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# Character Matters Delivery Plan 2018–2020

Annual Summary 2018–2019

July 2019



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## Introduction

The UK Museums Workforce Steering Group was established in response to the **Character Matters Research and Report** – Attitudes, Behaviours and Skills in the UK Museum Workforce (published 2016). This research project saw high consultation engagement and made a number of recommendations to future proof the sector over the next ten years. These were grouped under the following headings:

- Recruitment
- Skills and Knowledge
- Training and CPD
- Organisational Development
- Sector Development

The UK Museums Workforce Steering Group committed to ensuring this engagement and the insights from this research informed practice and projects within the sector to affect positive change.

We have done this by sharing our own individual organisation's commitments, sharing good practice and looking for ways to collaborate around the priorities. But workforce development is **everyone's responsibility**. So as part of this we reflected on what others within the sector could do to affect change; as a sector body, as a museum and at an individual level. We captured this thinking in the **Character Matters Delivery Plan 2018-2020**, which was launched in June 2018, and one year on we look at our progress and key next steps.

Produced by the UK Museums Workforce Steering Group : Arts Council England; Association of Independent Museums; National Lottery Heritage Fund; Museums, Archives and Libraries Division (Welsh Government); Museums Association, Museums Galleries Scotland; Northern Ireland Museums Council.



# Annual Summary 2018-2019

## Arts Council England (ACE)

Arts Council investment in the following organisations included key aspects of workforce development as part of the funding arrangements:

57 museum National Portfolio Organisations (comprising 200 museum sites) developed Equality Action Plans and good workforce practice.

9 regional Museum Development providers funded and supported to advise on Equality Action Plans and provide good quality training on a wide range of sector skills beyond NPOs.

6 museum Sector Support Organisations, and Creative and Cultural Skills (CCSkills), funded to provide good quality advice and training on workforce development.

Almost £700k invested in Subject Specialist Networks to enable staff to share curatorial knowledge and skills.

The Transforming Leadership Fund launched to provide £6m investment to affect change in ways of working and workplace culture, increasing diversity at a leadership level.

## Association of Independent Museums (AIM)

Support for Trustees/ governance skills through Heritage Trustee newsletter, guidance resources for Boards, support for Trustees through seminars in partnership with Museum Development providers and for museum Boards through the Prospering Boards programme.

Active participant in Cultural Governance Alliance.

Partnership with Charity Finance Group to offer opportunities to improve financial skills of members through access to training, webinars and twitter chats.

Training grants (up to £300) available to members – £5k pot in 2018-2019.

System to offer personal welcome and support offer to new CEOs implemented from April 2019.

Delivery of Wales Museum Leaders programme (25 participants) with the Federation for Museums and Galleries in Wales, funded by **MALD**.

## National Lottery Heritage Fund (NLHF)

The National Lottery Heritage Fund's programme, Skills for the Future, continues to deliver four projects from the second cohort and eighteen from the third.

2018-19 themed evaluation of Skills for the Future underway with the focus on trainee analysis (start and exit data).

Updated guidance on Skills and Training available online.



## Museums, Archives and Libraries Division (MALD)

Funding for Wales Museum Leadership Programme delivered by **AIM** and the Federation for Museums and Galleries in Wales.

Provision of Training and Conference grants via the Federation and funding for Federation Annual conference.

Survey undertaken to ascertain sector priorities for the future.

Annual training programme provided 34 training events for 214 museum participants.

Fusion programme extension agreed to 2020 and the Cultural Ambition project, delivered by CCSkills and funded with **NHLF** extended to 2020.

Funded Kids in Museums to run Takeover Day in Wales.

Funding support for Happy Museum's project and report 'Welsh Museums and the Wellbeing of Future Generations Act'.

## Museums Association (MA)

Transformers became a core professional development programme with 120 participants.

First one-day conference for postgraduates took place, with over 150 participants attending.

Eight additional one-day conferences that reached over 1000 participants, including Moving on Up for early career professionals.

Mentoring For All evaluation highlighted good practice for mentoring for the sector; and this has been shared with other sector bodies and informed their approach to mentoring.

The Associateship of the Museums Association has been refreshed and made more financially accessible.

Collections 2030 Report was published highlighting the role of Subject Specialist Networks for knowledge sharing and skills development.

## Museums Galleries Scotland (MGS)

Launch of the Skills for Success Programme.

Development as an assessment centre with 6 assessors to deliver vocational learning.

89 delegates attended the Rethinking Leadership Symposium and follow on programme.

Launch of the **MGS** board development programme in partnership.

Consultation on a sector wide vocational framework in partnership with City of Glasgow College, Glasgow Life and the Hunterian.



## Northern Ireland Museums Council (NIMC)

Sector wide consultation with Training Needs Analysis.

Membership Survey to establish sectoral priorities.

Two shared learning forums delivered:

- *Museum Forum* on the theme 'The Inclusive Museum' attended by 41 delegates
- Spilling the Beans focused on 'Caring for Collections' attended by 33 delegates

Annual Training Programme with 9 courses in which 127 museum staff and volunteers participated.

## These achievements build on the successes from 2017-18:

**ACE** published Culture Change toolkit and funded Change Makers for Diverse leadership.

**MA/ACE** delivered the Mentoring for All pilot and produced the Salary Guidelines update.

**AIM** delivered the Hallmarks programme.

**MGS** secured **NHLF** funding for Skills for Success learning programme and developed the Vocational Pathway Fund to build the capacity of the sector to deliver accredited work based learning and fill skills gaps.

**MALD**, in partnership with Creative and Cultural Skills, secured **NHLF** funding for 33 12-month heritage training placements.

## Examples of Museums Services responding to Character Matters

(Attitudes, Behaviours and Skills in the UK Museum Workforce):

**Museum of London:** has written a new workforce strategy inspired and informed by Character Matters and focused on developing a more diverse workforce through a number of initiatives.

**Cornwall Museums Partnership:** has initiated the Citizen Curators scheme, responding to Character Matters, which aims to diversify the people and voices that interpret museums' collections and involve people from the local community.



# Future commitments for 2019-2020

This Delivery Plan has three key aims which build on and relate to the recommendations in the Character Matters report and workforce development initiatives should focus on these priorities:

**Aim 1. Develop effective recruitment:** to create a diverse and skilled workforce fit for purpose for the next 10 years.  
Initiatives include: Development of a recruitment toolkit by **ACE** to be used by all organisations in the sector – this focuses on developing a more diverse workforce; **AIM** will build on its bank of success guides to provide guidance on developing more diverse governing bodies; **MA** will collate and publish research into inclusive practice.

**Aim 2. Develop attitudes, behaviours, skills and knowledge:** to support individuals to develop themselves to deliver inspiring, relevant and prosperous museums.  
Initiatives include: **ACE** Directors are being trained in coaching to develop a coaching style of leadership; **AIM** will support improved ways of working for governing bodies through its Prospering Boards programme and improved financial skills and knowledge through its partnership with the Charity Finance Group; **MA** will launch Museums Essentials, an online learning programme for members relating to ethics, collections and partnerships.

**Aim 3. Develop organisational culture:** to create the conditions to support individuals and achieve a diverse, skilled workforce.  
Initiatives include: **ACE** is reviewing its organisational values to deliver its new 10-year strategy; **AIM** will continue to ring-fence money for training grants and target support for new CEOs; **MA** has published Empowering Collections Report, will explore the concept of co-curation and decolonisation, and has launched sector-wide research into bullying.

The steering group will be focusing on these priorities and encourages all other parts of the sector to do so:

**Audience 1. Sector organisations**

**Audience 2. Museums**

**Audience 3. Individuals:** including paid, freelance, consultants, volunteers and trustees as appropriate



## Contacts for further information:

If you have any ideas, want to get more involved in this work or have good practice to share then please contact any member of the UK Museums Workforce Steering Group via [isabel.churcher@artscouncil.org.uk](mailto:isabel.churcher@artscouncil.org.uk) or [Tamsin@museumsassociation.org](mailto:Tamsin@museumsassociation.org).

Please share and signpost the **Character Matters Research and Report** – Attitudes, Behaviours and Skills <https://www.museumsgalleriesscotland.org.uk/media/1242/character-matters-full-report.pdf> and the **Character Matters Delivery Plan** <https://www.artscouncil.org.uk/publication/character-matters-delivery-plan> and use the **#MuseumsCharacterMatters**

## Acronyms

<b>ACE:</b>	<b>Arts Council England</b>
<b>AIM:</b>	<b>Association of Independent Museums</b>
<b>CCS:</b>	<b>Creative and Cultural Skills</b>
<b>NIMC</b>	<b>Northern Ireland Museums Council</b>
<b>NLHF:</b>	<b>National Lottery Heritage Fund</b>
<b>MA:</b>	<b>Museums Association</b>
<b>MALD:</b>	<b>Museums, Archives, Libraries Division (Welsh Government)</b>
<b>MGS:</b>	<b>Museums Galleries Scotland</b>