Strategy and organisational change

Okay the first thing we did,

we conducted a wholesale audit

of existing community engagement practices

at the museum and that was an interesting exercise.

Some people were very broad

in their interpretation

of community engagement,

others were more specific.

So following on from the audit,

we held several workshops

with different departments,

different sites and we also conducted workshops

with champions from across the sites.

Eventually inviting other people

who might not have been as engaged at the beginning

but wanted to be part of the process.

Community partners worked with staff

in the open space workshops to develop the strategy.

What that means is that the agenda is set

by the people that are in the room.

We'd like to believe that it is a 'live' strategy,

that it isn't just a piece of paper that people refer to.

We have quarterly meetings with champions

and other departments and other sites,

to discuss the potential of certain aspects of the strategy

or maybe some challenges

that people are finding with strategy.

So every three months,

we are developing new ways

of implementing the strategy.

When we say the strategy

is a 'live' document we don't mean

that we are changing it constantly.

The principles that underpin the strategy stay the same.

Those are things like; partnership working,

engagement and participation.

But the ways that we are delivering those may change

dependent on other things that are going on.

The community engagement strategy

is implemented through other strategies.

So Amgueddfa Cymru has

a number of different strategies,

like a digital strategy,

an interpretation strategy

and they are all interlinked.

So sections of the community

engagement strategy actually sit

within those strategies as well

and what that means is it's not just one team

that is responsible for implementing it

but it's actually part of everybody's work.

One thing the strategy does

is it democratises the workings of the museum,

so people don't expect to have orders from above,

people can act on their own thoughts and take that forward.

And that's been happening a lot

in the area of dementia for example or LGBT history.

We find that people have the opportunity

to develop those ideas off their own bats.

It's the responsibility of the community engagement team

to advocate this way of working across Amgueddfa Cymru.

But it's actually really important to have the back up

of that buy-in from senior management

and the trustees ratifying the strategy,

to support what we're trying to tell people about.

And of course, if you leading from the middle

it is good to have that authority from the top

to know that you are doing the right thing.

We're aware that a lot of staff

won't have time to read the full strategy,

so we're working on a one page document

that is the highlights, the headlines

and the things that we want them

to take away into their own work.

It is very useful to have the strategy in place.

Amgueddfa Cymru, National Museum Wales

is a very large organisation

but I am confident that we are moving

in the right direction and that department and individuals

are coming on board so to speak.

The community engagement strategy

is created collaboratively.

It's a 'live' document and it's implemented

through other departments.

It doesn't rely on a small team to deliver everything

but instead we've built capacity

within other teams to support us to deliver it.

We're actively using it,

it's not just a document on a shelf,

but we are working with staffs

so they can implement it

in their own working practices.

It is aligned to Amgueddfa Cymru,

National Museum Wales' vision.

And crucially, the strategy was made

with staff across Amgueddfa Cymru,

so they have real buy-in to seeing it delivered

and it being successful and it being used.