



## **Trustee Briefing and Training Materials**

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## Amgueddfa Cymru National Museum of Wales

### Trustee Involvement in the Our Museum Initiative

Proposed ways in which Trustees can become involved.

#### Advocacy

##### Key project message:

- The Our Museum Initiative has been developed by the Paul Hamlyn Foundation
- The aim of the initiative is to establish communities and museums as active partners
- Several museums across the UK are involved in the delivery of the programme and will work towards organisational change that puts communities' needs at the centre of their activities, involving communities in decision making, and contributing to skills and developments within the community
- Amgueddfa Cymru's objective within this initiative is to work in partnership with local and national volunteering organisations to create and sustain a **community of volunteers** at St Fagans: National History Museum. Although separate to the St Fagans: National History Museum, Creu Hanes – Making History Project which is currently in progress, the two are closely linked.
- The aim of the Our Museum project at St Fagans is for volunteers from diverse backgrounds to be embedded at the heart of the museum. This ties in with the volunteer strategy as outlined in the St Fagans: National History Museum, Creu Hanes – Making History Project bid to the HLF.
- We are using the Our Museum project as a way of trialling new approaches which will mean that developments will be fluid and flexible, allowing us time to establish the best approach in preparation for the over all expansion of the volunteer programme at St Fagans, which will take place as part of the St Fagans: National History Museum, Creu Hanes – Making History Project.
- As the Our Museum project develops it is essential that we promote the successes and share the lessons learnt with Amgueddfa Cymru as a whole and the sector at large.
- As Trustees you can help us to do this by attending Our Museum project meetings, taking part in project events and sharing the key messages and opportunities with the other Amgueddfa Cymru sites, the heritage sector of Wales/the UK and beyond.

##### Opportunities to contribute bilingually:

- Promote bilingualism with the Partnership
- Support the project to adopt bilingualism
- Offer suggestions of way in which you would like to do this

## Suggested Key Audiences:

### Amgeuddfa Cymru Sites:

- National Museum Cardiff
- The National Slate Museum
- The National Roman Legion Museum
- Big Pit: National Coal Museum
- The National Wool Museum
- The National Collections Centre
- The National Waterfront Museum

### The wider heritage sector:

- Museums, galleries and heritage centres in Wales and the UK including the other organisations taking part in the Our Museum initiative where relevant
  - Belfast Exposed
  - Bristol Museums and Galleries
  - Glasgow Museums
  - Hackney Museum
  - Lightbox, Woking
  - Museum of East Anglian Life
  - National Museum of Wales
  - Ryedale Folk Museum
  - Tyne and Wear Museums and Archives
- Representative Bodies for example The Museums Association
- Funders for example The Heritage Lottery Fund, Esmée Fairbairn Foundation

### Public Sector:

- Government bodies and sponsored bodies for example CADW, CyMAL, The Royal Commission on the Ancient and Historical Monuments of Wales

### Communities you are engaged in, for example:

- Communities of Interest
- Communities of Action
- Communities of Place
- Communities of Practice
- Communities of Circumstance

## Rules of Engagement:

- Promote the key messages of the project as outline above
- Share information and lessons learnt as agreed in advance with the Partnership and recorded as Action Points from meetings
- Maintain contact with the Partnership and key museum project staff
- Provide feedback (verbal update with brief report where necessary) from advocacy work to the Partnership through attending partner meetings where possible (dates agreed in advance)

- Feedback (verbally or written – at the discretion of the Trustee) to the Board of Trustees on project progress and key developments (bi annually)
- Attend project meetings as agreed in advance and notify by email if unable to attend on agreed dates

### **Support with the development of the programme's Self-Evaluation Plan and Year 2 Milestones**

- The Paul Hamlyn Foundation have asked us to produce a self-evaluation plan
- PHF will be offering the Partnership guidance and support to develop the plan
- In the New Year it is anticipated that a half day workshop will be arranged by PHF, following which we will produce a draft plan which they will offer feedback on
- You would be welcome to attend this workshop
- We hope to establish the plan around the structuring of the Year 2 Milestones and would welcome your input in this process (see Year 1 Milestones attached to demonstrate current structure)
- Please share any suggestions of successful self evaluation models you know of with the Partnership during the development of the plan (January to March 2013). Submit suggestions via email to Elaine Cabuts who will forward them to Loveday Allen, Our Museum Project Coordinator to share with the Partnership.
- Further information on the guidance offered by PHF will be provided as soon as possible.

### **Engage with activities alongside the Partnership at St Fagans to discover the unique skills and outcomes volunteers will develop and achieve**

- Attend volunteer taster days at St Fagans to experience volunteering first hand (annually – to be agreed)
- Shadow staff and volunteers at the museum to learn about the opportunities and the roles available to volunteers (bi annually – to be agreed)
- As Trustees, reflect on your role as volunteers within the museum with the Partnership

*If there are any suggestions or alterations you would like to make to the approaches to engage in the Our Museum project as outlined in this document please do not hesitate to let us know. This is a draft and we would welcome your suggestions.*

## **Trustee Training 15 October 2013**

### **Briefing note for Trustees**

#### **Public engagement with, and input into, St Fagans National History Museum**

##### **Background**

Public engagement and participation is about the way we operate as a museum as much as the experiences we provide for our visitors and users. We want to create a museum which is driven by the needs of the communities we serve.

The redevelopment of St Fagans is the spearhead for culture change in the way Amgueddfa Cymru engages with the people of Wales. Having consulted with over two hundred external organisations during the planning phase, we are now working with nine participatory forums. They represent a range of organisations from the public and third sector and the diversity of communities in Wales, to guide the redevelopment and inform activity programmes and gallery content.

The nine participatory forums are grouped according to strategic area or audience segment. We are establishing communities of interest and expertise, by working not only with community partners, but also with academics who lead research in relevant fields. This allows us to work more strategically, to align our work with new funding streams and to measure the impact of our work. Our partners include: Diversity; Craft and Creativity; Volunteering; User Design; Primary & Special Schools; Secondary Schools; Young Ambassadors; Informal Learners and Academics. Our partners include: African Community Centre Wales; Bangor University; Black Voluntary Sector; Cardiff University; Deafblind Cymru; Glynderw and Michaelston College; MENCAP; Menter Iaith Cymru; Open University; NIACE Dysgu Cymru; Puja Committee Wales; Urdd and Welsh Refugee Council to name but a few.

## **Our Museum initiative**

Underpinning this collaborative approach is the *Our Museum* initiative, funded by the Paul Hamlyn Foundation for three years. The aim is to facilitate a process of development and organisational change within UK museums and galleries committed to active partnership with their communities, with the ambition of affecting the museum sector more widely. This 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 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 organisations. As part of Amgueddfa Cymru's Change Programme we have been realigning our resources to meet our strategic engagement priorities. *Our Museum* offers support for organisations 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.

The other museums involved in this initiative provide us with a national benchmark framework. These include: Bristol Museums, Galleries and Archives; Glasgow Museums; Hackney Museum; The Lightbox; Ryedale Folk Museum; and Tyne and Wear Museums and Archives.

As part of the *Our Museum* initiative at St Fagans we have focused cultural change around skills development and working practices with volunteers. We wish 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 the museum's work. We aspire to broaden aspirations by providing participants with the skills, confidence and experience to seek new life opportunities including further education and employment. Our decision making is being shaped by our Engagement Team which include a group of 10 community partners from the third and public sectors, museum staff and trustees.

Our collaborative working is described as exemplary by the Steering Group of the Paul Hamlyn Foundation's *Our Museum* initiative:

*We are very impressed with the work you have done, which has been exemplary. In particular, you have an excellent model for your engagement team and relationships with the*

*community partners, and this has already had an impact on the wider organisation and its ways of working.*

Piotr Bienkowski, Project Director for the *Our Museum* initiative, will be joining us for the training session.

### **What impact does it have?**

It is early days, but the indications are that this collaborative way of working is having an impact on the core decision-making processes of Amgueddfa Cymru. 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.

During the workshops we can explore how 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 museum. We will demonstrate the new approaches to inclusion and engagement we have taken, how we have kept our traditional audiences on board during this process and highlight the challenges and benefits for the museum, our staff, 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. 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.

We have been delighted to welcome Miriam Griffiths, Keshav Singhal, Carole-Anne Davies and Glenda Jones as volunteer Trustee supporters of the *Our Museum* initiative. They will be sharing their experiences of the impact of this work with you.

Nia Williams

**Head of Learning, Participation and Interpretation**

## **Appendix**

**Our Engagement Team include the following members:**

### **Museum Trustees supporting initiative**

Carole-Anne Davies

Miriam Griffiths

Glenda Jones

Keshav Singhal

### **Community Partners**

Jan Balsom - The Wallich

Joan Brown - DrugAid Cymru

Julie Bush - Wales Council for Voluntary Action

Annie Duddridge - Diverse Cymru

Victoria Jones - The Parade Esol

Arwen Thomas - Quest Support

Kat York - New Link Wales

Gaynor Williams - Job Centre Plus

Nathan Williams - Voluntary Community Service

Sybil Williams – Pedal Power

### **Amgueddfa Cymru staff**

Loveday Allen, *Our Museum* Co-ordinator

Janice Lane, Director of Learning, Exhibitions & New Media

Bethan Lewis, Head of St Fagans

Beth Thomas, Keeper of History and Archaeology

Nia Williams, Head of Learning, Participation and Interpretation

Elaine Cabuts, Museum Secretary

## Trustee Training 15 October 2013, 2-5pm Court Room National Museum Cardiff

### Should we do what the public wants?

#### Public engagement with, and input into, St Fagans: National History Museum

#### Ideological basis for the work

- An emerging methodology within the museum sector
- Amgueddfa Cymru – National Museum Wales is leading, but we are keen to learn from others
- Our experiences in community involvement and partnership working is informing research in this area – both internal and external
- Participation is essential for us to be able to demonstrate accountability and impact for key stakeholders such as Welsh Government
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#### Learning aims

- To understand participation and why we do it
- To be able to advocate for Amgueddfa Cymru and how we work
- To take forward the thinking on how we diversify our Board

#### Staff and Trustees involved in delivery

- Janice Lane – Leading
- Nia Williams and Loveday Allen – facilitating how the Trustees share their experience with the other Trustees, + Loveday to lead co-production session
- Beth Thomas – Collections policy development
- Bethan Lewis – Culture change at St Fagans
- Trustees involved in Our Museum - Carole-Anne Davies, Miriam Griffiths, Keshav Singhal. Glenda sends her apologies.
- Piotr from Our Museum

*Work in Communities First areas to be reflected across sessions  
Examples to reflect / represent broadest range of stakeholders / participants*

Time	Activity	Led by	Resources
2:00 – 2:05	Welcome and introductions	Janice Lane	
2:05 – 2:20	A strategic overview of participation – what is a modern participatory museum?	David Anderson (7 mins) Piotr Bienkowski Our Museum (7 mins)	Talk only
2:20 – 2:30	<b>Session 1</b> What is your understanding of why Amgueddfa Cymru is championing participation as a way of working? <i>Aim is to establish a baseline of understanding and identify up to 5 most common responses</i>	Miriam Griffiths / Janice Lane  Lead session and then draw together responses to feed into following group activities	Giant post – it notes Felt tip pens Flip chart Blue tack
<ul style="list-style-type: none"> <li>The followings sessions demonstrate how our work at St Fagans is informing and developing how we work across the organisation.</li> <li>Trustees and staff attending will be split into 2 groups and the sessions run concurrently</li> </ul>			
2.30 – 3. 15 and 3.30 to 4.15 in David’s Outer Office	<b>Presentation and workshop</b> Partnerships, participation and culture change <i>Aim is to extend understanding and discussion on participatory work, its, benefits and impacts for AC/NMW and in terms of our profile locally and nationally</i>	<b>Presentation</b> Loveday Williams/ Nia Williams Group session: Our Museum Trustees help facilitate the discussion following presentation	Projector and small screen (NW to supply for both)  Note paper for group
3.15 – 3.30	Break		
2.30 – 3. 15 and 3.30 to 4.15 in the Court room	<b>Presentation and workshop</b> Collections, co-production and culture change <i>Aim is to extend understanding and discussion on how this work benefits our collections, research and visitor experience, contributing to our profile locally and nationally</i>	<b>Presentation</b> Beth Thomas and Bethan Lewis	Projector and small screen (NW to supply for both)  Note paper for group
4.20 – 4.35	<b>Plenary</b> Group reconvene as a whole to share learning	Beth Thomas and Nia Williams (with Our Museum Trustees)	Flip chart and post its
4:35 – 4.55	<b>Exercise</b> What are the advocacy messages around participation?	David Anderson / Elisabeth Elias Loveday Williams scribing	Flip chart
5:00	Thanks and end	Janice Lane	