Community Engagement Strategy, 2015-20

Amgueddfa Cymru – National Museum Wales

August 2015

1. Summary

This strategy sets out the direction for Amgueddfa Cymru – National Museum Wales's community engagement work over the next ten years. It focuses on the importance of being rooted in local needs, while connecting these needs to the broader national agendas in Wales. Community agency[1] will be placed at the heart of our decision-making processes with regular participation and collaboration embedded as a way of working. Deepening our knowledge and understanding of the communities we serve will ensure that we play a more effective role in developing community skills, creativity and well-being.

The strategy and associated Action Plan will build on past successes but will ensure a more strategic approach to our engagement work. This will help us:

- prioritise work and make better use of our available resources
- establish consistent approaches and frameworks for engagement
- maximize the potential to meet community needs and aspirations
- sustain relationships and build key partnerships focused on particular areas of work
- base our work on current research and share learning from key projects
- develop our staff skills and expertise in this area of work.

Working with national cultural agencies, funders and local authorities, we will set citizen engagement within the wider context of people's cultural rights. We can generate more value when co-creating with partners and stakeholders. Working in this way is not easy but will create more social and democratic museums.

Museum environments can provide stimulating spaces for community dialogue and debate. Museums are, and should be, contested and political places. Conflict is often central to self-determination and identity. This approach is, by its very nature, more democratic, respecting as it does the part played by the whole population in cultural development. Museum visitors, and the diversity of cultures and communities to which they belong, are holders and contributors to culture, not just passive

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[1] Community agency is defined by the Paul Hamlyn Foundation as 'Communities are sustainably at the core of all values, strategies, structures and work of museums and galleries: actively and regularly participating and collaborating in dialogue and decision-making about the work of the museum'.

consumers. As such they have the right to be involved in the recording, debating and interpretation of that culture.

2. Introduction

This strategy covers the development and delivery of our community engagement work across museums and collections in the short (2015-17) and medium (2018-20) term. It has been developed in line with and in response to our new Vision for 2015-25 – *Inspiring People, Changing Lives*. Our purpose as defined by the Vision is to inspire people in Wales through our museums and collections to find a sense of well-being and identity, to discover, enjoy and learn bilingually and to understand their own and Wales's place in the wider world.

The values that underpin the Vision direct our Community Engagement priorities and methods of working. Our values are:

Organizational values	Indicative behaviour
Public Service	We strive to serve the public good and to ensure equal opportunities for participation for all
Integrity	We act with integrity; we are honest, trustworthy and ethical
Fairness	We work in a way that ensures fairness, equality and equity for the public and staff
Diversity	We respect diversity and work positively within an inclusive work and learning environment

Public engagement and participation is as much about the way we operate as an organization as it is about the experiences we provide for our visitors. We want to create museums shaped and driven by the needs of the communities that we serve. For each of the national museums and the National Collections Centre, the collections they hold and the communities in which they reside and with whom they interact determine the approach to community engagement that is adopted. The approach should respond to local drivers and requirements, but should also align with national policies and agendas. With museums in both rural and urban locations, we work with a variety of local and national partners to ensure that the most appropriate way of meeting their needs is adopted. Four of our museums are located in south-east Wales, by far the most densely populated part of Wales.

The strategy has been informed by a Community Engagement and Inclusion Audit of our work, submitted in August 2014[2]. It has been written in line with our Scheme of Consultation and the Public Engagement & Consultation Policy. It has also been influenced by our involvement in the Our Museum initiative, funded by the Paul Hamlyn Foundation. The aim of the UK-wide Our Museum initiative is to facilitate a process of development and organizational change within museums and galleries that are committed to active partnership with their communities, with the ambition of affecting the museum sector more widely. For more about the Our Museum initiative see Appendix 1.

A working party involving staff and community partners shaped the direction and content of the strategy. Consultation with staff at all our sites and across departments between June and November 2014 also influenced the strategy. For a full list of those involved see Appendix 2. The strategy is an active strategy and will develop as our relationships with community partners evolve.

The following definitions have been used to frame our community engagement work.

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[2] The audit was carried out by Jael Edwards, Creative and Cultural Learning Consultant, January-August 2014.

Community	An identified group of people who are connected: - by locality: people living in a particular place (e.g. a housing estate, village or inner-city area) - through common identity (e.g. Lesbian, Gay Bisexual and Transgender group, a Welsh learners group or a Youth Forum) - through special interest or practice (e.g. crafts, science, local history or political activists).
Community Engagement	A planned two-way process, over time, to develop relationships with key target audiences with the goal of generating mutual benefit. Programmes have clear aims and outcomes for the mutual benefit of all participants e.g. we become more relevant and more embedded in community life, thus transforming our identity and priorities. Engagement is not static and is regularly reviewed.
Source Community	People who feel connected to the objects e.g. from the same geographical area as the object, or with a similar political affiliation or beliefs to that represeted by the object.

3. Political Policy Context

Our culture and heritage are great national assets and we must work harder, together, for communities in need to benefit from these. I am delighted that the Pioneer Areas will soon be able to show how this can work and in doing so will inspire the whole of Wales to make the most of the talent and skills in every community.[3]
Ken Skates, Deputy Minister for Culture, Sport & Tourism

Children have a right to 'rest, leisure, play, recreational activities, cultural life and the arts'.
Article 31 of the Convention on the Rights of the Child

Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.
Article 27 of the Universal Declaration of Human Rights

One third of children in Wales live in poverty, the highest rate in the UK. For them living in low-income households is about not having enough money, clothes, play,

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[3] Ken Skates, Deputy Minister for Culture, Sport & Tourism in response to the Baroness Kay Andrews report *Culture and Poverty*, 11 November 2014
http://gov.wales/newsroom/cultureandsport/2014/141111-pioneer-areas/?lang=en

food, support, services or other things that are needed for a healthy life. Growing up in poverty affects a child's health, education and economic future – their opportunities and life chances. The unemployment rate for 16-25 year olds in Wales is currently over 20%, again above the UK average. Research also shows that 25% of adults in Wales lack basic literacy and numeracy skills. Addressing poverty and inequality is crucial to giving people the opportunity to make the most of their lives.

We are committed to supporting the Welsh Government's Strategic Agenda as currently set out in its Programme for Government, 2011-2016. This includes active commitment to help improve the lives of children, young people and adults living in poverty. Two Welsh Government commissioned reports, *Culture and Poverty: Harnessing the Power of Arts, Culture and heritage to promote social justice in Wales* by Baroness Kay Andrews and *Arts in Education in the Schools of Wales* by Professor Dai Smith, highlight the inequality and poverty in cultural participation that exists in Wales. This is particularly true among young people, some of whom live in areas with the highest levels of poverty in Europe. As a publicly funded body, we have a duty to ensure cultural democracy and access for all.

Wales has been a trail-blazer in the UK in protecting and promoting the rights of children and young people. It was the first UK country to appoint a Children's Commissioner. The Children and Families (Wales) Measure 2010 aims to eradicate child poverty in Wales and placed a legal duty on local authorities in Wales to develop and produce a Child Poverty Strategy.[4] The National Assembly for Wales was the first legislature in the UK to implement the provisions of the United Nations Convention of the Rights of the Child (UNCRC)[5]. This forms the basis for the seven core aims of the Welsh Government's Child Poverty Strategy. For more detail see Appendix 3.

In 2009 we signed up to the Child Poverty Agreement, making an active commitment to helping to improve the lives of children and young people living in poverty.

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[4] The Welsh Government Child Poverty Strategy is currently under review.
[5] http://www.unicef.org/crc/

Transforming Children's Futures by creating pathways for cultural participation, [6] our strategy for supporting participation in cultural activities for children, young people and families in poverty, provided an Action Plan for delivering this agenda in 2012-2015. As part of embedding this work the Action Plan for 2015 onwards will become an integral part of this strategy.

We will set citizen engagement within a rights context. We will consider current practice and levels of engagement with service users, using the National Principles for Public Engagement in Wales[7] and the National Participation Standards for Children and Young People in Wales. Alongside this, we will also hold a series of 'Big Conversations' with children, young people and families to develop an engagement framework and to discuss the ethics of participation. We are learning how to do this better by working closely with partners, for example with the City & Council of Swansea, who have been developing this way of working across a whole range of their services. The establishment of the Pioneer Areas Programme (to take forward recommendations from the Baroness Andrews report) will hopefully provide a platform for cross-sector working in Wales.

4. Community Engagement in a Museum Setting

Engagement with culture enriches people's experience to the degree that it creates healthier, more flourishing lives … the issue of democratic access is critical.
Mark O'Neill, 'Cultural attendance and public mental health – from research to practice',
Journal of Public Mental Health, Vol 9, issue 4, 2010

The funding invested in public engagement and participation in the UK's museums and galleries has not significantly succeeded in shifting the work from the margins to the core of many of these organisations… This situation becomes even clearer now that the external funding streams are under serious threat … rather than further relegate participation to the margins, however, this could be an opportunity to mainstream this work and refocus on longer-term impact and solutions.

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[6] Amgueddfa Cymru, *Transforming Children's Futures by creating pathways for cultural participation: Amgueddfa Cymru's Strategy for supporting participation in cultural activities for children, young people and families in poverty 2012-15* (2012) http://www.museumwales.ac.uk/transforming_futures
[7] We have signed up in support of these as noted in our Public Engagement & Consultation Policy.

The public sector in Wales and the UK is increasingly committed to, and engaged in, seeking public input on services such as health, education, housing and social services, for example through engagement boards. The digital age has transformed the nature of public involvement in generating and using content. In the light of a greater degree of public participation in civil society as whole, museums have also been involving communities in more direct collaborations and engagement work has been expanding. Museums have started to engage people with their processes of work as well as their outputs, for example planning large-scale consultations on capital development projects, embedding public input on displays of collections and co-developing policies and strategies for practice. But perhaps these have been too dependent on major redevelopments and externally funded initiatives, and not sustained from the museums' core funding.

Work done by museums such as Tyne & Wear *(Making History,* 2000*),* the Museum of London *(Collecting 2000)* and National Museums Liverpool (*Hello Sailor,* 2007-09*)* collected and interpreted alternative and diverse objects and histories through community engagement. Science collections were used in different ways through community involvement by Thinktank in Birmingham *(We Made It,* 2007*).* In a long-term experimental project called City and Muse Museum, Rotterdam used anthropological fieldwork practices such as participant observation and in-depth interviews to unearth trends and hidden stories in the city. It has a long history of participatory projects that break down the walls of the museum and reconnect with actual life in the city. More recently, the Happy Museum and the Museums Association have also been advocating more participatory ways of working to positively impact health, well-being and other social outcomes. Yet this way of work is still not mainstream, is often not acknowledged as core museum work and has not led to embedded or new and different structures and methods of working. The launch of the Social Justice Alliance for Museums at the Museums Association Conference in November 2013 is indicative of the positive steps towards social inclusion being made, but much remains to be done.

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[8] The report was funded by the Paul Hamlyn Foundation and informed the Our Museum initiative.

At Amgueddfa Cymru, addressing social exclusion as a consequence of poverty is a key commitment. *Transforming Children's Futures by creating pathways for cultural participation*, published in 2012, set out our strategic aims towards tackling poverty among children and young people.[9]

Examples of successful community engagement work include the Everywhere in Chains community project and toolkit.[10] The redevelopment of St Fagans is the spearhead for culture change in the way we engage with the people of Wales. Having consulted with over two hundred external organizations during the planning phase, we are now working with nine participatory forums. They represent a range of organizations from the public and third sector and the diversity of communities in Wales, to guide the redevelopment and inform activity programmes and gallery content. For more information on the Participatory Forums see Appendix 4. This work is experimental and we are learning as we are working. This approach is now being programmed as part of the Natural History Concept Development, our planning stage for redisplay of the natural science collections.

Participation and inclusion through museum work has been extensively studied over the last 20 years.[11] These studies highlight the importance of involving individuals and communities in all aspects of museum work: in presenting and interpreting collections, shaping public programmes and representing diverse backgrounds and opinions. Relationships with individuals and communities are shifting from 'users and choosers' to 'makers and shapers'.[12] For more on the research into the social impacts of cultural participation see Appendix 5.

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[9] Amgueddfa Cymru, *Transforming Children's Futures by creating pathways for cultural participation: Amgueddfa Cymru's Strategy for supporting participation in cultural activities for children, young people and families in poverty 2012-15* (2012) http://www.museumwales.ac.uk/transforming_futures
[10] http://www.museumwales.ac.uk/consultation/past/everywhere_in_chains/

[11] Recent academic research in this field includes: Graham Black, *The Engaging Museum* (2005); Sheila Watson ed., *Museums and their Communities* (2007); Nina Simon, *The Participatory Museum* (2010); Janet Marstine, Alexander Bauer and Chelsea Haines eds., *New Directions in Museum Ethics* (2013); Jocelyn Dodd and Ceri Jones, *Mind, body, spirit: How museums impact health and well-being* (2014).
[12] Andrea Cornwall and John Gaventa, *From users and choosers to makers and shapers: Repositioning participation in social policy*. Brighton: Institute of Development Studies Working Paper 127, (2001). This work is discussed in Bernadette Lynch, 'Whose cake is it anyway?': museums, civil society and the changing reality of public engagement' in *Museums and Migration* (2014).

5. Strategic Objectives and Values

Our corporate 10-year Vision, *Inspiring People, Changing Lives* (2015), is the basis for this strategy. Community engagement is integral to all five commitments made:

- **Making a difference to Wales:** Changing lives, by working with local and national organizations to create a happier, healthier and more sustainable Wales, with access to culture for all, and a thriving economy.
- **Museum experience:** Visitors experience high-quality museums, exhibitions, and public spaces for enjoyment and learning.
- **Online experience:** Users experience a connected and accessible digital museum for engagement, creativity and learning.
- **Learning and Creativity:** Everyone has a wealth of opportunity to learn, research and create.
- **Participation and Inclusion:** Individuals, families and communities throughout Wales and beyond shape and take part in inclusive and accessible cross-cultural activities.

The Community Engagement Objectives respond directly to our Vision Objectives and Values. These outline the work we have to do to achieve our commitments. They are:

5.1. Strategic Objective 1

Transformational Projects: using key projects to pilot new methods and transform our services

5.1.1. Communities and agencies are placed at the heart of our decision-making processes.

5.2. Strategic Objective 2

Advocacy and Communication: celebrating and valuing our museums as community spaces

5.2.1. Staff, volunteers and partners have a better understanding of our engagement work.

5.2.2. Community networks actively promote our engagement work.

5.2.3. Our community engagement work is recognized and celebrated as best practice.

5.3. Objective 3

A Connected Digital Museum: engaging our online communities

5.3.1. Communities connect, share and develop museum collections online.

5.4. Objective 4

Strategic Partnerships: community needs, values and aspirations drive our collaborations

5.4.1. People in poverty or at risk benefit from a greater integration of services.

5.4.2. Key partners shape, develop and use museum resources to meet their needs.

5.5. Objective 5

Public Programmes: strengthen community skills, capability and cultural representation

5.5.1. Communities feel better represented and the collections are more diverse.

5.5.2. Communities in areas of multiple deprivation are prioritised and supported.

5.5.3. Skills sharing and community volunteering are embedded across our museum processes and programmes.

5.5.4. Support for the creative industries of Wales and the health and well-being of communities underpin our engagement programmes.

5.6. Objective 6

Advancing Knowledge: a research based approach to community engagement

5.6.1. Research outcomes capture the personal, economic and social impacts of our work in line with our Visitor Research Strategy.

5.6.2. Qualitative Key Performance Indicators better describe and report our work to the Welsh Government.

5.6.3. Staff confidently use a variety of research and evaluation methodologies including action learning.

5.7. Objective 7

Financial Performance and Governance: build a sustainable service

5.7.1. Joint funding bids maximize the potential of resources across sectors.

5.7.2. Communities have a voice in the governance of Amgueddfa Cymru.

6. Enabling Objectives

As part of delivering the community engagement strategy we are developing more flexible and strategic ways of working. The following enabling objectives respond directly to our Vision:

6.1. Our People

6.1.1. Staff support the values of our engagement work and have the skills needed to effectively engage with communities.

6.2. Our Culture

6.2.1. Connective leadership models support Community Engagement work.

6.2.2. Community Engagement work is strategically delivered across Amgueddfa Cymru, is integral to the practices and is the responsibility of all staff.

6.2.3. Staff, volunteers and partners discuss, share, celebrate and reflect on our work.

6.3. Our Collections

6.3.1. Community engagement work and outcomes are a fundamental part of collection and research policies, strategies and activities.

6.3.2. Access to collections in store enable greater use for community engagement.

6.3.3. Transportable pop up museum kits support community engagement work at each museum.

6.4. Our Systems

6.4.1. Monitor and benchmark standards, processes and performance to ensure a consistent and quality service.

6.4.2. Provide adaptable systems across organizations to make the best use of our resources to plan staff time and allocation of budgets.

6.4.3. Collections access systems established to support in-reach and outreach work around collections.

6.5. Our Infrastructures

6.5.1. New museum spaces and settings reflect key principles for meeting the needs of diverse communities.

6.5.2. Procedures for health and safety and risk management support community engagement work.

7. Challenges

This strategy acknowledges that as a public sector body in Wales we face a number of challenges – economic, organizational and political – to be addressed over the next five years.

7.1. Methods of working

A change of culture within certain areas of the organization is needed for the success of the aims of this strategy. All staff members must support and act on Amgueddfa Cymru's values. Community engagement is dependent on trusted relationships and is integral to the work of staff across departments.

All departments and museums, led by keepers, heads of departments and site managers and supported by Directors, will need to commit to placing community agency at the heart of Amgueddfa Cymru's decision-making processes. Turning the organization inside out and making museum processes into engagement opportunities will change and challenge our methods of working. This work is not easy and requires flexibility and a willingness to listen and adapt. Community engagement is a process that continuously evolves.

There are numerous examples of best practice within Amgueddfa Cymru but we have yet to find ways of sharing these across departments and museums. In addition to engaging external stakeholders and individuals, we aim to engage members of staff through a variety of approaches, across departments and grades. The aim is to create a sense of ownership and responsibility, as well as increasing skills and confidence across Amgueddfa Cymru.

Within Amgueddfa Cymru very little research has been done on our community engagement work. Developing our staff skills, expertise and confidence in this area is important but we also need to build better networks with social science researchers at universities and recognise fully the expertise that our community partners hold in this area of work.

Working across departments and museums can be challenging. There are currently no structures or frameworks for sharing and disseminating community engagement work. Embedding new structures/frameworks, identifying key staff and developing toolkits to share approaches are all important areas to be addressed and developed. Developing connective leadership models between Amgueddfa Cymru and community partners is also important to blur organizational boundaries and make sharing authority a more organic way of working.

7.2. Measuring Impact

We are currently reviewing the Key Performance Indicators we collate and report. In terms of community engagement, quantitative data captures the number of groups and individuals participating in programmes and attending events. Case Studies have been used to capture anecdotal evidence in the past. In 2015/16 we will pilot qualitative methods to capture the social, cultural and economic impact of our work. For example, methods such as diamond ranking, values continuum and digital stories will be used to capture personal development, increased confidence and improved social and language skills. Longer-term impact will be measured with community partners.

Capturing the social impact of community engagement is relatively new, but growing as a field of research. We will work with Cardiff University School of Social Science to research and develop ways of capturing and reporting this. We will also work with community partners and those outside the museum sector to research and develop existing third sector models for capturing this information. One example of recent work in this field is Social Value Bank developed by HACT (the Housing Associations' Charitable Trust). A combination of quantitative and qualitative measures will then provide us with a matrix of information that can populate reports, address Welsh Government requirements and inform funding bids.

We will use the learning from the research frameworks and analysis being piloted through the Welsh Government Pioneer Programmes in 2015-17 to inform and shape how we develop and apply our research to better evidence the range of impacts that come through community engaged cultural participation. A recently

advertised research post supported by the Welsh Government will focus on ways of capturing the impact of the Pioneer Areas work.

We will find ways of investing in research skills and capacity to test the feasibility of establishing Amgueddfa Cymru as a centre for excellence in cultural participation research.

7.3. Financial

We currently lack financial sustainability to support our programme development and delivery. Community engagement work is often seen as resource heavy. This in itself is challenging at a time of public cuts.

In the short term we have re-invested some of our core funding towards our community engagement work. We are also working with colleagues in the Finance and Development departments to explore ways of attracting different income streams, including trusts and foundations. Both diversifying income streams and thinking more entrepreneurially are key to making our work sustainable in the future.

If we are investing in community engagement, it is essential that we are clear what the financial and resource implications are. Community engagement can be time and resource heavy. Our community partners also face funding challenges. We are starting to explore ways of working creatively together to share resources across sectors and to access joint funding. Working collaboratively is key as organizations operating in this area will have both a greater track record of achievements and of support from particular funding sources.

These financial elements will inform annual targets and operational planning to ensure the sustainability and relevance of targeted programmes.

7.4. Diversity of reach

Although we are a national organization we have less physical presence in some areas of Wales. Finding ways of engaging target audiences across Wales is challenging. The geography and scale of our museums service contributes to the pressure on our limited resources. Low staff levels outside Cardiff and Swansea hinders our ability to develop larger-scale programmes or partnership working in these areas.

We will be smart in where and how we work, building community engagement initiatives as part of key projects. This will be done gradually in order to sustain long-term impacts. Using our partners' formal and informal networks is one way to maximize our reach.

We will focus on the Pioneer Areas in Wales to work collaboratively with other heritage and cultural organizations to ensure a better spread of offer across Wales. At Big Pit we will collaborate with community and local partners as part of the Blaenavon World Heritage site. At the National Slate Museum we will work with Gwynedd Council, the Welsh Government, Cadw and other local partners to support a World Heritage site bid to DCMS in October 2015 with an anticipated submission to UNESCO in 2018. One strand will focus on encouraging regeneration through heritage.

Our work with the Our Museum initiative demonstrated that the blend of local and national partners is important to shape and deliver our engagement work. The initiative has also demonstrated that relationship building takes time.

There is also a challenge in attracting those alienated or isolated from the learning process to participate in cultural activities.

7.5. Skill set of staff

Developing staff skills and capacity will take time and investment. Knowledge and expertise must not only reside with certain individuals but be embedded across the organization.

Developing a sustainable and adaptable model is one of the biggest challenges and we are still somewhere near the beginning of the process despite the successes that have been achieved. Key to this will be a change of thinking about the role of research in the organization. All staff, from gallery assistants to directors, shall use research to inform their work, and can contribute to research development.

8. Community Engagement Action Plan

1. Transformational Projects: using key projects to pilot new methods and transform our services					
Inputs (resources and costs)	Short term key strategic activities 2015-17	Medium term key strategic activities 2017-20	Outputs 2015-20	Outcomes 2015-20	Evidence
Staff time Budgetary requirements Funding as noted in Heritage Lottery grant; funding for partner input	Participatory methods of working, developed as part of the St Fagans redevelopment, and embedded as a process of working in all major redevelopments including redevelopment of NRLM and natural sciences	Participatory methods of working embedded across public programme development including events and exhibitions Programme of dialogue and participatory consultation established which informs programming and work planning	Frameworks developed for use across departments and sectors, to support staff and partners as a mechanism to share authority	1.1. Communities and agencies are placed at the heart of our decision making processes	**Quantitative** Increase in diversity of partners involved **Qualitative** Peer review of our work

2. Advocacy and Communication: celebrating and valuing our museums as community hubs

Inputs (resources and costs)	Short term key strategic activities 2015-17	Medium term key strategic activities 2017-20	Outputs 2015-20	Outcomes 2015-20	Evidence
Staff time Budgetary requirements: Funding for advocacy messages and engagements work	Develop simple and clear advocacy messages online and in our museum spaces Establish community engagement champions within departments and trustees Establish community ambassadors with key partners Learning shared with the broader museum sector and beyond through peer reviews, events and conferences	We are used to promote and support the work of communities and agencies Learning shared with international museum sector, Wales public and third sector agencies through conferences and publications	Clear messages about engagement work as part of Advocacy Strategy Community ambassadors and champions support and promote our work internally and externally	2.1. Staff, volunteers and partners have a better understanding of our engagement work 2.2. Community networks actively promote our engagement work 2.3. Our community engagement work is recognized and celebrated as best practice	**Quantitative** Higher % of community networks promoting our work Higher % of benchmark visits from professionals in other museums Number of staff involved in presenting at conferences, peer reviews etc. **Qualitative**

					Peer review of our work

3. A Connected Digital Museum: engaging our online communities

Inputs (resources and costs)	Short term key strategic activities 2015-17	Medium term key strategic activities 2017-20	Outputs 2015-20	Outcomes 2015-20	Evidence
Staff time Budgetary requirements: People's Collection Wales funding	Further develop People's Collection Wales to share user generated content Develop community led social media campaigns Develop web presence for community engagement work which would include guidelines, toolkits, community contacts, shared learning and development etc.	Pilot the clusters in the *Wales is* gallery at St Fagans to explore digital participation in a gallery context Enhance the potential of People's Collection Wales to support co-productions with source communities around collections	Established web presence for community engagement work User generated responses to gallery content inform future changes in St Fagans	3.1. Communities connect, share and develop museum collections online	**Quantitative** Increase in digital participation and learning Increase number of virtual visitors and numbers following on Flickr, blog and Twitter % of user generated content used and deposited

					on website
					Qualitative
					Nature of positive feedback

4. Strategic Partnerships: community needs, values and aspirations drive our collaborations					
Inputs (resources and costs)	**Short term key strategic activities 2015-17**	**Medium term key strategic activities 2017-20**	**Outputs 2015-20**	**Outcomes 2015-20**	**Evidence**
Staff time Budgetary requirements: Funding to support core partners	Work as part of the Pioneer Areas at Swansea, Cardiff, Torfaen/Merthyr, Newport, Wrexham and Gwynedd to establish sustainable models for working across sectors Build effective strategic networks and relationships with key	Successful Models inform museum plans e.g. funding applications, natural science redevelopment, research agendas, exhibitions and public programmes Review partnership agreements	Greater integration of services between organizations in Pioneer Areas	4.1. People in poverty or at risk benefit from a greater integration of services 4.2. Key partners shape, develop and use museum resources to meet their needs	**Quantitative** Number of partners/organizations participants involved and % retained **Qualitative** Pioneer area referenced as model of best practice Narrative report

					produced summarising outcomes

5. Public Programmes: strengthen community skills, capability and cultural representation

Inputs (resources and costs)	Short term key strategic activities 2015-17	Medium term key strategic activities 2017-20	Outputs 2015-20	Outcomes 2015-20	Evidence
Staff time Budgetary requirements: External funding for Engagement work	Establish methodologies for delivering co-produced community based initiatives e.g. using the pop-up museum technique, co-produced displays etc. Ensure the collections policy and collections management strategies actively and collaboratively address under-represented communities and the bicultural needs of Wales	Develop and sustain co-production programmes across departments and museum sites focusing on supporting the creative industries, developing skills and increasing health and well-being e.g. develop dementia programmes as part of our engagement offer Develop and pilot a blended programme of free and charged public programmes to raise core offer and	Diverse and accessible public programmes and collections More adaptable ways of developing content better able to respond to the voices and views of communities Deeper engagement programmes established	5.1. Communities feel better represented and the collections are more diverse 5.2. Communities in areas of multiple deprivation are prioritised and supported 5.3. Skill sharing and community volunteering are	**Qualitative** Data capture by partners re numbers completed accredited qualification (where relevant) and/or progression to further training/ employment **Qualitative**

	Develop a criteria for community based events including the need to: diversify the content and approach, collaborate on developing and delivering bi-cultural events, national campaigns and hosting local events	establish pathways to participation for children, young people and families in poverty	Amgueddfa Cymru is the place where young people come to make history and engage with art and science	embedded across our museum processes and programmes	Case Study reports on key programmes including GLOs and GSOs
				5.4. Support for the creative industries of Wales and the health and well-being of communities underpin our engagement programmes	Sustained dialogue with participants as reflected in numbers of emails and enquiries
	Pilot programmes which support the creative industries in Wales and the health and well-being of communities e.g. develop collaborative projects with partners in areas of deprivation in Wales to engage children and families living in low income households, Gypsy and Traveller children and older people				
	Further develop our skills based programmes using the strengths of each museum including for				

	example community volunteering opportunities, work placements, apprenticeships in partnership with FE colleges, Creative & Cultural Skills, softer skills and parenting skills with Flying Start and other partners, Welsh and English language skills with ESOL and Welsh for Adults providers Pilot deeper engagement programme with Pioneer Area schools close to our museums across Wales and Llamau to develop the confidence, aspirations and motivation of young people			

6. Advancing knowledge: a research based approach to community engagement

Inputs (resources and costs)	Short term key strategic activities 2015-17	Medium term key strategic activities 2017-20	Outputs 2015-20	Outcomes 2015-20	Evidence
Staff time Budgetary requirements: Funding for research projects	Develop relationships and research opportunities with Higher Education partners such as Cardiff University and partners who have longer term involvement with individuals and communities Develop new evaluation strategies and longitudinal research with Welsh Government, community agencies and the museum sector, in Wales and beyond to measure social impact Establish research framework and analysis as	Embedding evaluation frameworks for public programming that enable consistent data gathering and analysis to inform programmes Undertake research bids and programmes with Cardiff University Allocate research specific issues to members of staff as individual research projects e.g. child poverty or well-being	Research report from Pioneer Areas Qualitative framework testing as part of annual metrics/KPIs Published research based on our activity	6.1. Research outcomes capture the personal, economic and social impacts of our work 6.2. Qualitative Key Performance Indicators better describe and report our work to Welsh Government 6.3. Staff confidently use research and evaluation including action learning	**Qualitative** No of research initiatives **Qualitative** Quality research outputs shared across sector

	part of Pioneer Programme				

7. Financial Performance and Governance: build a sustainable service

Inputs (resources and costs)	Short term key strategic activities 2015-17	Medium term key strategic activities 2017-20	Outputs 2015-20	Outcomes 2015-20	Evidence
Staff time	Develop and pilot blended funding approach e.g. applications to the Big Lottery to support community volunteering and skill sharing Continue to develop models for Youth and Participative Forums across sites and trial methods used by partners e.g. Big Conversations to discuss and listen to community needs and engage people in core activities	Programme sustainable funding initiatives through partnerships and joint funding Embed Participatory Forums as a way of working with trustee and departmental involvement across the museum Embed portable methodologies developed as part of the Our Museum initiative and the St Fagans redevelopment	% community engagement works supported by sponsorship and external funding	7.1. Joint funding bids maximize the potential of resources across sectors 7.2. Communities have a voice in the governance of Amgueddfa Cymru	% of programmes delivered through fundraising and sponsorship Reports to funders and sponsors

	Pilot Memorandums of Understanding/Service Level Agreements and Partnership Agreements to share resources, co-create value and skills and embed frameworks for working with communities			

1. Our People

Inputs (resources and costs)	Short term key strategic activities, 2015-17	Medium term strategic activities, 2018-20	Outputs 2015-20	Outcomes 2015-20
Staff time Budgetary requirements: Funding for training delivered by partners	Review content of mandatory and core staff training as part of the Learning and Development strategy developed by the Human Resources Department Support staff champions in particular areas of work in line with organizational values e.g. Dementia	Develop a comprehensive training programme for staff, volunteers and trustees to enhance understanding of community engagement and develop skills required Deliver awareness raising across the organization	All staff receive engagement and diversity training All staff have a basic understand of the museum's community engagement work and the skills needed to deliver this work Staff are risk aware but	Staff support the values of our engagement work and have the skills needed to effectively engage with communities

	friends Recognise staff skills gaps and pilot staff training modules based on staff motivation with involvement in live projects e.g. buddy schemes, CPD days with Community Partners or other departments within museum and shadowing schemes, apprenticeships for staff etc. Community engagement project work is measured in individual Performance Development Reviews	Introduce volunteering opportunities for all staff, within the organization and/or within partner organizations	not risk averse when undertaking community engagement work	

2. Our Culture				
Inputs (resources and costs)	**Short term key strategic activities, 2015-17**	**Medium term strategic activities, 2018-20**	**Outputs** **2015-20**	**Outcomes** **2015-20**

Staff time Budgetary requirements: Funding for learning and development	Pilot ways of structuring Community Engagement frameworks as part of the St Fagans redevelopment project Pilot ways to diversify the nature of the staff involved in community engagement work with trustee involvement in key projects Develop structures to create a bottom-up approach to change Develop toolkits to support staff involved in community engagement work Develop an agile project working culture to support interdisciplinary working	Clear structures and frameworks support Community engagement work Embed culture change re community engagement at all levels with involvement of Senior Management Team and trustees in practice and staff practitioners in policy development	More strategic approach to working internally and externally established Work planned and resourced across departments and as part of major projects Work reviewed honestly as part of PDR system and team reflection	2.1. Connective leadership models support Community Engagement work 2.2. Community Engagement work is strategically delivered across Amgueddfa Cymru, is integral to the practices, and is the responsibility of all staff 2.3. Staff, volunteers and partners discuss, share, celebrate and reflect on our work

	and align priorities			

3. Our Collections				
Inputs (resources and costs)	**Short term key strategic activities, 2015-17**	**Medium term strategic activities, 2018-20**	**Outputs** **2015-20**	**Outcomes** **2015-20**
Staff time Budgetary requirements: Funding for pop up museum transportable kits	Community engagement work informs the collection and research policies and strategies Co-produced displays diversify the collections and interpretations Collections and risk management processes ensure access to collections in store, with dedicated handling collections and adequate pop up museum transportable kits at each site	Establish collections access systems to support in-reach and outreach work around collections Develop methodologies for co-curated displays and programmes to develop and diversify the collections Ensure staff and partners are adequately trained to handle collections	Collections and research strategies reflect the diversity of communities in Wales and ease of access required for community engagement work	3.1. Community engagement work and outcomes are a fundamental part of collection and research policies, strategies and activities 3.2. Access to collections in store enable greater use for community engagement 3.3. Transportable pop up museum kits support community engagement work at each museum

4. Our Systems				
Inputs (resources and costs)	**Short term key strategic activities, 2015-17**	**Medium term strategic activities, 2018-20**	**Outputs** **2015-20**	**Outcomes** **2015-20**
Staff time	Develop a framework for community engagement work across the organization with clear targets, reporting and decision making processes Develop and test consistent, coherent and flexible templates for capturing impact of work through a common format Develop project-based approaches and reflection opportunities across departments and museums with partners Review youth forum structures and recruitment Share transportable methodologies with champions across	Develop and implement ways of monitoring standards across Amgueddfa Cymru Embed trusted and supported staff network across Amgueddfa Cymru and partners	Clear understanding of what quality community engagement is across the museum Clear project development, delivery, reporting and reflecting systems across our community engagement work Trusted and appropriate networks established and sustained across departments, museums and partners	4.1. Monitor and benchmark standards, processes and performance to ensure a consistent and quality service 4.2. Provide adaptable systems across organizations make the best use of our resources to plan staff time and allocation of budgets 4.3. Collections access systems established to support in-reach and outreach work around collections

| | Amgueddfa Cymru re working with partners e.g. the Our Museum model

Advertise post through partners and work on appointment process with partners | | | |

5. Our Infrastructure				
Inputs (resources and costs)	Short term key strategic activities, 2015-17	Medium term strategic activities, 2018-20	Outputs 2015-20	Outcomes 2015-20
Staff time

Budgetary requirements:

Funding for development of spaces | Establish key principles for the development of our museums as community hubs and reflected in master planning and redevelopment projects

Procedures re working with communities further established and defined including risk management and health and safety | Museum spaces and settings developed in line with the community hubs key principles

Procedures re working with communities embedded

Risk assessments maintained and updated | Museum spaces and settings are used by communities in creative and multifaceted ways

Community engagement delivered safely | 5.1. New museum spaces and settings reflect key principles for meeting the needs of diverse communities

5.2. Procedures re health and safety and risk management support community engagement work |

Appendix 1: The Our Museum initiative

1.1. Background

Since April 2012 we have been involved with the Our Museum initiative. The initiative is funded by the Paul Hamlyn Foundation. The aims of this initiative are to:

- support and develop museums and galleries to place community needs, values, aspirations and active collaboration at the core of their work
- involve communities and individuals in core decision-making processes and to implement the decisions taken
- ensure that museums and galleries play an effective role in developing community skills, through volunteering, training, apprenticeships etc.
- share exemplary new models with the broader museum sector.

The initiative is the culmination of a careful consultation process started in 2008 with market research company LUCID and a research phase led by Dr Bernadette Lynch. Her report (summarised in the 2011 publication *Whose cake is it anyway?*) concluded that the funding invested in recent years in public engagement and participation in the UK's museums and galleries has not succeeded in shifting the work from the margins to the core of many of these organizations.

Our Museum offers support for organizations to manage significant structural change so that participatory work becomes core, embedded, sustainable and less at risk of being marginalised when specific funding streams run out. Other museums involved in this initiative include Bristol Museums, Galleries & Archives, Glasgow Museums, Hackney Museum, The Lightbox, Ryedale Folk Museum and Tyne & Wear Museums and Archives.

As part of the Our Museum initiative at Amgueddfa Cymru we have focused cultural change around skills development and working practices with volunteers at St Fagans. Our aim is to build a community of volunteers based on the needs of the volunteer. This would broaden the volunteer base and embed opportunities for volunteers in all aspects of our work. Our decision making is being shaped by our

Engagement Team, which includes a group of ten community partners from the third and public sectors, museum staff and trustees.

1.2. What impact does it have?

It is early days, but the indications are that this collaborative way of working is having an impact on our core decision-making processes. This is helping to place community needs and aspirations at the core of our work and ensuring we play an effective role in developing community benefits and dialogues across relevant sectors in Wales.

Our methods of working are starting to break down barriers to participation and address the resistance to change that is present in some areas of the organization. Partners have had insights into museum processes and hands-on experiences of changing ways of working. During this process there have been challenges and benefits for Amgueddfa Cymru and community partners alike.

This approach is, by its very nature, more democratic, respecting as it does the part played by the whole population in cultural development. As one partner noted, "we are always shown and treated with respect". Museum visitors, and the diversity of cultures and communities to which they belong, are holders and contributors of culture, not just passive consumers. As such, they have the right to be involved in the recording and interpretation of that culture.

1.3. The engagement team

Community partners: Jan Balsdon/Sian David (The Wallich), Greg Rees (Drugaid Wales), Fiona Liddell (Wales Council for Voluntary Action), Annie Duddridge/Tom Dicomidis (Diverse Cymru), Arwen Thomas (Quest Support), Kat York (NewLink Wales), Gaynor Williams (Job Centre Plus), Nathan Williams (Voluntary Community Service) and Sybil Williams (Pedal Power).

Staff: Stephanie Burge (Our Museum Co-ordinator), Elaine Cabuts (Museum Secretary), Ffion Davies (Volunteer Co-ordinator), Janice Lane (Director of Learning, Exhibitions & Digital Media), Bethan Lewis (Head of St Fagans), Owain Rhys (Community Engagement & Participation Manager), Beth Thomas (Keeper of History & Archaeology) and Nia Williams (Head of Learning, Participation & Interpretation).

Trustees supporting initiative: Carole-Anne Davies, Miriam Griffiths, Glenda Jones and Keshav Singhal.

Appendix 2: Staff and community partners involved in workshops 19 January and 2 March 2015

Facilitated by Gerri Moriarty, Our Museum Critical Friend

Staff:

Stephanie Burge

Elaine Cabuts

Michael J. Corbridge

Katrina Deering

Sharon Ford

Sioned Hughes

Manon Wyn Humphreys

Sara Huws

Dafydd James

Huw Jones

Elfyn Jones-Roberts

Steph Mastoris

Katie Mortimer-Jones

Dai Price

Owain Rhys

Nicholas Thornton

Nia Williams

Community Partners:

Dave Horton, ACE

Mari Lowe, Oasis

Sybil Williams, Pedal Power

The following meetings/workshops were held as part of developing this strategy:

Natural Sciences Department, 17 September 2014

The National Roman Legion Museum, 22 September 2014

The National Slate Museum, 26 September 2014

The National Waterfront Museum, 29 September 2014

The National Wool Museum, 29 September 2014

The Art Department, 30 October 2014

St Fagans National History Museum, 3 October 2014

Our Museum partners, 16 October 2014

History & Archaeology Management Team, 20 October 2014

National Museum Cardiff site meeting, 19 November 2014

Big Pit Team meeting, 20 November 2014

Several updates and discussion were held with the Learning, Participation & Interpretation Managers.

Drafts of the strategy have also been shared with our wider partners.

Appendix 3: Welsh Government Initiatives

3.1. Child Poverty Strategy, 2011

The Child Poverty Strategy aims to eradicate poverty in Wales by 2020, and has three strategic objectives/outcomes:

- To reduce the number of families living in workless households
- To improve the skills of parents/carers and young people living in low-income households so they can secure well-paid employment
- To reduce the inequalities that exist in the health, education and economic outcomes of children and families by improving the outcomes of the poorest.

A consultation on a revised strategy closed in February 2015. This revised strategy highlights and strengthens the links with the Welsh Government's Tackling Poverty Action Plan – with the Action Plan being the key mechanism for delivering the objectives set for tackling child poverty. It also includes a focus on five priority areas: food poverty, in-work poverty, childcare, action to mitigate the impacts of welfare reform, and housing and regeneration.

The strategy is underpinned by seven principles. All children and young people:
- have a flying start in life
- have a comprehensive range of education and learning opportunities
- enjoy the best possible health and are free from abuse, victimisation and exploitation
- have access to play, leisure, sporting and cultural activities
- are listened to, treated with respect, and have their race and cultural identity recognised
- have a safe home and a community which supports physical and emotional wellbeing
- are not disadvantaged by poverty.

3.2. Communities First

Communities First is the Welsh Government's community focused tackling poverty

programme. The programme provides funding for Lead Delivery Bodies within local authority areas known as Communities First Clusters to narrow the economic, education/skills and health gaps between our most deprived and more affluent areas.

It has three strategic objectives helping to achieve these outcomes:

• Prosperous Communities

• Learning Communities

• Healthier Communities

The learning priorities include encouraging more community members (particularly from groups perceived as hard to reach) into basic skills, ICT and key skills training, improving parental skills, supporting family engagement in education, supporting young people to achieve their potential at school, working with educational facilities to support alternative curriculum activities for young people who are at risk of not being in education, employment or training, supporting local people to access employment and training, learning through arts and culture and encouraging young people in positive activities (e.g. to reduce anti-social behaviour). We are well placed to support delivery in many of these areas.

3.3. Pioneer Areas, 2014

Pioneer Areas have been created in response to recommendations by Baroness Kay Andrews in her report *Culture and Poverty: Harnessing the Power of Arts, Culture and heritage to promote social justice in Wales*. These are located in six areas around Wales: Gwynedd, Torfaen, Swansea, Newport, Cardiff and Wrexham. They are combinations of several existing Community First clusters. The intention is to improve the delivery of cultural activities in deprived areas, helping individuals, families and communities to have more lasting engagement with culture and heritage. The Pioneer Areas will be led by the relevant local authority or other lead organization, and a national delivery culture partner (e.g. Amgueddfa Cymru). The main emphasis will be on a flexible, 'grass-roots' approach, to allow communities and cultural bodies to develop approaches and activities most relevant to their own communities.

3.4. The Well-being of Future Generations (Wales) Bill, 2014

The Bill was introduced in July 2014 and strengthens existing governance arrangements for improving the well-being of Wales.

It aims to improve well-being in accordance with the sustainable development principle, which means seeking to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. The key purposes of the Bill are to:

- set a framework within which specified Welsh public authorities will seek to ensure the needs of the present are met without compromising the ability of future generations to meet their own needs (the sustainable development principle)
- put into place well-being goals which those authorities are to seek to achieve in order to improve wellbeing both now and in the future
- set out how those authorities are to show they are working towards the well-being goals
- put Public Services Boards and local well-being plans on a statutory basis and, in doing so, simplify current requirements as regards integrated community planning
- establish a Future Generations Commissioner for Wales to be an advocate for future generations who will advise and support Welsh public authorities in carrying out their duties under the Bill.

Appendix 4: List of current strategic key partners

Name of partner	Nature of work with partner	Vision Priority	Status relationship
ACE	Volunteering Programme, Community Engagement Strategies and Public Programmes	Transformational Projects, Advocacy and Communication, Strategic Partnerships	SLA (Service Level Agreement)
African Community Centre, Wales	St Fagans redevelopment, Community Engagement and Public Programmes	Public Programmes	Collaborative partner
Aneurin Bevan Trust	Community Engagement and Public Programmes	Strategic Partnerships, Advancing Knowledge	New partner
Barnardo's	Community Engagement and Public Programmes	Strategic Partnerships	New partner
Caerphilly Youth Forum	St Fagans redevelopment	A Connected Digital Museum, Public Programmes	Collaborative projects
Cardiff University	Research and social impact, Community Engagement Programmes	Strategic Partnerships, Advancing knowledge	MoU
Cardiff and Vale College	Volunteering Programme, Community Engagement Strategies and Public Programmes	Strategic Partnerships, Public Programmes, Financial Performance and	SLA

		Governance	
Cardiff and the Vale NHS	Gallery Content, Public Programming, Diversity	Strategic Partnerships, Public Programmes	New partner
Coleg Cymraeg Cenedlaethol	Community Engagement Programmes	A Connected Digital Museum, Strategic Partnerships	New partner
Coleg Sir Gâr	FE competitions and skills programme at NWM and St Fagans	Public Programmes	Collaborative projects
County Councils e.g. Cardiff, Gwynedd, Torfaen	St Fagans redevelopment, NRLM redevelopment, Community Engagement and Public Programmes, World Heritage status, improved ways of sharing training and resources	Transformational Projects, Advocacy and Communication, Strategic Partnerships	Collaborative projects
Deafblind Cymru	Gallery Content, Public Programming, Diversity	A Connected Digital Museum, Public Programmes	New partner
Diverse Cymru	Volunteering Plans, Strategies and Programmes. Staff learning and development	Transformational Projects, Advocacy and Communication, Strategic Partnerships, Financial Performance and Governance	SLA
Drugaid	Volunteering Plans, Strategies	Transformational	SLA

		Projects, Strategic Partnerships	
Families Learning Together	Gallery Content, Public Programming, Informal Learning	Advocacy and Communication, Strategic Partnerships, Public Programmes	Collaborative projects
Flying Start	Pre-school programme	Advocacy and Communication, Strategic Partnerships	Need to establish SLA
Gateway (MENCAP Wales)	Gallery Content, Public Programming, Informal Learning	Public Programmes	Collaborative projects
GISDA	Volunteering Plans, Strategies and Programmes.	Strategic Partnerships	New partner
Hafal	Gallery Content, Public Programming, Informal Learning	Strategic Partnerships	Collaborative projects
Job Centre Plus	Volunteering Plans, Strategies and Programmes. Skills sharing programmes.	Transformational Projects, Strategic Partnerships	SLA
Local Communities First and Pioneer Area partners	Gallery Content, Public Programming, Informal Learning, Family Learning and Family First networks	Strategic Partnerships, Public Programmes, Financial Performance and Governance	New partner
Menter Iaith	Welsh language	Advocacy and	Collaborative

		Communication	projects
MEWN Cymru (Minority Ethnic Women's Network)	Gallery Content, Public Programming, Diversity	Public Programmes	Collaborative projects
Mid Teifi Arts	Partnership for craft events at NWM	Strategic Partnership	Collaborative projects
National Library of Wales	Several strategic initiatives	A Connected Digital Museum, Strategic Partnerships, Financial Performance and Governance	National Partner
NewLink Wales	Volunteering Plans, Strategies and Programmes. Staff learning and development	Transformational Projects, Strategic Partnerships	SLA
NIACE	Gallery Content, Public Programming, Informal Learning	Advocacy and Communication, Strategic Partnerships, Public Programmes	National partner
Oasis	Gallery Content, Public Programming, Diversity, staff learning and development	Public Programmes	Collaborative projects
The Parade ESOL	Gallery Content, Public Programming, Informal	Public Programmes	Collaborative projects

	Learning, Staff learning and development		
Wales Puja Committee	Gallery Content, Public Programming, Diversity, staff learning and development	Public Programmes	Collaborative projects
Open University	Gallery Content, Public Programming	Public Programmes	Collaborative projects
Pedal Power	Volunteering Programme, Community Engagement Strategies, Staff learning and development	Transformational Projects, Strategic Partnerships	SLA
Pride Cymru	Gallery Content, Public Programming, Diversity, LGBT	Advocacy and Communication, Public Programmes	Collaborative projects
Quest	Volunteering Programme, Community Engagement Strategies, Staff learning and development	Transformational Projects, Strategic Partnerships	SLA
Retired and Senior Volunteer Programme	Public programmes at National Wool Museum	Public Programmes	Collaborative projects
Riverside Communities First	Gallery Content, Public Programming, Diversity	Strategic Partnerships	Collaborative projects
The Romani Cultural & Arts Company	Gallery Content, Public Programming, Diversity	Public Programmes	Collaborative projects
Save the	Informal Learning, Public	Advocacy and	New partner

Children	Programmes	Communication, Strategic Partnerships, Public Programmes	
Somali Integration Society	Gallery Content, Public Programming, Diversity	Public Programmes	Collaborative projects
Swansea Metropolitan	FE/HE competitions at National Wool Museum	Public Programmes	Collaborative projects
Swansea University	Public programmes at NWM and NWMS	Public Programmes	Collaborative projects
Twf	Welsh language Pre-school children and their families	Strategic Partnerships, Public Programmes	Collaborative projects
University of the Third Age	Gallery Content, Public Programming, Informal Learning	Public Programmes	Collaborative projects
University of South Wales - Caerleon Campus School of Humanities and Lifelong Learning	Community Engagement Programmes	Public Programmes	Collaborative projects
University of Wales, Trinity	Welsh language courses	Public Programmes	Collaborative projects

St David			
Urdd	Welsh Language and youth programmes	Advocacy and Communication, Strategic Partnerships	Need SLA
VCS	Volunteering Programme, Community Engagement Strategies	Transformational Projects, Strategic Partnerships	SLA
The Wallich	Volunteering Programme, Community Engagement Strategies, Public Programmes, Staff learning and development	Transformational Projects, Strategic Partnerships	SLA
WCVA	Volunteering Programme, Community Engagement Strategies, Staff learning and development	Transformational Projects, Advocacy and Communication	Service Level Agreement (SLA)
Welsh for Adults Centre (Cardiff and the Vale)	Gallery Content, Public Programming, Informal Learning, Welsh language	Public Programmes	Collaborative projects
Workers Educational Association	Gallery Content, Public Programming, Informal Learning	Public Programmes	Collaborative projects
Welsh Refugee Council (Cardiff, Swansea, Newport, Wrexham)	Gallery Content, Public Programming, Diversity	Advocacy and Communication, Strategic Partnerships, Public Programmes	Collaborative projects

Appendix 5: Research into the social impact of cultural participation

There is a growing body of evidence that shows that museums can act as agents of social change and inclusion (Sandell, 1998) and that participation works. Yet culture is often not considered a key component of anti-poverty initiatives and its role can be misunderstood.[13]

The Cultural Learning Alliance has demonstrated the impact of cultural learning on the lives of children and young people based on a review of all available large-scale English-language data, funded by the Paul Hamlyn Foundation. These impacts include the findings that:

- learning through arts and culture improves attainment in all subjects
- participation in structured arts activities increased cognitive abilities
- students from low-income families who take part in arts activities at school are three times more likely to get a degree
- students who engage in the arts at school are twice as likely to volunteer and 20% more likely to vote as young adults.

The report *Tackling Poverty and Disadvantage in Schools: working in the community with other services* published by Estyn, Her Majesty's Inspectorate for Education and Training in Wales, states that schools can raise the achievement of disadvantaged learners by raising aspirations, out-of-school- hours learning, developing a community focus, and by working with the community, parents and other agencies. The report also noted that effective schools in disadvantaged areas attach great importance to extra-curricular and out-of-school hours provision, including cultural enrichment. This finding was also made in the Joseph Rowntree Foundation report *Combating child poverty in Wales: are effective education strategies in place?* where the evidence showed that schools alone cannot overcome the links between child poverty and low education achievement.

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[13] M. Daly, *Combating child poverty through measures promoting the socio-cultural participation of clients of the Public Centres for Social Welfare: Synthesis report* (September 2012), p5. Daly states that 'socio-cultural participation policies are the least developed domain of policy addressing child poverty' across the EU.

The value of participation has also been demonstrated on a large scale through the £7m 'Find Your Talent' project co-ordinated by Creativity, Culture & Education as a pilot in ten areas across England. This project focused on the impacts of providing high-quality cultural experiences for all children and young people, regardless of age or ability.

'Cultural attendance and public mental health – from research to practice' by Mark O'Neill outlines the research undertaken over the last ten years.[14] The article emphasizes the emerging field of epidemiological research on the health impact of general cultural attendance. O'Neill outlines research that evidences the importance of cultural attendance in lengthening lifespans and in contributing to people's quality of life. He emphasizes the importance that culture should have in any public health policy and states that 'If engagement with culture enriches people's experience to the degree that it creates healthier, more flourishing lives, then the issue of democratic access is critical.'

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[14] Article in the Journal of Public Mental Health, Vol 9, issue 4 2010.

Appendix 6: Transforming Futures

Transforming Children's Futures by creating pathways for cultural participation is Amgueddfa Cymru's strategy for supporting participation in cultural activities for children, young people and families in poverty 2012-2015.[15] It has been developed as a result of extensive discussion and consultation. It recognises that working in partnership with organizations 'on the ground' is essential to forge the pathways that enable children, young people and their families living in low-income households to participate in our activities. The aims of this strategy have been incorporated in the Action Plan to supports the Community Engagement strategy.

Transforming Futures is a group set up by Amgueddfa Cymru following the Cultural Participation for Children and Young People Experiencing Poverty research seminar held at National Museum Cardiff on 4 October 2013. The Terms of Reference state its purpose as follows:

- To advocate the value of participation in culture, arts, and heritage as a means of ameliorating the impacts of poverty, and improving the life chances of children and young people.
- To promote, encourage and support best practice in this area within Wales.
- To work across the cultural, heritage and arts sectors, encouraging a co-ordinated approach, shared learning and shared results.
- Identify and take forward research opportunities to enhance public understanding and dialogue on the impacts of cultural participation and the impacts of poverty.

Current members include the Welsh Government, CyMAL, Arts Council Wales, Save the Children, Literature Wales, the City & Council of Swansea and Amgueddfa Cymru.

So far the group has co-ordinated responses to Welsh Government policies and strategies, including the Child Poverty Strategy Review, and organized a seminar for a cross-section of museum sector, local authority and other cultural and heritage

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[15] Amgueddfa Cymru, *Transforming Children's Futures by creating pathways for cultural participation: Amgueddfa Cymru's Strategy for supporting participation in cultural activities for children, young people and families in poverty 2012-15* (2012) http://www.museumwales.ac.uk/transforming_futures

bodies introducing the UNCRC and the National Participation Standards for Children and Young People in Wales.

Future work will include the development of an ethical framework for working with children and young people, further involvement in developing meaningful cultural partnerships with Pioneer Areas, further work to co-ordinate approaches e.g. with Children in Wales, End Child Poverty Network and the Tackling Poverty Advisory Group, advocating to the Welsh Government that culture, arts and heritage should form a part of all anti-poverty strategies and organizing a cross-sector roadshow or exhibition to highlight the role of culture, arts and heritage in tackling poverty.

We are also exploring ways to develop the public debate on poverty and cultural participation through public programming e.g. scoping potential for a partnership exhibition about UK poverty with Save the Children.

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