

**The Federation of Museums and Art Galleries of Wales**  
**Ffederasiwn Amgueddfeydd ac Orielau Celf Cymru**

**Business Plan**  
**2007- 2009**

Our Mission

The Federation is the organisation for all museum workers, both paid and voluntary in Wales. It exists to promote good practice in the museums and galleries across the country and to provide a forum for discussion of museum issues affecting members.

## **1. INTRODUCTION**

This Business Plan sets out the aims, objectives and actions for the Federation over the next three years in order that it can deliver services to its members and their museums. It also proposes actions to ensure that the organisation continues to be sustainable in the future.

## **2. BACKGROUND**

The Federation of Museums and Galleries of Wales was formed in 1976 with one of its main aims being to provide professional representatives to be elected to the Council of Museums in Wales (CMW) - a task it fulfilled until the closure of CMW in 2004. CMW was a membership body outside, but sponsored by, the government (Welsh Assembly Government latterly). In addition the Federation provided a range of services to its membership including training events, meetings and visits, a newsletter and other means of communication. It also represented the interests of museums and museum staff in Wales to other bodies.

In 2004 CMW ceased to exist with the transfer of its functions to the new cross-domain body, CyMAL, which is a division within the Welsh Assembly Government. The relationship is therefore different to that which existed with CMW.

The Federation responded to the changing circumstances by repositioning itself within the sector: revising its constitution, obtaining charitable status and creating a new mission. It aims to be the key voice for the museum sector in Wales, providing support, advice and advocacy for its members and acting as the primary conduit of contact between the museum sector and CyMAL.

## **3. REVIEW 2004-2006**

The Federation relaunched itself in 2004 following the demise of CMW. This was a period of uncertainty as it was unclear what the role of the Federation would be within the emerging agenda being set by CyMAL as a new body, and within the Welsh Assembly Government. It was in this context that a business plan was prepared and agreed by the Federation for the period 2004-06. The plan set out a number of actions within a broad framework to ensure that the Federation was able, if necessary, to meet any new challenges within the changed environment.

To a large degree, concerns expressed in 2004 about the direction CyMAL might take have been allayed, and the Federation has a good relationship with the new body. It is consulted on a wide range of issues and invited to formally contribute to the development of new initiatives. Thus some of the actions envisaged in the Business Plan 2004 - 2006 have lain dormant, as they have been taken forward by CyMAL.

Successes over the last three years include the development of the website, the establishment of a Yahoo discussion group and the continuing production of Y Mag, the Federation magazine. The establishment of sub groups has taken place but success has been patchy. Some events have been organised. Any failures are down to the lack of capacity within the organisation - all officers and committee are voluntary. It was therefore envisaged within the previous business plan that the Federation would apply to CyMAL (and others) for grant aid to support its programme. Modest paid administrative support (1 day per week) was envisaged.

In 2005/2006 the Federation was encouraged by CyMAL to apply to them for grant aid to support the appointment of a Development Officer. At the same time discussions were started with the Museums Association who had identified the need to be more proactive in Wales. As a result a Development Officer (part-time under a contract arrangement) was appointed in September 2006, for a two-year period, working for both the Federation and the Museums Association. The

Development Officer will address a number of issues and provide capacity and support to the Federation Officers and Committee.

Late in 2005 the Federation received from the Liquidator the residue of the funds left after the voluntary liquidation of CMW. The Federation had been identified as the most suitable body to receive these funds at the final meeting of CMW. This income will be used to support the Federation's work in the future. Income for the period 2004-2006 fell short of that envisaged in the Business Plan particularly in event income and membership but activity levels were also lower than originally expected.

#### **4. AIMS & OBJECTIVES**

The aims and objectives of the Federation are:

##### ***A. To promote the highest professional standards of work and public service in museums and art galleries in Wales.***

1. To promote the highest standards of collection care and public service by:
  - *Establishing a sub group to offer advice to members.*
  - *Advising and lobbying The Museums, Libraries and Archives Council and CyMAL on appropriate and achievable standards.*
  - *Disseminating information about standards issues via seminars, Y Mag and the website.*
  - *Offering members a forum to debate 'standards issues' via seminars, Y Mag and the website.*
2. To encourage joint working throughout the museum, libraries and archives sectors by:
  - *Establishing a forum with library and archive groups*
3. To ensure the proper care of objects and collections of national importance by:
  - *Disseminating information about collection care to owners via seminars, Y Mag and the website.*
  - *Lobbying for resources to ensure their care.*
  - *Identifying the location of the dispersed national collection and working towards a recognition of its status.*
4. To advocate the establishment of museums where no suitable provision exists by:
  - *Offering advice to interested parties.*
5. To work in partnership with any relevant organisations by:
  - *Establishing key partnerships with:*
    - § *CyMAL*
    - § *The Museums, Libraries and Archives Council*
    - § *Museums Association*
    - § *National Museum Wales*
    - § *National Library of Wales*
    - § *Archives Council of Wales*
6. To offer professional advice and comment on staffing within museums by:
  - § *To respond to consultation*
  - § *Offering advice to interested parties.*
7. To support and promote diversity of museum provision by:
  - *Establishing a partnership with AIM and other UK specialist museum organisations (e.g. University Museums Group, military, local authority).*
  - *Offering advice to interested parties.*
8. To provide information on Welsh museum issues by:
  - a. *Disseminating information via seminars, Y Mag and the website.*
  - b. *Responding to consultation.*

**B. To advance the education and training of those working in and supporting museums and art galleries in Wales:**

1. To support continuous professional development by:
  - *Commissioning or evaluating an existing training needs analysis.*
  - *Formulating or contributing to the formulation of a training programme.*
  - *Delivering the training and development programme with partner organisations.*
  - *Marketing and publicising the programme to members.*
  - *Commissioning ongoing evaluation of the training programme*
  - *Disseminating information about training issues via seminars, Y Mag and the website.*
  - *Offering members a forum to debate 'training issues' via seminars, Y Mag and the website.*
  - *Supporting/facilitating AMA peer groups.*

**C. To encourage public education through promotion and maintenance of high quality museum and art gallery lifelong learning services.**

1. To promote museums as places for inspiration, learning and enjoyment by:
  - *Establishing partnerships with GEM and ENGAGE.*
  - *Offering a forum for the sharing of marketing expertise.*
  - *Disseminating information via seminars, Y Mag and the website.*

**D. To manage the Federation in an effective and sustainable way.**

1. To ensure that the Federation is managed in a effective way by:
  - *Reviewing and evaluating all activities of the organisation*
  - *Managing the Cefni Barnett Fund.*
  - *Ensuring long-term financial and organisational sustainability.*

## **5. ACTIVITIES**

These aims and objectives outline the main activities of the Federation, related to the aims and objectives above. The table below describes the methods by which we intend to carry out these aims and objectives, alongside the time and financial costs.

<b>Aims</b>	<b>Objectives</b>	<b>Methods</b>	<b>Specific Methods</b>	<b>Comments</b>	<b>Costs (other than officer or admin time)</b>	<b>Timescale</b>
<b>A 1.1</b>	<b>To promote the highest standards of collection care and public service:</b>	Collection management working group to offer advice and support to members. <i>(See 7. for fuller details on all sub groups)</i>		Ad hoc group meeting as required. Acts mainly through email discussion group. Member of committee to act as co-ordinator.	None	Ongoing
<b>A 1.2</b>		Advising and lobbying the Museums, Libraries and Archives Council and CyMAL on appropriate and achievable standards.				
<b>A 1.3</b>		Disseminating information about standards via seminars, Y Mag and the website.			(See costings information below.)	

Aims	Objectives	Methods	Specific Methods	Comments	Costs (other than officer or admin time)	Timescale
A 1.4		Offering members a forum to debate 'standards issues' via seminars, Y Mag, email discussion group and the website.			(See costings information about seminars, Y Mag and the website below.)	
A 2.1	<b>To encourage joint working throughout the museum, libraries and archives sectors.</b>	Establishing a forum with library and archive domains in Wales.		2 meetings per year.	Admin time (shared with other domains?)	<b>Autumn 2007</b> (initial meeting)
A 3.1	<b>To ensure the proper care of objects and collections of national importance.</b>	Disseminating information about collection care to owners via seminars, Y Mag and the website.	Seminars	Two seminars per year. With a training emphasis. (40 people per seminar.)	£500 per seminar (average)	
A3.2			Y Mag		£700 for 2 issues. Plus production and distribution costs.	2 issues per annum
A3.3			Website		½ day per month update Hosting per year - £700	
A3.4		Lobbying for resources to ensure their care.	Collections management working group			

<b>Aims</b>	<b>Objectives</b>	<b>Methods</b>	<b>Specific Methods</b>	<b>Comments</b>	<b>Costs (other than officer or admin time)</b>	<b>Timescale</b>
<b>A3.5</b>		Identifying the location and importance of the dispersed national collections and working towards a recognition of their status.	Collections management working group	This is a long-term project so the subgroup should identify methods and partners to take this forward. Links with Museum Strategy		2007-8
<b>A4.1</b>	<b>To advocate access to museum services where no suitable provision exists.</b>	Offer advice to interested parties.				
<b>A5.1</b>	<b>To work in partnership with any relevant organisations.</b>	Establishing key partnerships with: CyMAL, The Museums, Libraries and Archives Council, Museums Association, National Museum Wales, and mda.				<b>NMW – possible HLF bid 2007/08</b>
<b>A5.2</b>		Develop work programmes with above partners as appropriate		Current partnerships CyMAL: MA: (Development Officer) Mda:	Grant aid	<b>Development Officer 2007/8 Mda to 2007</b>
<b>A6.1</b>	<b>To offer professional advice on staffing within museums.</b>	Committee to respond to consultation and offer advice to interested parties.				

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<b>A7.1</b>	<b>To support and promote diversity of museum provision.</b>	Encourage others to take account of the diversity of museum provision Offer advice to interested parties.				
<b>A8.1</b>	<b>To provide information on Welsh museum issues.</b>	Provide information as necessary to CyMAL. Disseminate information via seminars, Y Mag and the website.			See previous costings.	
		Responding to consultation				<b>Examples will include WAG, HLF, MA, CyMAL etc.</b>
<b>B1.1</b>	<b>To support continuous professional development.</b>	Commission or evaluate existing training needs analysis	In liaison with CyMAL		Evaluation c. £800	
<b>B1.2</b>		Formulate or contribute to the formulation of a training programme.	In conjunction with CyMAL and other training providers	2 training sessions per yr. (seminars with a training emphasis in addition)	Costs in A.3.1 and B1.3	

Aims	Objectives	Methods	Specific Methods	Comments	Costs (other than officer or admin time)	Timescale
<b>B1.3</b>		Delivering the training and development programme with partner organisations.		Encourage CyMAL to continue training provision. Talk to other partner organizations. NB: Must offer specific training as well as generic cross sector courses. Two sessions per year, 20 people per session. (10 members, 10 non-members)	£500 per session	
<b>B1.4</b>		Marketing and publicising the programme to members.		Through Y Mag and website.	See previous fees.	
<b>B1.6</b>		Evaluation of Federation training programme.			£800	
<b>B1.7</b>		Disseminating information about training issues. Monitoring museum related training provision and offering a forum for discussion via Y Mag, the website and seminars.		Fed rep on Sector skills council and other allied bodies	See previous costings.	

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<b>C1.1</b>	<b>To promote museums as places for inspiration, learning and enjoyment.</b>	Access and Lifelong Learning working group in partnership with GEM and ENGAGE		Minutes Notices Dissemination 2 formal meetings per year. Member of committee to act as co-ordinator.		
<b>C1.2</b>		Offer a forum for the sharing of marketing expertise.		Email. Include as a training seminar.		
<b>C1.3</b>		Disseminating information via seminars, Y Mag and the website.			See previous costings.	
<b>D1.1</b>	<b>To manage the Federation in an effective and sustainable way.</b>	Reviewing and evaluating all activities of the organisation	Survey of member interests and potential involvement	Review effectiveness of all sub groups. Evaluate Federation activity on a an on going basis	leaflets £300 panels £500	Survey Autumn 2007 Publicity panels 2007
<b>D1.2</b>		Managing the Cefni Barnett Fund		Award grants. Review workings of the fund.		
<b>D1.3</b>		Ensuring long-term financial and organisational sustainability.		Review membership fees etc. (?student membership) Access funding, grants to ensure continuation of Federation's work.		2007-9

## **6. FINANCIAL INFORMATION**

The Federation recognises that future success and sustainability is reliant upon adopting a robust approach to financial management, especially fund raising.

The main sources of funds include the interest (and capital if necessary) on the funds received from the liquidator of CMW, membership subscriptions, event income and grant aid.

Membership subscriptions were revised to reflect the changes of 2004 with a new emphasis on institutional rather than individual membership.

### **6.1 Membership Fees (2006/07)**

(membership runs from 1<sup>st</sup> April)

#### ***Institutional Membership***

This is based on net operational budget.

Institutional members in the first 4 categories will be entitled to voting and attendance rights for 3 representatives.

Institutional membership in the highest 3 categories will entitle the organisation to 5 votes and representatives.

< £10,000	£ 30
£10,001 - £15,500	£ 50
£15,501 - £60,000	£ 90
£60,001 - £225,000	£160
£225,001 - £750,000	£250
£750,001 - £1.5 million	£375
> £1.5 million	£500

Three copies of YMAG will be sent to the first 4 categories of institutional membership. Five copies will be sent to the highest three bands.

<b><i>Individual Membership</i></b>	£20
<b><i>Student membership</i></b>	£ 5

The individual membership category has been included to enable individuals and students who are not part of an institution to join e.g. self employed, freelance, retired, students, volunteers etc. It is **not** a substitute for institutional membership.

In return for their subscription fee, members will receive:

- A newsletter
- Access to a web site
- Access to a museological support and advisory service.
- Access to an e-mail discussion group
- An annual programme of discounted training courses. This programme will also be offered to non-members at non-discounted rates.
- Providing an 'Advisory, Advocacy and Support Service' to its members.

The desirability of the introduction of a student membership fee (£5) has been agreed by committee.

## **6.2 Cefni Barnett Fund**

The Cefni Barnett Fund, administered by the Federation Committee, exists to promote research by professional members.

Amounts up to £150 are available to offset necessary costs such as materials and transport. The research must be on a subject of museological interest but it should not relate directly to the researcher's own museum or collection. The Federation also requires a brief report on the project following completion.

The fund has reserves of around £1,300 and attracts small amounts of interest and new donations from members each year. There have been no grants given from the fund for some time. Thought should be given, in the context of any conditions attached to the fund, of how it may be utilized more successfully in the future.

## **6.3 Federation Business Plan – Income/Expenditure 2007/08 and 2008/09**

### **Expenditure**

NB The Development Officer for Wales post is totally grant aided by CyMAL and runs to Sept 2008.

#### **Projects**

Seminars and Training Events (4 per year)	£ 2000
Website	£ 700
Evaluation of Training Programme	£ 800
Y Mag	£ 700
Leaflets/ panels (to promote Fed)	£ 800
Training needs analysis	£ 800

Development Officer	£25000
Admin support	£ 5000
Admin costs (stationery, translation etc.)	£ 500
<b>Total</b>	<b>£36,300</b>

(Admin support to be equivalent of SCP 22 for one day per week including on costs)

### **Income**

<b>Membership</b>	<b>£5810*</b>
(As an example	
20 no. individuals @ £20.00	£400
6 no. Local Authorities @ £160.00	£960
14 no. Local Authorities @ £250.00	£ 3500
15 no. Independent Museums @ £30.00	£ 450
NMGW @ £500.00	£ 500)

#### **Seminars/Training**

Miscellaneous	£500
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#### **Grant Aid**

(Development Officer)	£25000
Other grant aid	£500
Interest on capital	£4500

<b>Total</b>	<b>£36,310</b>
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(surplus of income over expenditure £10)

\* a figure of £5000 is the minimum requirement for membership income.

#### **6.4 Grants**

Grant aid will play a key role in our funding strategy. In line with its redefined aims and objectives the Federation will look to apply for grant aid for projects which will support the aims of itself and its members – e.g. research work or training. The Federation reserve may need to be increased in order to support any match funding requirements.

#### **6.5 Possible Grant Bids to CyMAL or other bodies**

Note any income from grants to support the approved activities of the Federation would enable more funds to be applied to reserves (to match future grant bids) or to enable extra work promoting museums in Wales. Possible bids as follows (only a modest amount of grant has been assumed in the balance sheet).

Seminars and Training Events (4 per year)	£ 2000
Evaluation of Training Programme	£ 800
Leaflets/display panels	£ 800
Training needs analysis	£ 800
	<b>£ 4400</b>

### **7. ORGANISATIONAL STRUCTURE**

#### **Committee**

The Federation is run by an Executive Committee (of between 5 and 11 members) from which a President, Secretary and Treasurer are appointed at the AGM, as required by the constitution.

Committee members are encouraged to take on the following roles:

- President Elect
- Events & training
- YMAG Editor
- Collections Management
- Access & Lifelong Learning
- Membership Secretary & Marketing
- Museum Diversity

The main activity of the committee is to act as an advocate for members in such areas as museum provision, standards, and developing and monitoring the legal status of the dispersed national collection. The committee will liaise with CyMAL and other national agencies and respond to reports, consultations, and development issues. Particular reference will be made to Welsh museum issues. Links will be developed with libraries and archives.

#### **Sub Groups**

Ad hoc or working sub groups will be established as necessary to respond to museum issues as they arise. The members of these groups will not necessarily be all committee members but will include those with the relevant expertise. Feedback will be made to the committee via the appropriate coordinator or nominated member. Task and Finish sub groups will be established as appropriate. It is intended that the formation of such groups will be in response to particular issues etc.

#### **e-panel**

To provide professional advice to members (not a working group and no meetings). Enquiries will be sent to one clearing person who will respond to the enquiry or pass it on to another member of the e-panel. There will be up to three other members with a range of experience covering documentation, conservation, IT, collections management, interpretation, education and displays.

This panel will provide simple advice by email and will pass on more significant issues to relevant working groups or outside bodies.

Working groups.

Working groups will provide additional advice to members where necessary but will concentrate on outwardly focused activities. They will be formed as necessary and may have a limited life. Group will liaise if appropriate with the relevant specialist groups e.g. AIM and GEM.

The Collection Management working group has been effectively established and will continue.

Groups covering smaller museums, and the Access and Life Learning have been formed but their effectiveness will be reviewed. Other forms of networking and delivery in these subject areas may provide more support and capacity for the membership.

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