accreditation@jenniepitceathly.com

Abdullah Ahmad, Programme Assistant

abdullah.ahmad@manchester.ac.uk



Goals

All of MDNW's work falls under one of ACE's five goals as set out in their ten-year strategic plan, 'Great Art and Culture for Everyone', www.artscouncil.org.uk/about-us/our-mission-and-strategy.

Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries

Goal 2: Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries

Goal 3: The arts, museums and libraries are resilient and environmentally sustainable

Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled

Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries



Museum Development overview

In the funding period 2018-22 MDNW's remit is to support the Accredited museums, and those officially working towards Accreditation, which are not national museums, National Portfolio Organisations, National Trust or English Heritage properties. In April 2018 106 fully Accredited or working towards museums came within our remit.

In 2018-19 the MDNW team delivered a series of projects and programmes to react to the needs of museums within our remit. Below is a summary of the activities we carried out against ACE's five goals.

Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries

- Provided site specific advice and visits
- Shared information and updates through forums and networks
- Developed relationships with key partners to support the regional sector
- Provided support for collections management, including working with Collections Trust on the 'Banish the Backlog' programme
- Continued to provide advice and support around collections development and use, specifically through industrial heritage, numismatics and natural history networks
- Piloted a contemporary collecting project with three museums, to be expanded in 2019-20 with more museums participating

Goal 2: Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries

- Surveyed museums to plan programmes of audience data collection support, with a bespoke programme underway for industrial heritage sites
- Used cultural tourism funding with museums contributing to Dippy's Natural History Adventures content for 2020, and supported Cumbria Museum Directors' Group to scope a potential project based around Ruskin
- Commissioned flooding guidance publication from BRE Scotland
- Introduced a health and wellbeing strand, running an accessibility programme focusing on older visitors
- Ran 'In Your Customers' Shoes' programme to improve the visitor experience

Goal 3: The arts, museums and libraries are resilient and environmentally sustainable

- Awarded 18 project grants through our Sustainable Improvement Fund
- Held our annual funding fair
- Carried out our third regional benchmarking survey
- Rolled out Carbon Literacy training and became a Carbon Literate Training Organisation
- Supported ACE in relaunch of the Accreditation scheme

Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled

- Delivered workforce development programmes responding to the needs of the sector
- Provided funding to support attendance at national conferences
- Worked with external partners to develop and complement workforce programmes
- Delivered the first 'New to the sector' programme
- Established a visitor teams development network
- Delivered a succession planning programme with six museums

Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

- Continued to work with Curious Minds as partners in many of our Goal 5 programmes
- A partner in the 'Hope Streets' Kick the Dust project which received funding in 2018
- Launched our first 'Family Friendly' programme
- Delivered a 'Young Evaluators' programme in collaboration with Curious Minds

Financial report

1st April 2018 – 31st March 2019

MDNW income

Core grant (ACE)	£320,150
Various small grants, earned income and underspend	£28,691
Total	£348,841

MDNW expenditure

Goal 1	£198,475
Goal 2	£27,901
Goal 3	£40,674
Goal 4	£18,525
Goal 5	£5,900
Sustainable Improvement Fund	£54,626
Total	£346,100

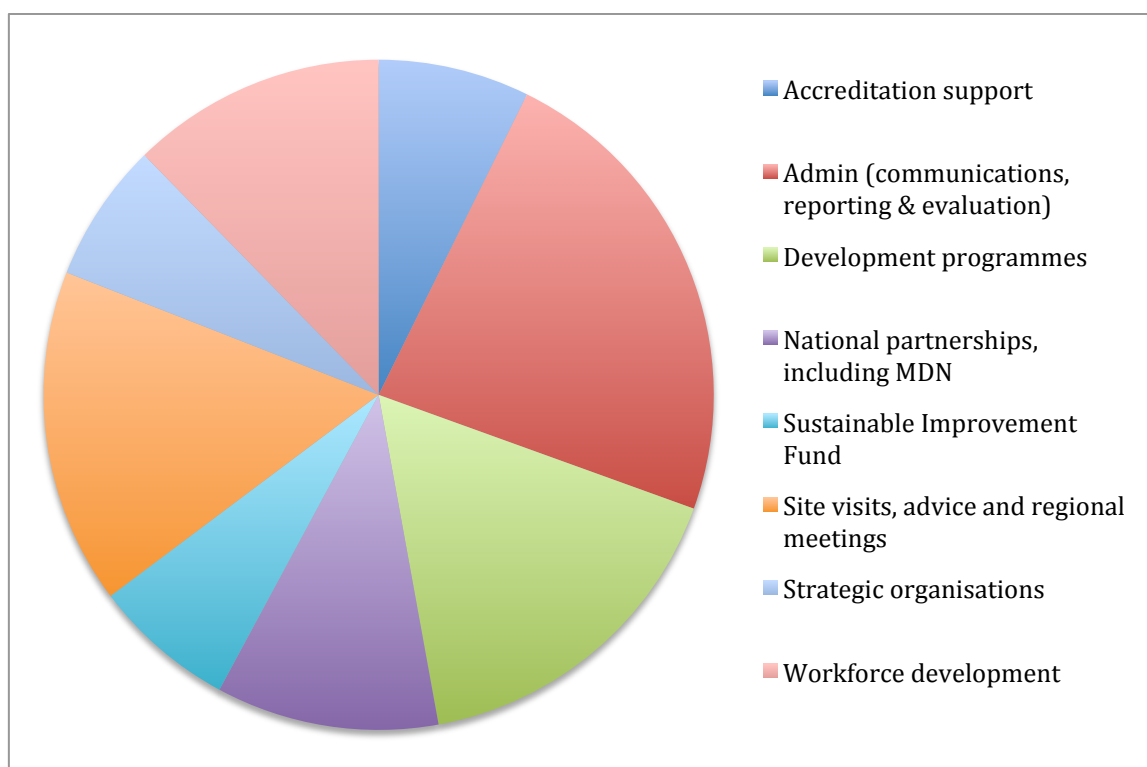
Underspend carried over to 2019-20 **£2,741**

MDNW contact and support

The MDNW team has provided support and advice to museums across the North West reflecting individual and area needs. Our aim has been to help museums to become resilient in challenging times through promoting excellence, innovation, partnerships and organisational sustainability.

The team's time is split between face-to-face contact, continuing support through email and phone, attending meetings with other partners, as well as developing and delivering programmes of work to support organisations and the workforce.

MDO activity



'We really do appreciate all the support MDNW have given us. Not just the training courses arranged by you that staff here have attended and the different funding we have received but also your wonderful support in general.'

Museum response to benchmarking survey 2018

Communications

The MDNW blog is our primary way of communicating with the North West museums sector. All our information and news is published on the blog; anyone signed up to the blog automatically receives an email with the latest posts, and updates are shared via Twitter.

The blog is used to share information on training opportunities from the team as well as from other organisations, job opportunities, publications, MDNW's Sustainable Improvement Fund, information and contact details of the team, sources of funding, regional and national news and case studies. Further resources are continually being added. You can find us at:

<http://museumdevelopmentnorthwest.wordpress.com>

In 2018-19 MDNW saw our highest figures with an average of 5,586 views per month to the blog with a total of 2,717 followers. The blog is updated regularly and to date we have published over 2,700 posts.



Museum Development North West

A programme delivered by The Manchester Partnership and the Cumbria Museums Consortium

[ABOUT US](#) [MDNW 2018-22 PROGRAMME](#) [TRAINING](#) [FUNDING SOURCES](#) [JOBS & TRAINEESHIPS](#) [PUBLICATIONS](#) [ACCREDITATION](#) [SUSTAINABLE IMPROVEMENT FUND 2019-20](#)

FEBRUARY 11, 2019

MDNW Sustainable Development Fund 2019-20

The deadline for mandatory conversations for our Sustainable Improvement Fund is the 22nd of February 2019 so if you have an idea please get in touch with one of the team ASAP.

The Fund is a major part of the Museum Development North West (MDNW) Programme. This Programme embraces the Arts

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[Customiz](#)

The MDNW Twitter account is also popular with over 2,400 followers. Through this MDNW can share information quickly. You can follow us at **@MuseumDevNW**.

National Museum Development programme

MDNW is one of nine regional Museum Development providers in England. From 2018 these providers have been reporting to ACE on nationally agreed objectives to ensure consistent reporting across the Museum Development programme and to capture and measure the impact of the programme across the country. Reporting data includes pre- and post-workshop information, programme evaluation, project information and our benchmarking survey.

The Museum Development Network (MDN) has developed two workshop evaluation surveys that have been adopted by all Museum Development providers. One captures the immediate impact of the workshop attended; the other captures the long-term impact of the workshops and programmes we deliver. This nationally consistent survey will allow us to measure our impact whilst supporting us to achieve our nationally agreed objectives around workforce development.

This year's benchmarking survey was outsourced to South West Museum Development to carry out on our behalf. It was sent to all Accredited museums in the region and had a return rate of **58%**. The report based on the data will be published soon, and is a valuable tool for us in assessing the state of the regional museum sector, and tailoring our programme to respond to the report's findings.

The Museum Development Officer (North) sits on the MDN Committee that exists to help raise standards and drive excellence by enabling, guiding and supporting people working in museums. We also sit on a number of subgroups within the MDN looking at how the Museum Development programme nationally can work better together.

We have supported our Museum Development colleagues by serving on the judging panels of both the Cornwall Heritage Awards, for the second year running, and the inaugural Hertfordshire Association of Museums Awards.

We have also hosted a member of staff from MUSIS, the Styrian Museum Association in Austria, researching how we support museums with Accreditation.

Sustainable Improvement Fund

The Sustainable Improvement Fund (SIF) is a major part of the MDNW programme, and underpins ACE's five strategic goals set out in 'Great Art and Culture for Everyone' to drive development and deliver sustainability, resilience and innovation in museums in the North West.

In 2018-19 we altered the criteria to ensure there was no duplication with ACE's new National Lottery Project Grants. SIF became a fund to which museums could bid for grants for materials or support to make small but significant changes with simple projects based around collections, audience development or environmental sustainability. The 18 projects funded were:

<p>Catalyst Science Discovery Centre, Widnes, rehousing of ICI General Chemicals archive files</p>	<p>Port Sunlight Village Trust, collections review</p>
<p>Cheshire East Museums forum (Congleton Museum lead), developing collaborative skills training and collections overviews</p>	<p>Prescot Museum, Knowsley, collections store stations</p>
<p>Congleton Museum, improvements to environmental monitoring and control</p>	<p>Ruskin Museum, Coniston, improvements to environmental monitoring and control</p>
<p>Helmshore Textile Museum & Queen St Mill (Lancashire County Council), activities programme to engage, support and facilitate local groups' support</p>	<p>Salford Museum & Art Gallery, improvements to storage of costume collection</p>
<p>Lancashire Infantry Museum, Preston, redisplay of the medal collection</p>	<p>Stockport Museums Service, development programme to upskill staff and volunteers in collection documentation and photography skills</p>
<p>Macclesfield Silk Museum, improvements to environmental conditions</p>	<p>Tameside Museums & Galleries, improvements to collections storage and documentation procedures</p>
<p>Museum of Policing in Cheshire, Warrington, 'A Bobby's Job' new exhibition</p>	<p>Touchstones Rochdale, implement recommendations from a security report to enable national loans for Dippy exhibition</p>
<p>Nantwich Museum, improvements to collections store</p>	<p>Victoria Gallery & Museum/Garstang Museum of Archaeology (University of Liverpool), audience development plan</p>
<p>National Waterways Museum, Ellesmere Port, train staff and volunteers in essential boat care skills, and in photogrammetry and CAD for recording boats</p>	<p>The Whitaker, Rossendale, purchase of Collections Management System</p>

Sustainable Improvement Fund: case studies

Hat Works Museum, Stockport, 'Tooled UP!' (£3,000)

The project helped Museum Assistants, Museum Officers and volunteers to develop digital skills to support documentation of the Hat Works collection and public engagement with the collection, including a blog <https://headsuphatworks.wordpress.com>.

The project has widened the pool of people who can handle collection enquiries, update locations and undertake tasks that were previously off limits to them.



Lancashire Infantry Museum, Preston 'Loyally They Served' – A Redisplay of the Medal Collection (£3,000)



Purchasing new medal cabinets allowed the museum to create a display space to put on its first temporary exhibition 'Military Families'. Working with the University of Central Lancashire, the Army Welfare Service and RAF Association, a local artist worked with military families, producing a collection of stories and visual insights into military life as experienced by family members.

Prescot Museum, Knowsley Collections Store Stations (£2,850)

Participation in MDNW's collections care programme identified improvements to the stores. Funding created a new 4-person workstation, integrating clever multi-purpose functions. Volunteers can now spend more time working on the collections; the number of 'behind the scenes' visits has increased, with visitors having increased understanding of what is involved in looking after collections.



Accreditation support

MDNW is contracted by ACE to deliver Accreditation technical advice to give support to Accredited museums and those officially working towards Accreditation. Technical advice provides guidance based on the content of the Accreditation guidance documents to:

- New applicants and returning participants preparing a return
- Provisionally Accredited museums
- Museums which may require a significant change review

For the first part of 2018-19 the Accreditation scheme was still paused whilst ACE reviewed the Standard before relaunching it in November 2018. During the year we:

- Assisted **1** large museum service experiencing a period of significant change
- Supported **7** museums officially working towards Accreditation or preparing the eligibility questionnaire
- Ran **1** training day specifically for non-Accredited museums thinking of applying to the scheme
- Formally reviewed **3** eligibility questionnaires
- Identified **3** new mentors to the scheme
- Welcomed **1** museum as an Accredited museum for the first time
- Participated in discussions with ACE around the Accreditation review
- Conducted a survey of all mentors across the North, with Museum Development Yorkshire (MDY) and Museum Development North East (MDNE)
- Ran **1** training day for Accreditation mentors in the North
- Offered individual support to museums in the first two batches who received an invitation to apply

In addition many of the development programmes run by MDNW support museums to achieve or maintain Accreditation, directly or indirectly.

From April 2019 the role of Accreditation Adviser has been subcontracted out to Jennie Pitceathly as a freelance contract specifically to support new applicants and returning participants preparing a return, provisionally Accredited museums and museums which may require a significant change review. Jennie can be contacted on accreditation@jenniepitceathly.com.

Supporting collections

Collections care & management programme

We worked with staff and volunteers from 11 museums and museum services across five workshops in a practical programme covering the basics of collections care and management including practising labelling and marking, reading and analysing environmental data, and creating environmental microclimates for storage and display. Each museum was given a collections care kit with the basic materials required for them to start implementing changes straightaway. Contributors to the programme included Heather Lomas, staff from Lancashire Conservation Studios in Preston and National Museums Liverpool.

Re:collections contemporary collecting programme

In 2018-19 we worked with three museums to develop their ideas for contemporary collecting projects. They took part in a series of workshops alongside participants from our industrial heritage audience engagement programme (see page 19) and also worked with contemporary collecting independent curator Jen Kavanagh to refine their ideas for their projects. We also commissioned Jen to write a contemporary collecting toolkit that will be published in summer 2019. We will use this toolkit and further support from Jen in 2019-20 to work with the three museums to deliver their projects, plus another cohort of museums who will test the toolkit out for museums of different sizes and scales.

Numismatics

Since 2013 MDNW has been working with the Money & Medals Network (MMN) at the British Museum to support underused numismatic collections. We have continued to run workshops with the MMN, and now sit on the network's steering group. We have recently published 'Worth the Investment: Making the Most of Numismatic Collections', written by numismatic consultant Matthew Ball who carried out numismatic collection reviews for us in 2015. The publication, available on our website, is the result of all the work done with numismatic collections in the region in recent years.

Industrial heritage network

We have run an informal industrial heritage network with Historic England's Industrial Heritage Support Officer (IHSO) since 2014. The ideas from this network led to the creation of our industrial heritage audience engagement programme (see page 19). We ran our ninth workshop this year with a focus on interpretation. From June 2019 the existing industrial heritage network will become one of the official regional Industrial Heritage Networks, regional umbrella organisations providing free peer-to-peer support to industrial heritage sites, coordinated by the IHSO at <https://industrialheritagesupport.com/industrial-heritage-networks-ihns/>.



Meeting Point3

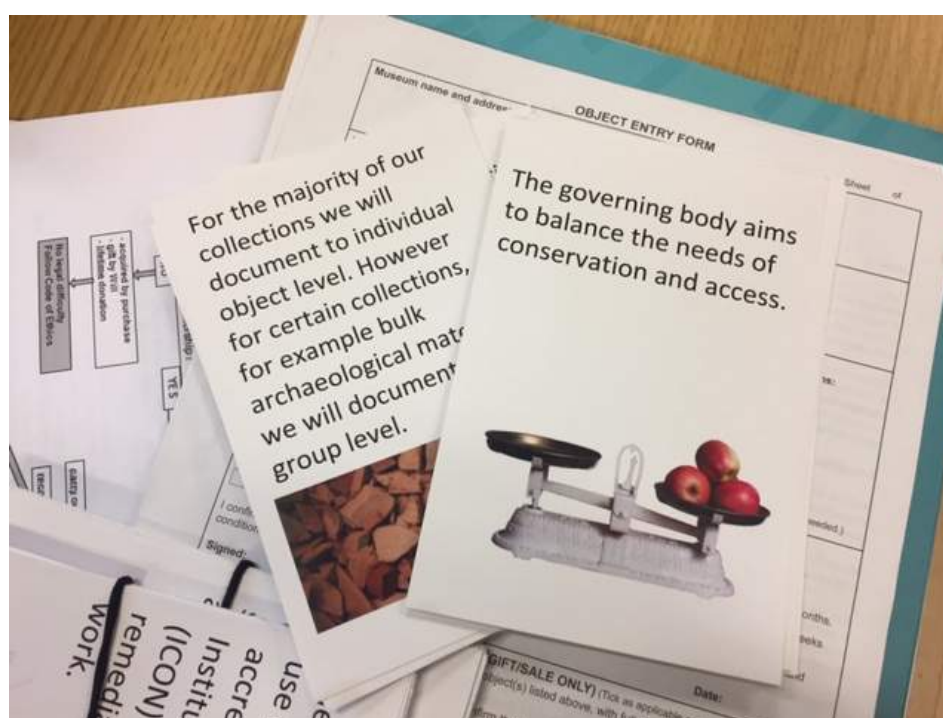
In 2018-19 we worked alongside Arts&Heritage on Meeting Point3. Arts&Heritage are an ACE-funded Sector Support Organisation working to improve museums' skills by supporting them to work with artists. From the North West, Port Sunlight Village Trust and Warrington Museum & Art Gallery were selected to work with artists to reinterpret their collections and spaces.

Working with Collections Trust

In 2016 Collections Trust began their outreach support offer for each region in England with funding support from ACE. Working with Sarah Brown, the Outreach Officer, in 2017-18 we piloted the 'What's In Store?' programme, supporting eight museums/services to make realistic plans to tackle their large documentation backlogs. In 2018-19 this developed into the 'Banish the Backlog' programme, which Collections Trust also rolled out to other English regions. In the North West we took another eight museums/services and supported them to develop plans to improve documentation; seed funding enabled them to start to make progress in tackling their documentation backlogs.

This year Collections Trust also ran an additional workshop for 'What's In Store?' delegates, plus a workshop open to all on the revised Spectrum 5.0 collections management standard.

In 2019-20 Collections Trust will continue to run workshops open to all, including on Spectrum 5.0, and the use of the collections procedure. They will also contribute to our training for museums preparing an Accreditation return, and will provide follow up support for delegates from the 'What's In Store?' and 'Banish the Backlog' programmes.



Developing audiences

Audience data development

In 2017 we consulted existing Viewpoint users on how best to support them when MDNW relinquished the central contract for the Viewpoint system in 2018-19. This year we have also surveyed North West museums (except national museums and National Portfolio Organisations) to gauge what audience data they collect, the systems they use, how effective they find it and their support needs in this area. The return rate of the survey was **61%** and we will be using the data from this to develop programmes of support to meet some of the training needs highlighted in the survey.

Industrial heritage audience engagement programme

In 2018 we took six museums that had attended many of the industrial heritage workshops we had run since 2014, and worked with them on a bespoke audience engagement programme.

Originally intended as a cultural tourism project with a common theme to link the various sites, detailed consultation and reflection with our Project Officer, Catherine Mailhac, showed that for each participant the pressing need was to attract local audiences. Catherine programmed a series of workshops in which all the participating museums were able to come together, learn and share experiences, but a tailored package of seed funding, CPD or on-site consultation was given to each museum to then plan and test their ideas; the results of this planning will be delivered by each museum in 2019-20. Contributors to the programme included Jen Kavanagh, Derby Museums and Marge Ainsley.

Cultural tourism

Ruskin 200

We have been working with the Cumbria Museum Directors' Group and Catherine Mailhac to develop a county wide initiative with six Accredited museums and other cultural and education partners in Cumbria to develop a project to support the promotion of health and wellbeing of visitors using collections and inspired by Ruskin and his way of looking at the world.

Dippy's Natural History Adventures

In 2014-15 the natural science curators at Manchester Museum carried out reviews of 30 collections in North West museums on behalf of MDNW, and in 2017-18 we held a geology, botany and entomology workshop, as initial steps to museums understanding their natural sciences collections and beginning to use them more.

The arrival of Dippy in Rochdale in 2020 has given us the opportunity to work with eight museums, including Touchstones Rochdale, helping them to look into their collections to develop projects including events, activities and exhibitions, to increase use of and engagement with natural science collections on the themes of biodiversity and sustainability.

This work forms part of the 'Natural History Adventures' strand of the Dippy on Tour project, which gives museums across the region the opportunity to highlight their own natural science collections and draw attention to the rich array of local biodiversity, encouraging families to explore nature on their doorstep. Dippy on Tour aims to help young people to connect with the natural world and gain a deeper understanding of it through science.

Great Exhibition of the North

The Great Exhibition of the North ran from June to September 2018. We promoted opportunities for North West museums to get involved, mainly through the 'History of the North in 100 Objects', which included objects from 31 North West museums.

Flooding

After the Storm Desmond floods of winter 2015-16, MDNW commissioned BRE Scotland and Harwell Document Restoration Services to undertake a flood risk and resilience review at 20 Accredited museums across Cumbria, with a report provided on the flood risk to each museum. The review established current and future risks, taking into consideration climate change projections, and gave museums the chance to review emergency plans and the effectiveness of the area emergency network. A more detailed full flood risk assessment was carried out at the time on one museum considered most at risk from the effects of flooding. In 2018-19 full flood risk assessments were carried out at a further four museums that had been identified as being at high and medium risk of future flooding. Each venue received a report on resistance and resilience improvements that could be made to mitigate flood risk.

We have commissioned BRE Scotland to write a flood risk and defence publication as a guide for all museums to assess their own risk of flooding; the publication is due to be published in 2019.

Cumbria Museum Consortium Conference: 'Success in the Sticks'

In June 2018 the Cumbria Museum Consortium held its 'Success in the Sticks' conference at Tullie House Museum & Art Gallery to celebrate excellence in remote and rural museums and to showcase its Curatorial Excellence Programme with participants from a range of museums across Cumbria. MDNW contributed ideas for speakers and case studies from across the wider North West region.

Wellbeing & the visitor experience

Age Friendly accessibility programme

In April 2018, working with consultant Jane Barmer, we launched a new Age Friendly accessibility programme, working with six museums to improve accessibility across all areas of service in line with ACE-supported Age Friendly Standards.

Participating museums were introduced to the Standards and went through an experiential session to consider barriers. Each museum received a site visit from a specialist consultant to help them undertake an accessibility review using a new audit tool produced for the programme, working with a variety of staff across their organisation. They also invited local groups of older people to review their museums to gain recommendations for improvements.

The six museums will receive seed funding in 2019 to help them continue to improve. Two of the museums will feature as case studies in our Age Friendly Museums North West: Showcase Event in September 2019 supported by the Age Friendly Museums Network with funding from The Baring Foundation. The Age Friendly Audit Tool will be launched at the event and published on our blog. Contributors to the programme included Manchester Art Gallery and Birmingham Museums Trust.

Paintings in Hospitals

We are currently working with Paintings in Hospitals, developing a project that will see staff and patients co-curate museum objects on display in two hospitals. The project is subject to external funding but we hope to start delivering it from later in 2019.

In Your Customers' Shoes programme

This was a new mystery shopping programme in which Visitor Services teams from across the region visited and assessed other participating museums against all aspects of the visitor experience. Led by consultant Janet Thompson, 15 museums were involved and 54 individual visits took place. We will be repeating the programme in 2019-20 but this time will be working with MDY and MDNE to deliver a Northern-wide programme.

Environmental sustainability

Carbon Literacy

MDNW has been working with the Carbon Literacy Trust since 2016 to deliver Carbon Literacy training in the region.

In 2018-19 we ran a Carbon Literacy workshop specifically for museums that had participated in our environmental sustainability baselining project (see below) and new National Portfolio Organisations (NPO) to help them with reporting their own environmental impact to Julie's Bicycle as a requirement of their NPO funding.

We have also been delivering Carbon Literacy training to the staff involved in bringing Dippy to Rochdale in 2020, helping to start to make their exhibition and working practices sustainable, echoing a theme of the Dippy on Tour project.

We now have 14 staff from museums across the North West trained to deliver Carbon Literacy workshops. Since 2016, over 270 people have attended workshops run by our trainers or us; delegates have been from museums, other cultural organisations, schools and village residents.

We also became one of only three organisations to be recognised as a Carbon Literate Training Organisation.



Environmental sustainability baselining project

In summer 2018 we hosted Christopher Ho, a paid university placement graduate; Chris supported four museums to carry out energy audits and calculate carbon footprints to develop strategies to improve their environmental credentials.

MDNW's carbon footprint

In 2018-19 our own carbon footprint was **1.8 tonnes CO₂e**, an increase from 850kg CO₂e in 2017-18. This was partly through the unreliability of the train network in spring/summer 2018 but is still an improvement on our original footprint of 2.8 tonnes CO₂e in 2013-14, and two-thirds of our travel this year was by public transport.

Partnerships

This year more of the MDNW programme has been delivered in partnership with organisations inside and outside of the museum sector, and beyond the North West region, than previously. We could not deliver our programmes without our partners and contributors. Many are outlined throughout the report, but others are included below.

National Portfolio Organisations

We rely on the expertise of staff in other National Portfolios Organisations (NPO) to provide input and advice into many of our workshops. In addition to the other Sector Support Organisations, such as Collections Trust, who work with us, staff from the NPOs which manage us (the Manchester Partnership, Cumbria Museum Consortium) contributed £10,000 worth of expertise to the programme in 2018-19.

Association of Independent Museums

In February 2019, we worked alongside the Association of Independent Museums (AIM) and the Charity Finance Group to deliver a workshop focusing on financial strategy and governance.

Capital Development Network

This year we worked alongside the National Lottery Heritage Fund to deliver a network session about delivering capital developments in listed buildings.

Funding fair

We ran our popular funding fair for the sixth year running. Over 45 people attended, with speakers and stalls including ACE, Art Fund, AIM, Audience Agency, Carbon Literacy Trust, Julie's Bicycle and Museums Association. National museums including Imperial War Museum, The National Gallery and the V&A also attended to promote partnership development and working with national museums.

Workforce development

Open training

Workshops are programmed on an annual basis but we ensure we are also able to develop responsive sessions based on feedback. We try to spread the sessions across the region to give everyone the opportunity to attend some of our workshops. In 2019-20 we will experiment with some online webinars to try to make our workshop programmes as accessible as possible.

We made some changes to the booking system this year, ensuring priority went to staff and volunteers from Accredited museums and those formally working towards Accreditation, that were not national museums or NPOs, meaning places on our workshops were not always allocated on a first-come, first-served basis.

MDNW introduced a discretionary charge for delegates who booked a place and did not attend, bringing us in line with some other Museum Development providers.

Feedback on our training programmes this year has included:

'MDNW work hard to source the right people'

'Delighted to say, this was from beginning to end, useful, informative and inspirational. I took so much from hearing from other museums, that my hand ached by the end of the session for writing so much down as ideas for improvement!'

In 2018-19 we ran **38** workshops for regional museums across all our programmes, attended by **473** delegates. **70%** of the 106 Accredited museums within our remit attended at least one of our workshops. Of the other Accredited museums in the North West (nationals, NPOs, English Heritage and National Trust) 27% also attended at least one of our workshops.

Feedback from the courses show:

- 99% of delegates that completed the survey said that the workshops completely, or partly met their learning expectations
- 90% of delegates that completed the survey felt that the workshop they attended was well organised
- 85% of delegates said that they will do things differently as a result of the workshop they attended

Responsive strand

This year we delivered a responsive strand of workshops to address the needs of the sector; sessions included train the trainer, and leadership and management.

Museum Basics

Our Museum Basics programme aimed to give delegates the basic skills needed to successfully run their museum; this year we focused on GDPR, bid writing and website analytics.

We use the expertise of a range of consultants and companies to deliver our open training programme; the high quality content and delivery from these contributes to the continued success of these workshops.

Conference/CPD funding

In 2018-19 MDNW funded 10 people to attend national conferences such as the Museums Association and AIM conferences. As part of our development programmes we also awarded five travel grants and four Continuing Professional Development (CPD) grants.

LUMEN marketplace event

In February 2019, the University of Leicester held its annual work placement marketplace in which students on the Museums Studies course are able to meet museums offering placement opportunities. We understand that it can be difficult for museums to take the time to attend such events so we attended for the first time with a number of placement opportunities from museums that had participated in our programmes.

Since the event took place we have heard that the placement opportunities made available on the day have been of interest to the students we met and applications have been received by the participating museums.

Leadership & development programmes

New to the sector

This year we ran a new CPD programme, 'New to the sector'. The aim of this programme was to give people within the first five years of their career the skills and knowledge needed to get ahead. We focused on specific areas of museum practice including Accreditation, audience development and interpretation.

By looking at these different areas, participants were able to learn about the different types of roles the sector offers and what is required to work in these areas.

Led by Sarah Oswald from The Authentic Spark, nine people from across the region participated in the programme. The participants enjoyed the opportunity to learn about a variety of subjects, and their participation in the programme has encouraged them to seek out a wider range of roles within the sector.

Succession planning

Concerned about the lack of succession planning in the sector, this year we worked with Alex Lindley to support five museums to make a start on their plans to ensure key knowledge is retained within their organisations. The programme allowed all participants to understand the importance of ensuring knowledge is captured and helped them to be better prepared for the future. We will continue to support the museums with their succession planning in 2019-20.

Supporting networks

North West Volunteer Managers' Network

The North West Volunteer Managers' Network became self-managing this year with financial support from MDNW, coordinated by Darren Collingwood from the National Football Museum. The Network met three times and offered bursaries for members to attend the 2018 Heritage Volunteer Group Conference.

Visitor Teams Management & Development Network

During 2018-19 we worked alongside The Whitworth and Manchester Museum to establish a regional Visitor Teams Management & Development Network. The aim of the network is to bring together those working in Visitor Teams in museums to discuss best practice, share ideas and develop partnerships.

Northern Volunteer Pass

Working in partnership with MDNE and MDY, the Northern Volunteer Pass is the biggest scheme of its kind in the country. It is a mutually beneficial partnership between participating museums and entitles volunteers to free entry (and/or additional benefits where advertised) at participating museums across the North. The total number of participating museums is currently 168 with 41 of those in the North West.

Children & young people

Curious Minds

We have continued to work with Curious Minds as the Bridge organisation for the North West to deliver the majority of our work around children and young people.

'Hope Streets' Kick the Dust programme

Along with Curious Minds and Youth Focus North West, MDNW is a partner in the Hope Streets programme, funded by the National Lottery Heritage Fund as part of the Kick the Dust programme. Funding was confirmed in summer 2018 and initial work has begun on the programme. Museums participating in the programme are The Atkinson, Cheshire West & Chester Council museums, Lancashire County Museums Service, Bolton Museum and Tullie House Museum & Art Gallery.

Hope Streets is a five-year project to transform the way museums work with young people. By working in partnership, the project will test, refine and embed new models of youth engagement and leadership; to locate the heritage sector at the heart of young people's services and young people at the heart of heritage.

To start with, Hope Streets will take young people on an expedition into the past, to delve into the hidden history of their local Hope Street. It will provide a platform for 11-25 year olds from diverse backgrounds to work with heritage organisations, artists and experts to interrogate, agitate and re-present their local heritage. By the end of 2019, young people across the North West will have led and produced creative events and festivals for public audiences.

Young Evaluators

In 2018 we worked alongside Curious Minds to deliver a repeat of our Young Evaluators programme. The programme consisted of mystery shopping visits undertaken by the young people from Curious Minds' Young Associates group who drafted evaluation reports for staff and boards, giving a 'no holds barred' view of the participating museums' offer, from their visitor services and retail offer to exhibition content and interpretation.

SMILE network

In 2018-19 we continued to support the SMILE network, funded by Curious Minds and the NWFED. Led by Bolton Museum, SMILE is a series of events which occur at least once a year in museums or other cultural learning venues to provide the opportunity to share ideas and expertise about science learning with museum educators, managers and curators.

Family Friendly programme

The Family Friendly programme was new for 2018-19, designed to support the six participating museums to become more family friendly organisations. The museums undertook a self-assessment of their offer using a toolkit developed as part of the programme. They also recruited families to undertake assessments of the museums to highlight areas for improvement and could apply for funding to implement the recommendations from the reports. Contributors to the programme included People's History Museum, Tullie House Museum & Art Gallery, Kids in Museums and Family Arts Campaign. The toolkits were developed to complement the Kids in Museums Manifesto and Family Arts Standards and will be made available on our blog in 2019.

Girls' Network

In 2018 the Museum Development Officer (South) was a mentor for the Girls' Network, a charity that works to inspire and empower girls from the least advantaged communities by connecting them with a mentor and a network of professional female role models. She worked with a Year 10 student from St Ambrose Barlow RC High School in Swinton on a 12-month programme of mentoring. The celebration event to mark the end of the mentoring programme with all the participating schools in Manchester was held in the Fossils Gallery at Manchester Museum, overseen by Stan the T-Rex.

Images:

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Front cover - National Waterways Museum, 2018, courtesy of Catherine Mailhac

p3 from top - Norton Priory; Keswick Museum & Art Gallery; knitted bee, part of Touchstones Rochdale Dippy project, courtesy of DMC Photographic: <https://www.dmcphotographic.co.uk/>;

Carbon Literacy training at Curious Minds

p5 from top - Queen St Mill; Astley Hall; Silk Museum, Macclesfield; collections care kit from collections care & management programme, MDNW

p6 Englesea Brook Museum of Primitive Methodism

p14 SIF project courtesy of, from top, Stockport Museums Service; Lancashire Infantry Museum; Prescott Museum

p17 Industrial Heritage Network North West logo, courtesy of Historic England

p18 Collections Trust flashcards, courtesy of Sarah Brown