

Extract from

OUR MUSEUM REPORT

Year 1: 2012 - 2013

St Fagans: National History Museum



Milestone 1: Structure for co working developed jointly and formally agreed

Overview

At St Fagans the Our Museum initiative takes the core principle of developing active partnerships between communities and museums and has focused on building and sustaining a community of volunteers.

Over the next decade, the aim of Amgueddfa Cymru – National Museum Wales is to create in St Fagans the most important national and international centre for the enjoyment, understanding and study of the lives of the peoples of Wales. St Fagans has always been a museum of the people for the people, built on contributions of generations of people from across Wales. However it still does not achieve its potential to reach all the peoples of Wales, to be truly culturally democratic and driven by the social needs of contemporary Wales. Developing the facilities and spaces necessary for this is a major redevelopment project funded by Welsh Government and the Heritage Lottery Fund (HLF). The new philosophy for St Fagans aligns with our work as part of the Our Museum initiative. The culture change we have started with our Community Partners focusing on broadening the volunteer base and embedding opportunities for volunteers in all aspects of the Museum's work is also influencing other areas of the redevelopment as a whole. This is particularly true of our work in communicating and sharing decision making with our Community Partners.

The application for involvement in the Our Museum initiative was submitted to the Paul Hamlyn Foundation and funds granted in March 2012. The engagement work done as part of developing the Activity Plan for the redevelopment of St Fagans and as part of developing the application for funding from the Paul Hamlyn Foundation provided important links with some key Community Partners from public and third sector organisations.

Once funding was established the Engagement Team was further developed to include Museum Trustees and additional Community Partners.

Once the Engagement Team was established the milestones for Year 1 were developed and agreed together with the Paul Hamlyn Foundation, to complement the Our Museum key outcomes and the strategic objectives of the bid whilst adding value to the Activity Plan for the redevelopment project. What follows is the report for Year 1 against said milestones, documenting the development of the scheme at St Fagans, the relationships that have grown from it and the new approaches and ways of working that have been explored in the process.



Community Partners volunteering at St Fagans

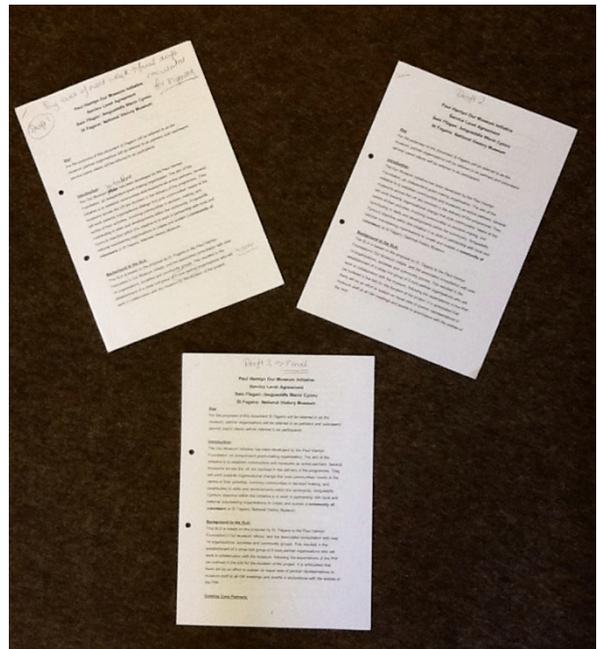
Milestone 1: Structure for co working developed jointly and formally agreed

This Milestone was developed against the backdrop of the Our Museum initiative and the ongoing redevelopment of St Fagans. Throughout the development of the bid to the HLF a major consultation process took place in which the Museum actively engaged and worked with over 130 organisations, involving them in the planning and decision making process. The Engagement Team grew out of this consultations process and quickly developed a structure for co working.

How do we know we've succeeded in creating change? What is different?

The following **progress against the Milestone** has been achieved:

- Engagement team firmly established, and meeting on a bi monthly basis.
- Team made up of museum staff, Trustees and nine Community Partners representing a wide cross section of society.
- Service Level Agreement established with the Community Partners including remuneration structure.
- Engagement team discuss and agree together the topics covered at bi monthly meetings on a quarterly basis.
- Teamwork Project Management, an online project management tool has been utilised as an effective way of sharing information and ideas.
- Engagement team taking part in different activities on site e.g. volunteer taster day 5th November 2012.



Service Level Agreement developed

What evidence do we have?

- Teamwork used to record and capture all dialogue between the Engagement Team

I feel that things are going really well. It's been great meeting & starting to get to know partners, & I felt that the way in which we shortlisted was excellent, extremely fair & efficient & made partners feel really involved in the process

Extract from Teamwork posted 03.09.12 -
Community Partner: DrugAid.

- Video footage and photographs of meetings and events recorded and archived.
- Engagement Team Membership: 100% retention
- Involvement and support of four NMW Trustees

Learned a lot about the project and am impressed by the strong teamworking approach. I've seen plenty of 'partnerships' that aren't REALLY partnerships and this has the genuine evolving and working together ethos that makes partnerships work - flexibility, mutual listening and reflective learning as the project goes along. Pleased to be involved and hope I can contribute.

Extract from Teamwork 19.12.12 posted by Trustee Miriam Griffiths

- Signed SLAs between all nine Community Partners and the Museum
- Invoices and payments from all partners claiming for time spent supporting project
- Numbers and records of meetings and events held.
- Number of attendees at all meetings and events kept.

Successes, challenges and resources

Aspects that worked well

- Engagement Team meeting on a regular basis with constructive dialogue between meetings.
- All participants using Teamwork to keep in regular contact.
- Establishing the content of the Service Level Agreement together.
- Paying partners for their time has worked as it contributes to the partners ability to provide a sustained commitment both in terms of their time and depth of engagement
- Community Partners engaging in different activity away from formal meetings– e.g. volunteer day.



Community Partner Volunteer Day 5/11/2012

- Involving a broader range of Museum staff in the process e.g. the New Media Team, Learning Interpreters and the Gardening Conservators.
- Involving the Museum Trustees in the process and agreeing Trustee rules of engagement with them and the Community Partners.
- Capturing and archiving meetings and events.

Aspects to develop further

- Are the meeting structures too formal? Does this style sometimes stifle discussion? This will cause a barrier to involving participants in the meetings?
- Give more time to individual topics and do not try to fit too much into each meeting.
- Provide better mechanisms and methods to keep senior management involved in the initiative.
- Bringing in new partners at strategic time and think of ways of influencing both the museum and third sector.

Obstacles encountered and actions taken

- Balancing the needs of the initiative with other commitments
 - **ACTIONS TAKEN:** dates and discussion topics are set well in advance by the Engagement Team.
- Sustainability/viability of the partner organisation in the current economic climate leading to potential change in Engagement Team membership.
 - **ACTIONS TAKEN:** SLA providing organisation commitment.
- The Change Programme – the Museum is undergoing internal restructuring.
 - **ACTION TAKEN:** Community Partners are informed of the change programme (without breaking confidentiality).

Resources Used

- Time of Engagement Team members.
- Funding from PHF.
- Time of other museum staff e.g. Ian Daniel, Celtic Village Interpreter and Steve Burrows, Open Air Archaeology, Owain Rhys, Curator of Contemporary Life, Gardening Team – Community Partner Volunteer Day 5th November 2012.

Who was responsible for implementation?

- The Engagement Team