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# Character Matters Delivery Plan 2018–2020

**Produced by the UK Museums Workforce Steering Group:**

Arts Council England; Association of Independent Museums; Heritage Lottery Fund; Museums Association; Museums, Archives and Libraries Division (Welsh Government); Museums Galleries Scotland; Northern Ireland Museums Council

May 2018



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**“The recent Character Matters report gives an authoritative overview of the issues and the Review team believes that museums should consider and address the recommendations given there.”**

The Mendoza Review, November 2017

## Vision of success

**Great museums are made by inspiring, knowledgeable, skilled and diverse people with passion, commitment, flair and self-awareness. Everyone plays a part in developing the sector: individuals develop their own attitudes, behaviours, skills and knowledge and support others to achieve their potential, museums create the conditions for those individuals to succeed, and sector organisations provide advice, programming, advocacy and funding for this to take place.**

## Introduction

### Character Matters delivery plan

This delivery plan has been produced by the UK Museums Workforce Steering Group<sup>1</sup> to focus priorities and resources from April 2018 to March 2020, to deliver on the recommendations from the Character Matters report.

### Character Matters report

*Character Matters: Attitudes, Behaviours and Skills for the UK Museum Workforce* was published in September 2016. It has inspired several conferences and a number of workforce projects. The research and report were commissioned by Arts Council England, Museums Galleries Scotland, Museums Association and Association of Independent Museums. The Summary Report noted that “The museum workforce will face a growing need to adapt and develop new skills, knowledge and ways of working in order to meet the needs of the organisations and audiences they serve”<sup>2</sup>. The report identified the current skills profile and future needs for a successful sector over the next 10 years and made 30 recommendations. These recommendations highlighted a shared responsibility across the sector at an individual, museum and sector level – everyone has a role to play in sector workforce development.

## UK Museums Workforce Steering Group

To support this shared responsibility, and the development and implementation of prioritised recommendations, a UK-wide steering group was established for three years, from April 2017 to March 2020. During the first year, members of the group have delivered a number of workforce projects. To support the implementation of the recommendations of the Character Matters report, the group decided to produce and share this two-year delivery plan. The plan shows the commitments made by each of

<sup>1</sup> Arts Council England; Association of Independent Museums; Heritage Lottery Fund; Museums Association; Museums Archives and Libraries Division (Welsh Government); Museums Galleries Scotland; and Northern Ireland Museums Council

<sup>2</sup> Character Matters: Attitudes, Behaviours and Skills for the UK Museum Workforce Summary Report, page 3



the member organisations, and includes recommendations for other sector organisations, museums and individuals to reflect upon, discuss and, where appropriate, prioritise over the next two years. The group is committed to providing a focal point for sector workforce initiatives across the UK. The impact of the delivery plan will be reviewed annually and the next steps considered by the group.

## Members of the group

**Arts Council England (ACE)** is the national development agency for museums in England. The Arts Council champions, develops and invests in museums as part of its mission to support great art and culture for everyone, and to deliver the priorities for museums identified in the Mendoza Review.

**The Association of Independent Museums (AIM)** is a membership organisation with over 1,100 members from across the museum and heritage sector, with a particular focus on supporting and championing independent museums, galleries and heritage organisations in the UK – helping them and their staff, including volunteers and trustees, to achieve their purposes and ensuring their needs are recognised and addressed by policy makers, funders and other organisations working in the sector.

**Heritage Lottery Fund (HLF)** distributes money raised by the National Lottery to support the UK's heritage. Funding ranges from museums, libraries and archives, historic buildings and sites, parks and landscapes, industrial, transport and maritime history through to the intangible heritage of the people of the UK. To secure HLF funding, organisations must deliver

lasting change for people and communities, bringing them pleasure and understanding, and opening up heritage so future generations can enjoy and learn from it and be inspired.

**Museums Association (MA)** is the sector professional membership organisation with over 8,000 members – individual, institutional and corporate – working across the UK and internationally. The MA believes that 'museums change lives' and it campaigns and advocates to support, develop and inspire museums to do so.

**Museums, Archives and Libraries Division (MALD)** is part of the Welsh Government. It provides policy advice on the sector to Welsh Ministers. MALD supports the sector in Wales through grant funding, advice, targeted programmes, training and professional development.

**Museums Galleries Scotland (MGS)** is the national development body for museums in Scotland. MGS supports over 400 museums and galleries through strategic investment, advice, advocacy, skills development and other means.

**Northern Ireland Museums Council (NIMC)** is the lead body supporting Northern Ireland's local museums through advice, advocacy, skills development and capacity building, and financial assistance.

As the work of the group develops, it may expand the membership to include other organisations at a steering group level or those that can also make commitments to a future delivery plan.

**Structure of the Delivery Plan:** Steering group members are listed in alphabetical order. For this document, other sector organisations that are not on the steering group are referred to as 'other sector organisations'.



# Delivery plan, April 2018–March 2020

This delivery plan has three key aims which build on and relate to the recommendations<sup>3</sup> in the Character Matters report:

- Aim 1.**      **Develop effective recruitment:** to create a diverse and skilled workforce fit for purpose for the next 10 years
- Aim 2.**      **Develop attitudes, behaviours, skills and knowledge:** to support individuals to develop themselves to deliver inspiring, relevant and prosperous museums
- Aim 3.**      **Develop organisational culture:** to create the conditions to support individuals and achieve a diverse, skilled workforce

The group plans to achieve these by encouraging everyone within the sector:

- Audience 1.**    **Sector organisations**
- Audience 2.**    **Museums**
- Audience 3.**    **Individuals:** including paid, freelance, consultants, volunteers and trustees as appropriate

## Outcomes and Success Measures

Outcomes have been developed for each of the aims, and success measures will be established for each commitment. The group will monitor its own commitments to delivering these outcomes and plans to collect evidence across the UK to demonstrate sector-wide impact by March 2020. The plan will be monitored annually.

## Projects delivered in 2017–2018

The group has already worked towards realising some of these outcomes by delivering the following: ACE published Culture Change toolkit; ACE funded Change Makers for Diverse leadership; MA/ACE delivered the Mentoring for All pilot; MA/ACE produced the Salary Guidelines update; AIM delivered the Hallmarks programme; MGS was successful in applying to HLF for funding for Skills for Success learning programme; MGS developed the Vocational Pathway Fund to build the capacity of the sector to deliver accredited work based learning and fill skills gaps; MALD, in partnership with Creative and Cultural Skills, has been successful in a funding application to HLF for 33 12-month heritage training placements.

<sup>3</sup> Recommendations from the Character Matters report are referenced as 'CM' with the relevant recommendation number.  
Summary: [http://www.artscouncil.org.uk/sites/default/files/download-file/Character\\_Matters\\_UK\\_Museum\\_Workforce\\_exec\\_sum.pdf](http://www.artscouncil.org.uk/sites/default/files/download-file/Character_Matters_UK_Museum_Workforce_exec_sum.pdf)  
Full report: <http://www.artscouncil.org.uk/sites/default/files/download-file/Museums%20Workforce%20ABS%20BOP%20Final%20Report.pdf>



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## Sector resources and reports

The following are a number of recent reference documents that provide a context for workforce development. These are examples that relate particularly to the museums sector:

*The AIM Hallmarks of Prospering Museums* emphasises the importance of leadership and organisational culture:

**<https://www.aim-museums.co.uk/wp-content/uploads/2017/02/The-AIM-Hallmarks-of-Propsering-Museums.pdf>**

*The Mendoza Review* (pages 18 and 57) on museums in England, includes reference to Character Matters as being best practice for the museums sector: **<https://www.gov.uk/government/publications/the-mendoza-review-an-independent-review-of-museums-in-england>**

The recent Nesta report also highlights challenges for the next 10 years: **[www.artscouncil.org.uk/experimentalculture](http://www.artscouncil.org.uk/experimentalculture)**

Creative and Cultural Skills (CCS) produced a number of guides on workforce development: **[https://ccskills.org.uk/downloads/A\\_Mangers\\_Guide\\_to\\_Apprenticeships.pdf](https://ccskills.org.uk/downloads/A_Mangers_Guide_to_Apprenticeships.pdf)**; **<https://ccskills.org.uk/supporters/advice-research/article/a-best-practice-guide-to-apprenticeships-internships-and-volunteering1>**.

The evaluation of HLF's Skills for the Future grants programme which funded high quality, paid, work-based training opportunities which help attract new entrants to the heritage workforce: **<https://www.hlf.org.uk/skills-future-evaluation>**

MA produced Salary Guidelines for the sector: **<https://www.museumsassociation.org/workforce/salary-guidelines>**

MA has published material on diversity in the workforce: **<https://www.museumsassociation.org/download?id=1194934>**

The Welsh Government published a review of local museum services in 2015, which included a recommendation related to skills development: **<http://gov.wales/topics/culture-tourism-sport/museums-archives-libraries/museums/review/?lang=en>**. In addition the work on Historic Wales, developing closer working between heritage organisations, includes a recommendation to develop a cultural sector skills strategy: **<http://gov.wales/docs/drah/publications/170202-historic-wales-en.pdf>**



# Character Matters delivery plan 2018–2020

## Aim 1. Develop effective recruitment:

Enable people with relevant attitudes, behaviours, skills and knowledge to join and progress in the museums sector workforce, whether as paid, freelance or voluntary staff, to reflect contemporary society.

<b>Actions:</b> These are shown in age order from working with children to adults.	<b>Steering group: our commitments</b>	<b>*Other sector organisations: our recommendations</b>	<b>Museums: our recommendations</b>	<b>Individuals: our recommendations</b>
1.1 To increase the diversity of the pool of people more likely to go into museum careers and employment by encouraging more museums to offer good experiences to children and young people.	<p><b>ACE</b> is leading on the 25-year creative talent plan with Leicester De Montfort University, pilot 2018-21. <a href="https://www.artscouncil.org.uk/blog/making-more-our-nations-talent">https://www.artscouncil.org.uk/blog/making-more-our-nations-talent</a></p> <p><b>ACE</b> is working with Durham University on the Durham Commission for Creativity and Education to explore the value of arts and culture for children and young people, reporting summer 2019.</p>	Other sector organisations to increase opportunities for more and diverse children and young people to gain good experiences in and about museums.	<p>Relevant museums to participate in the ACE pilot of the creative talent plan.</p> <p>More museums to offer good experiences to children and young people through displays, education and programming.</p> <p>More museums to sign up to and embed the Kids in Museums manifesto by March 2020.</p>	<p>To promote museums as interesting places to visit to children and young people.</p> <p>To sit on governing bodies of schools and relevant organisations to promote the values of museum careers.</p> <p>To support learning and creativity for children and young people in their museum.</p>

**\*Note: 'other sector organisations' refers to all agencies/organisations providing support that are not represented on the steering group. SSOs are those English sector organisations in ACE's investment portfolio, 2018-2022**



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1.1 continued	<p><a href="https://www.artscouncil.org.uk/news/creative-future-changing-world">https://www.artscouncil.org.uk/news/creative-future-changing-world</a></p> <p><b>ACE</b> funds Kids in Museums as a SSO to provide their manifesto from April 2018 to March 2022, and Family Arts Campaign as a SSO.</p> <p><b>HLF's</b> Skills for the Future programme in delivery.</p>			
1.2 To offer taster experiences to children and young people at times when they are making subject and career decisions (CM6).	<p><b>ACE</b> funds Kids in Museums as a SSO to do 'takeover programmes'.</p> <p><b>ACE</b> funds Creative and Cultural Skills (CCS) as a SSO on career routes.</p> <p><b>AIM</b> and <b>MA</b> to support information sharing through their publications/online features.</p> <p><b>MA</b> to host a Postgraduate Student Careers Conference.</p> <p><b>MALD</b> funds Kids in Museums to run Takeover Day in Wales and support Fusion<sup>4</sup> activity.</p>	Other sector organisations to increase opportunities to enable children and young people to participate in taster experiences in museums.	<p>Museums to offer work experience opportunities to children and young people.</p> <p>Museums to be knowledgeable about CCS opportunities to enable more young people to benefit from museum experiences.</p>	<p>Individuals to create opportunities for children and young people to experience working life in a museum.</p> <p>Relevant individuals to be knowledgeable about CCS opportunities.</p> <p>To sit on governing bodies of schools and relevant organisations to promote the value of museum careers.</p>

<sup>4</sup> For more information on the Welsh Government's Fusion programme go to <http://gov.wales/topics/culture-tourism-sport/tackling-poverty-through-culture/?lang=en>

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1.3 To increase the diversity of routes into museum employment by encouraging museums to make the most of apprenticeships and vocational programmes (CM7).	<p><b>ACE</b> funds Creative and Cultural Skills (CCS) as a SSO who will provide key information on the role of apprenticeships throughout the sector and support increased uptake.</p> <p><b>MALD</b> – the Fusion programme in Wales is working with CCS to create 33 training placements in the heritage sector targeted at young people not in employment or education and living in disadvantaged communities; HLF funded.</p>	Other sector organisations to increase opportunities to enable young people to take up apprenticeships in museums.	Museums to seek out and support apprenticeship opportunities to help diversify the sector, for example by creating consortia to develop and share good practice.	Line managers and human resources (HR) staff to seek out apprenticeship opportunities, promote opportunities and support the workforce and the apprentices to be successful.

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1.3 continued	<p><b>AIM/MA</b> to support information sharing on apprenticeships through their publications/online features.</p> <p><b>MGS</b> Vocational Fund projects will build the capacity of the sector to deliver accredited vocational learning. These five pilot projects will run from March 2018-21.</p> <p><b>MGS</b> Skills for Success Programme will provide 22 one-year work-based opportunities targeted to non-graduates from Black and minority ethnic or disadvantaged socio-economic backgrounds or those with a disability  <a href="https://www.museums.galleriesscotland.org.uk/projects/skills-for-the-future/">https://www.museums.galleriesscotland.org.uk/projects/skills-for-the-future/</a></p>			

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<b>Actions:</b> These are shown in age order from working with children to adults.	<b>Steering group: our commitments</b>	<b>*Other sector organisations: our recommendations</b>	<b>Museums: our recommendations</b>	<b>Individuals: our recommendations</b>
1.4 To encourage museums to work with higher and further education courses to offer a broader range of placements to gain a variety of work experiences.	<b>AIM/MA</b> to feature in publications/online features. <b>MA</b> Course Guide to include narrative relating to effective placements.		Museums to work with museums studies and associated courses to offer a broad range of placements, internships, traineeships and programmes.	Leaders and HR staff to work with museums studies and associated courses to offer a broad range of placements internships, traineeships and programmes.
1.5 To ensure that initiatives to diversify the workforce encompass a broad definition of diversity beyond the 'protected characteristics' and that they are monitored to assess effectiveness (CM28).	<b>ACE</b> National Portfolio Organisation (NPO) funding agreements have diversity requirements for boards and staff. <b>MA</b> will undertake the following – a Transformers legacy programme, research and publish an inclusion report, develop recruitment guidelines; and publish a new policy statement on internships for the sector.	Other sector organisations to proactively diversify their workforce encompassing a broad definition of diversity beyond the 'protected characteristics'.	Museum NPOs to proactively diversify their workforce encompassing a broad definition of diversity beyond the 'protected characteristics' and report all necessary data to ACE to assess effectiveness.  Museums to proactively seek good practice and implement it, and share lessons learnt to improve practice.  Museums to use best practice when implementing internships.	

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<b>Actions:</b> These are shown in age order from working with children to adults.	<b>Steering group: our commitments</b>	<b>*Other sector organisations: our recommendations</b>	<b>Museums: our recommendations</b>	<b>Individuals: our recommendations</b>
1.6 To support the research, development and sharing of good practice in recruitment and selection in the museums sector (CM1, 2, 3, 8, 20).	<b>ACE</b> to advocate Culture Change document including recruitment for diversity. <a href="http://www.artscouncil.org.uk/advice-and-guidance/culture-change-toolkit">http://www.artscouncil.org.uk/advice-and-guidance/culture-change-toolkit</a> <b>MA</b> to liaise with existing National Museums HR group. <b>MA</b> to advocate 2017 Salary Guidelines to enable the sector to benchmark.	Other sector organisations to proactively seek good practice and implement it, and share lessons learnt to improve practice.	Museums to proactively seek good practice and implement it, and share lessons learnt to improve practice.	Leaders, line managers and HR staff to proactively seek good practice and implement it, and share lessons learnt to improve practice.
1.7 To create management and leadership level traineeships to support and encourage talented people with transferable skills to work in the sector at a senior level (CM5).	<b>ACE</b> to share learning from the Change Makers programme – supporting the development of senior Black and minority ethnic and disabled leaders. <b>MGS</b> Skills for Success programme will have four management level traineeships in 2018-19. <b>MGS</b> is part of a Scottish workforce group that is developing a vocational pathway from entry level to management level.	Other sector organisations to participate in opportunities for management and leadership level traineeships.	Museums to participate in opportunities for management and leadership level traineeships.	Leaders and HR staff to seek opportunities for management and leadership level traineeships.
<b>Outcome:</b> <ul style="list-style-type: none"> <li>a workforce that better reflects our contemporary society and has more of the attitudes, behaviours, skills and knowledge required to deliver inspiring, relevant and prosperous museums for the 21st century.</li> </ul>				

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## Aim 2. Develop attitudes, behaviours, skills and knowledge:

Enable museums sector staff – paid, voluntary and freelancers – to become more self-aware and proactive in their own development, pursuing personal and professional development to develop their attitudes, behaviours, skills and knowledge to create inspiring, relevant and prosperous museums for the 21st century.

Actions	Steering group: our commitments	*Other sector organisations: our recommendations	Museums: our recommendations	Individuals: our recommendations
<p>2.1 To seek to participate in a mentoring or coaching relationship to develop personal qualities, skills and expertise, supported by their organisation, where applicable (CM13,14,15).</p>	<p><b>ACE</b> and <b>MA</b> to advocate the learning from the Mentoring for All pilot programme.</p> <p><b>MA</b> to publish report and resources on effective mentoring as a result of the Mentoring for All pilot programme.</p> <p><b>MA</b> to encourage participation in the Associateship of the Museums Association professional development programme.</p>	<p>Other sector organisations to promote good mentoring practice including paid, volunteer, freelance and trustees.</p>	<p>Museums to encourage and support individuals to participate in a mentoring or coaching relationship and provide training for both parties.</p> <p>Museums to identify members of the workforce who could benefit from undertaking mentoring or coaching.</p>	<p>Individuals to proactively seek a mentor or coach to develop personal qualities, attitudes, behaviours, skills and knowledge.</p> <p>Individual mentors and coaches to develop and maintain effective mentoring and coaching skills.</p> <p>Individuals to develop effective mentee and coachee skills.</p>
<p>2.2 To commit to allowing all staff and volunteers a minimum number of days/hours per year to dedicate to professional development activities (CM15,16).</p>	<p><b>All steering group members</b> to promote good practice and policy development in this area.</p>	<p>Other sector organisations to promote good practice and policy development in this area.</p>	<p>Museums to establish and agree development needs with each member of staff.</p> <p>Museums to promote good practice in this area.</p>	<p>Individuals to proactively reflect on their development needs and to seek out opportunities for personal and professional development.</p>

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Actions	Steering group: our commitments	*Other sector organisations: our recommendations	Museums: our recommendations	Individuals: our recommendations
<p>2.3 To undertake a training and development needs analysis and light touch mapping exercise to establish needs across the sector (CM18).</p>	<p><b>ACE</b> to invest in Museum Development to do training needs analysis.</p> <p><b>MA</b> to undertake an annual members survey and identify needs within the membership.</p> <p><b>MALD</b> to carry out an annual training survey to identify need and shape the training programme.</p>	<p>Museum Development in England to carry out training needs and share information widely.</p>	<p>Museums to have staff development and training policies.</p>	<p>Line managers to use the appraisal process to capture, agree and commit to development goals and activities.</p> <p>Individuals to actively participate in appraisal processes, reflecting on their performance and development needs.</p> <p>All individuals, including freelancers, to create an annual personal development plan to create focus for personal and professional growth.</p>
<p>2.4 To undertake a training and development light touch mapping exercise to find any gaps in provision, and develop a range of new short courses aimed at current skills gaps and shortages such as business, management or digital skills. (CM18)</p>	<p><b>ACE</b> to work closely with Museum Development providers and SSOs to map training and development provision in England.</p> <p><b>ACE</b> provides Project Grants and Developing Your Creative Practice grants which includes opportunities for professional development.</p>	<p>Other sector organisations to be aware of the gaps in provision and offer development and training opportunities.</p> <p>Other sector organisations to work closely together so that provision is co-ordinated to ensure effective coverage, reduce duplication and increased consistency.</p>		

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Actions	Steering group: our commitments	*Other sector organisations: our recommendations	Museums: our recommendations	Individuals: our recommendations
<p>2.5 To develop programmes to enable leadership development for all segments of the workforce, in addition to senior level staff (CM19).</p>	<p><b>All steering group members</b> to evaluate the effectiveness of their leadership development investment and programmes.</p> <p><b>ACE</b> is researching leadership and considering how to support leadership development in the sector.</p> <p><b>AIM</b> to develop a new offer for CEOs new in post.</p> <p><b>MGS</b> are hosting a leadership symposium and follow-on training programme on 20 September 2018.</p>	<p>Other sector organisations to create opportunities for leadership development and evaluate the effectiveness.</p>	<p>Museums to enable staff at all levels to develop leadership skills, for example through projects, secondments, training, shadowing, mentoring or coaching.</p>	<p>Individuals to seek out leadership development opportunities, whether through projects, secondments, training, shadowing, mentoring or coaching.</p>

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Actions	Steering group: our commitments	*Other sector organisations: our recommendations	Museums: our recommendations	Individuals: our recommendations
<p>2.6 To create funding opportunities to support skills and knowledge development. Priority areas include: leadership, business, digital skills, governance, and collections development (CM12, 13).</p>	<p><b>ACE</b> invests in museums development, CCS and numerous other NPOs and SSOs delivering workforce development.</p> <p><b>ACE</b> to prioritise investment aligned with the Mendoza Review.</p> <p><b>ACE</b> to provide support and invest in Subject Specialist Networks (SSNs).</p> <p><b>AIM</b> to support governance development through its Prospering Boards programme, and organisational development through its Hallmarks Awards.</p> <p><b>HLF</b> to invest in skills development through its grants programmes.</p> <p><b>MA</b> to provide annual events and conference programme, and to support funding opportunities through their grants and awards.</p> <p><b>MALD</b> training programme.</p> <p><b>MALD</b> to support development of the cultural sector skills strategy in Wales.</p> <p><b>MGS</b> funding includes skills as one of the priority themes.</p> <p><b>NIMC</b> annual training programme.</p>	<p>Other sector organisations to prioritise these areas for developing the workforce.</p>	<p>Museums to prioritise areas of development and support training and development opportunities for staff.</p>	<p>Individuals to identify priority areas of development and seek appropriate development opportunities.</p>

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Actions	Steering group: our commitments	*Other sector organisations: our recommendations	Museums: our recommendations	Individuals: our recommendations
<p>2.7 To recognise, champion, and enable the sector to develop specific museums skills and knowledge in a community of practice.</p>	<p><b>All steering group members</b> to advocate for the importance of museums skills and knowledge development and invest in them.</p> <p><b>ACE</b> to support the strategic overview of training needs in England through Museum Development.</p> <p><b>ACE</b> to provide support for and invest in Subject Specialist Networks (SSNs) 2018-2020.</p> <p><b>HLF</b> to carry out an annual evaluation of the Collecting Culture programme.</p> <p><b>MA</b> to undertake Collections 2030 research to identify needs and challenges relating to sector and organisational culture and infrastructure; including skills and knowledge.</p>	<p>Other sector organisations to support, advocate and champion the importance of these specific museum skills and specialist knowledge.</p> <p>SSNs to collaborate, developing and disseminating collections knowledge and skills across the sector.</p>	<p>Museums to ensure that specific museums skills and knowledge are developed as appropriate.</p> <p>Museums to champion the importance of specific museums and collections knowledge and skills in their organisation.</p>	<p>Individuals to take responsibility for identifying specific development needs.</p> <p>Individuals to participate in SSNs and relevant networks where appropriate.</p>

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Actions	Steering group: our commitments	*Other sector organisations: our recommendations	Museums: our recommendations	Individuals: our recommendations
2.7 continued	<p><b>MALD</b> training programme and through Collections Wales work.</p> <p><b>NIMC</b> annual training programme, Museum Forum and Spilling the Beans peer learning events.</p>			
<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>• membership, sector organisations and funders to provide support and resources to enable the workforce to find ways of developing themselves.</li> <li>• a workforce that proactively develops themselves and others to create a sector that has more of the attitudes, behaviours, skills and knowledge required to deliver inspiring, relevant and prosperous museums in the 21st century.</li> </ul>				

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### Aim 3. Develop organisational culture:

Encourage and support museums and sector organisations to develop their organisational cultures to achieve greater flexibility and creativity, improved leadership and resilience.

Actions	Steering group: our commitments	*Other sector organisations: our recommendations	Museums: our recommendations	Individuals: our recommendations
3.1 To require recipients of public funding to demonstrate a clear and active commitment to opening up and diversifying the workforce where appropriate to the funding type (CM29).	<p><b>All steering group members</b> to propose ways to achieve this.</p> <p><b>All steering group members</b> to report on diversity profiles of their workforce and other HR processes to show how they are diversifying their workforce by March 2020.</p>	Other sector organisations to report on diversity profiles of their workforce and other HR processes to show how they are diversifying their workforce.	Museums to report on diversity profiles of their workforce and other HR processes to show how they are diversifying their workforce.	<p>Leaders, line managers and HR staff to understand how to implement and achieve ways of diversifying their workforce this.</p> <p>Individuals to participate, wherever possible, in data gathering exercises that support this reporting.</p>
3.2 To use line management systems effectively to encourage the workforce to set out a range of development goals and activities including shadowing, secondments, mentoring or coaching (CM21, 22).	<p><b>All steering group members</b> to achieve this by March 2020.</p> <p><b>All steering group members</b> to share good practice in their publications/online.</p>	Other sector organisations to share good practice in their publications/online.	<p>Museums to prioritise training and development opportunities for staff.</p> <p>Museums to share good practice in their publications/online.</p>	Line managers to use appraisal and personal development plans to ensure development goals and activities are recorded and prioritised.

**\*Note: 'other sector organisations' refers to all agencies/organisations providing support that are not represented on the steering group. SSOs are those English sector organisations in ACE's investment portfolio, 2018-2022**



Actions	Steering group: our commitments	*Other sector organisations: our recommendations	Museums: our recommendations	Individuals: our recommendations
3.3 To support the development of entrepreneurial attitudes, behaviours and skills (CM9, 23, 24).	<p><b>All steering group members</b> to fund as appropriate.</p> <p><b>ACE</b> is reviewing how it will support the sector to deliver the Mendoza priorities focusing on new funding models.</p> <p><b>AIM</b> to focus on entrepreneurial and business skills through its SSO programme, including partnership with the Charity Finance Group.</p>	Other sector organisations to share and promote good practice in their publications/online.	<p>Museums to develop effective relationships with the business and enterprise community to create opportunities.</p> <p>Museums to share and promote good practice in their publications/online.</p>	<p>Individuals to develop effective partnerships with the business and enterprise community as appropriate.</p> <p>Line managers to enable staff to participate in development opportunities.</p>
3.4 To ensure boards have an appropriate range of skills and personal qualities (CM26).	<p><b>ACE</b> to invest in Clore and support for their development work on a Governance Alliance.</p> <p><b>AIM</b> to continue to support boards through new resources, guidance, training and consultancy and support through the Prospering Boards programme, as part of its SSO programme.</p> <p><b>AIM</b> to contribute to the Governance Alliance, and to signpost museum boards to resources available elsewhere, including in partnership with the Association of Chairs.</p> <p><b>HLF</b> Resilient Heritage Programme.</p> <p><b>MGS</b> board programme in partnership with Social Enterprise Academy.</p>	Other sector organisations to signpost good practice guidance in board development.	Leaders work with boards to encourage self-evaluation and development opportunities in line with best practice.	Trustees on boards proactively participate in training and continuing professional development.

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Actions	Steering group: our commitments	*Other sector organisations: our recommendations	Museums: our recommendations	Individuals: our recommendations
<p>3.5 To celebrate workforce development good practice and organisational and individual wins (CM27).</p>	<p><b>ACE</b> to fund Project on a Limited Budget at the M&amp;H Awards to celebrate achievement of smaller museums.</p> <p><b>ACE</b> to relaunch Accreditation Scheme in autumn 2018 including support for greater celebration of meeting this national standard.</p> <p><b>AIM</b> to share insight through its conference and publications.</p> <p><b>MA</b> to give award for Associate of the Museums Association (AMA) Project.</p> <p><b>CCS</b> awards and conference.</p>	<p>Other sector organisations to celebrate and share good practice in their publications/online.</p>	<p>Museums to participate in awards as appropriate.</p> <p>Museums to celebrate and share good practice in their publications/online.</p>	<p>Individuals to participate in awards as appropriate.</p> <p>Leaders to explore ways of celebrating workforce development good practice.</p>
<p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• museums and sector organisations to show leadership and achieve resilience and prosperity by developing a flexible and creative organisational culture to deliver inspiring, relevant and prosperous museums in the 21st century.</li> </ul>				

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## Longer term objectives

The steering group will review the timescale of delivering the following Character Matters recommendations by March 2020.

- Museums and sector bodies should develop recruitment campaigns that promote the sector as a place to work – dependent upon diversifying the workforce more first (CM4).
- Funders, where appropriate, should require recipients to demonstrate a clear and active commitment to CPD, and monitor this (CM30).

## Contacts for further information:

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## Acronyms

- ACE:** Arts Council England
- AIM:** Association of Independent Museums
- CCS:** Creative and Cultural Skills
- HLF:** Heritage Lottery Fund
- MA:** Museums Association
- MALD:** Museums, Archives, Libraries Division (Welsh Government)
- MGS:** Museums Galleries Scotland
- NIMC:** Northern Ireland Museums Council
- NPO:** **NPO: National Portfolio Organisation**  
are those English cultural organisations in ACE’s investment portfolio, 2018-22
- SSN:** **Subject Specialist Network**
- SSO:** **Sector Support Organisation**  
Sector Support Organisations are those English sector organisations in ACE’s investment portfolio, 2018-22

