

**Communities and Museums as Active Partners**

**What we are trying to achieve: the Four Outcomes**

This paper is a summary of the evaluation framework being used as part of the Our Museum initiative. Everyone involved with Our Museum should also read the longer complete version as that includes examples of the types of information and issues we might explore with you to evaluate progress towards the outcomes and indicators of the Our Museum programme.

| <b>Outcome 1:<br/>Rooted in local needs</b>   | <b>Outcome 2:<br/>Community agency</b>  | <b>Outcome 3:<br/>Capability building</b>   | <b>Outcome 4:<br/>Reflection</b>   |
|---|---|---|--|
| <p>Museums and galleries understand their role within their localities; they are effectively informed of and respond to, the range of their communities' needs and values and are aware of and initiate opportunities for partnerships with communities and other sectors to meet local needs</p> | <p>Communities are sustainably at the core of all the 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/gallery</p> | <p>Museums and galleries play an effective role in developing community skills, capabilities and creativity: preparing and helping people to be engaged in their communities, to articulate their voices, to find employment or volunteering opportunities in the heritage sector and elsewhere; and supporting staff to learn how to work with communities</p> | <p>Museums and galleries embed reflective practice into their work: internally, with community partners and across the sector, to ensure on-going reflection, dialogue and openness to challenge, alternative values and working methods</p> |

## Communities and Museums as Active Partners

**How we will know when we have achieved the four Outcomes:  
what are the Indicators of Success?**

| <b>Outcome 1:<br/>Rooted in local<br/>needs</b>  | <b>Outcome 2:<br/>Community<br/>agency</b>  | <b>Outcome 3:<br/>Capability<br/>building</b>  | <b>Outcome 4:<br/>Reflection</b>  |
|--|---|--|---|
| <b>Indicators of<br/>Success</b>   | <b>Indicators of<br/>Success</b>  | <b>Indicators of<br/>Success</b>   | <b>Indicators of<br/>Success</b>  |
| <p><b>1.1</b><br/>Pro-active and outward looking leadership, defining roles of staff working to find out about community needs and issues</p>      | <p><b>2.1</b><br/>Visionary and value- based leadership committed to participation by diverse communities</p>                               | <p><b>3.1</b><br/>Commitment to development of the community and of individuals within it as core values and purposes of the museum or gallery</p>   | <p><b>4.1</b><br/>Ongoing reflection and dialogue with partners about practice</p>                                      |
| <p><b>1.2</b><br/>Tried and tested mechanisms whereby museums and galleries keep themselves informed of community needs, priorities and wishes</p> | <p><b>2.2</b><br/>A clear community plan and strategy and a clear shared understanding of it between museums/ galleries and communities</p> | <p><b>3.2</b><br/>Museum/gallery working in partnership with the community and other sectors locally to identify and understand employment, volunteering, training and capability needs within the community</p> | <p><b>4.2</b><br/>Clear and on-going museum/ gallery management discussion about 'community': who? why? what? when?</p> |

| <b>Outcome 1:<br/>Rooted in local<br/>needs</b><br><b>Indicators of<br/>Success cont.</b>   | <b>Outcome 2:<br/>Community<br/>agency</b><br><b>Indicators of<br/>Success cont.</b>  | <b>Outcome 3:<br/>Capability<br/>building</b><br><b>Indicators of<br/>Success cont.</b>   | <b>Outcome 4:<br/>Reflection</b><br><b>Indicators of<br/>Success cont.</b>  |
|---|---|---|---|
| <b>1.3</b><br>Tried and tested mechanisms whereby museums and galleries develop local partnerships outside the sector and understand potential partners' priorities                   | <b>2.3</b><br>Engagement, participation and collaboration as core values of the organisation  | <b>3.3</b><br>Museum/gallery development of community potential, skills and enterprise (e.g. through social enterprise models, volunteer programmes, apprenticeships) | <b>4.3</b><br>Internal and external self-criticism within the organisation: staff and communities feel able to challenge assumptions, disagree and speak freely and openly without fear |
| <b>1.4</b><br>Initiation of/involvement in local partnerships responding to local needs   | <b>2.4</b><br>Engagement embedded across the organisation, so that all staff, volunteers and trustees recognise that it is core     | <b>3.4</b><br>Training and capability building of community partners (e.g. through placements, mentoring)   | <b>4.4</b><br>Sharing good practice about engagement and participation  |
| <b>1.5</b><br>Respect and trust between museum/galleries and communities, and acknowledgement and implementation of alternative values, stories and different styles of communication | <b>2.5</b><br>Community involvement in governance, shared decision-making and authority, setting targets, monitoring and evaluation | <b>3.5</b><br>Training and capability building of staff to learn how to work with communities (e.g. through placements in community organisations, mentoring)         | <b>4.5</b><br>Willingness to take risks with new ideas and innovative practice  |

| <b>Outcome 1:<br/>Rooted in local<br/>needs</b><br><b>Indicators of<br/>Success cont.</b>   | <b>Outcome 2:<br/>Community<br/>agency</b><br><b>Indicators of<br/>Success cont.</b>  | <b>Outcome 3:<br/>Capability<br/>building</b><br><b>Indicators of<br/>Success cont.</b>   | <b>Outcome 4:<br/>Reflection</b><br><b>Indicators of<br/>Success cont.</b> |
|---|---|---|--|
| <b>1.6</b><br>Removal of barriers to community participation including physical barriers: e.g. how space is allocated to different uses and the character of the physical environment | <b>2.6</b><br>Collaborative exhibition development, including community authoring of proposals, text and associated programmes                                    | <b>3.6</b><br>Community organisations and individuals involved in developing and delivering staff training and enhancing staff capabilities |  |
| <b>1.7</b><br>Feelings of shared ownership and pride in the museum/gallery, reflecting how embedded it is in the community, (e.g. is it 'my museum' or is it still marginalised?)     | <b>2.7</b><br>Community voices, stories, histories and interpretation through the museum/gallery  |   |  |
| <b>1.8</b><br>Achievements celebrated jointly   | <b>2.8</b><br>Community participation sustainable beyond PHF funding, through different business models and income streams (e.g. social enterprise, partnerships) |   |  |

## Communities and Museums as Active Partners

### Overall Programme Objectives

The Paul Hamlyn Foundation also has clear objectives for the programme as a whole. These are listed below.

|                              |   |
|------------------------------|---|
| <b>Programme Objective 1</b> | To support up to 12 museums and galleries through a process of organisational change, through which they place collaborative work at the heart of their organisations, building sustainable partnerships with communities and involving them in decision-making   |
| <b>Programme Objective 2</b> | To support collaborative and reflective approaches to skills development and learning   |
| <b>Programme Objective 3</b> | To establish a network of organisations whose participatory practice is exemplary and inspiring   |
| <b>Programme Objective 4</b> | To gather, analyse, document and disseminate compelling evidence of positive impact and best practice in museums and galleries of different sizes and types, as part of a wider strategy to achieve significant shifts in participatory practice within the sector nationwide. The analysis will include the learning from the organisations' experience, so that others may benefit from any approaches that were less successful, as well as the actions that led to the most positive impacts. |
| <b>Programme Objective 5</b> | Impact on sector:<br>Tested set of principles and ways of working that bring communities and their values to the core of museums and galleries and which can be applied to all types of institution.  |
| <b>Programme Objective 6</b> | A tool-kit for internal organisational development and change that makes community participation core, embedded through an organisation and less reliant on short-term project funding  |
| <b>Programme Objective 7</b> | Beginning to gather clear evidence of the positive social impact on individuals and communities that museums responding to local needs and playing a key role in their neighbourhoods have.   |

## Communities and Museums as Active Partners

### Evidence and Evaluation

Evaluation sessions with the PHF team and other Our Museum participants will take place at regular intervals throughout the programme. The idea is that together we explore progress and share what we are learning to inform how we develop Our Museum.

The PHF evaluation team will focus on gathering, analysing and interpreting different types of evidence to help inform the development of the programme and show that the outcomes have been achieved. Each museum and community partners is also undertaking their own self-evaluation of progress.

The information and evidence gathered through the PHF evaluation, with the museum and community partners' own self-evaluations, will be used to share learning about creating change with other Our Museum participants and, at a later stage, with the museum sector across the UK.

**Four different types of evidence will be gathered on every individual Indicator of Success for *each* of the four Outcomes listed on pages 1 and 2-4.**

What are the different types of evidence?  
How will evidence be gathered?  
Who will do it?

#### **Type 1: Known and easily shared**

Evidence that is known and easily shared with others. This will largely be written and statistical evidence. Most of this will already be collected for other purposes and simply be given to the PHF evaluators.

For the museum/art gallery, it might include, for example, the vision statement, business plan, Annual Report, visitor profile.

For the community partner, it might include, for example, their statement of purpose, their newsletter or Annual Report, their membership profile.

**Type 2: Known but not always shared or written down**

Evidence that is known, but not always written down or shared will largely be gathered verbally, through discussion during annual review meetings and peer review meetings. The PHF evaluators will prepare a semi-structured questionnaire for this to ensure consistency across organisations and in case someone cannot attend a face-to-face session and wants to contribute in writing.

e.g.

How are values expressed and made visible within the organisation?

How is excellence in delivery recognised, rewarded and celebrated?

How is experience and learning shared and passed on within the organisation and with community partners?

**Type 3: 'Emergent' or avoided**

Evidence that is 'emergent' or avoided relates to the kind of evidence that Dr Bernadette Lynch gathered by using Image Theatre as a technique during an earlier PHF initiated collaborative investigation into engagement and participation in 12 museums and galleries in the UK. This kind of information is vitally important, as very often it holds the spark of a new idea or insight. It can also shine a light on a difficult barrier, challenge or tension. The PHF evaluators intend to prompt reflection on these issues through questions at the annual review meeting and hope it will become an important factor in peer review meetings. They will also use observation and non-verbal communication techniques to surface this kind of evidence.

e.g.

What happens when there are setbacks, problems, conflicts, challenges?

How are these shared and addressed?

What have been the challenges and barriers to engagement?

Are some models of engagement easier or more successful than others?

What would feel risky for you in terms of engagement?

**Type 4: Unknown discoveries**

During the course of Our Museum there are likely to be issues or actions or events that are not foreseen at the outset. It cannot be predicted when, where or how these will emerge.

All participating organisations are keeping some form of on-going shared journal to record ideas, insights, frustrations and questions as they arise. The form of the journal is to be selected between each museum team and community partners. The 'journal' could be, for example, a photo-journal, a blog, a scrapbook or an ideas and insights 'box' or wall.

**END**