



## **The Cultural Heritage Blueprint – a workforce development plan for cultural heritage sector in the UK**

**Museum and gallery update**

**March 2012**

**Executive summary**

## Introduction

In 2008 the Museums Association (MA) worked in partnership with Creative and Cultural Skills (CCSkills) to produce the *Cultural Heritage Blueprint: a workforce development plan for the cultural heritage sector*. The aim of the Blueprint was to establish the key workforce development challenges facing the sector and set out a range of recommended actions to tackle them.

In the years since the Blueprint was first published the operating environment for museums and galleries has changed dramatically, which has had an impact on all areas of the sector's work, including workforce development. So it is timely to review the progress that has been made since the document was published. The aims of this work are to:

- update the Blueprint to reflect the current challenges facing the museum and gallery workforce in the UK
- ensure that it sets out a range of recommendations for museums and sector bodies to consider in order to address these challenges.

This is also a critical time for CCSkills as they have been invited by the Skills Funding Agency to submit a business plan to extend the National Skills Academy (NSA) for Creative & Cultural to cultural heritage. It is hoped that some of the recommendations in this update will help inform and shape the NSA's work in the area of cultural heritage.

The original document encompassed the whole cultural heritage sector as defined by CCSkills; this update is focused on the museums and galleries sector.

### Key challenges for the museum workforce:

1. Strengthen leadership and management.
2. Develop business, enterprise and entrepreneurial skills.
3. Open up entry to the sector and diversify the workforce.
4. Commit to Continuing Professional Development (CPD) for staff.
5. Develop sector-specific skills.

### Recommended actions:

#### ***Strength leadership and management***

- Strategic bodies and funders should prioritise activities and initiatives that support the development of leadership skills.
- The requirement of Arts Council England (ACE) major grants recipients to provide collective leadership of the sector and be role models is welcomed; it is essential that this produces tangible outcomes for other museums to develop management and leadership skills.
- Leadership programmes should be run in collaboration with the wider arts and creative industries so that museums can share and learn from other sectors; working with SMEs and the third sector would also bring in new skills and perspectives.
- Boards and governing bodies must to be supported to develop leadership skills.

- High quality online information and resources should be developed to support leadership development.
  - Valuable resources created through existing or previous programmes, such as the Cultural Leadership programme, must be retained and made available in the future.
- The skills needed to manage volunteers should be prioritised and existing best practice around volunteer engagement should be shared widely.
- The need for management skills should be better reflected in existing sector qualifications, and there should be better signposting for generic management training.
- Mentoring and peer support are key tools for developing leadership and management skills; organisations and individuals should be encouraged to work with the wider arts and third sector in this area.

### ***Develop business, enterprise and entrepreneurial skills***

- Museums must fully engage with schemes like Catalyst to gain the support and knowledge needed to fundraise effectively.
  - Ensure the learning from schemes like Catalyst is shared widely across the sector to support all museums.
- ACE major grant recipients and national museums should link with other museums to address these areas of skills and knowledge; independent museums have a strong track record in this area and mechanisms should be found for them to share their experiences.
- Ensure the learning from pilot projects that are currently addressing organisational development is shared across the sector.
- Sector qualifications should include some elements of business and financial management.
- Museums should develop mechanisms to learn from SMEs and third sector organisations; this could include developing specific partnerships to deliver services, short secondments or shadowing opportunities.
- It is essential to develop skills around community engagement, participation and co-production; the creation of tailored training in these skills would be beneficial.
- Guidance on new business models and approaches should be developed, particularly relating to moving to trust status and local authority commissioning; this should complement and not duplicate existing resources.
- Mission Models Money has established a peer network in this area; this could be supported and potentially replicated or extended across the sector.
- This area should continue to be a key focus for museum development officers and Renaissance funded museum development in general.

### ***Open up entry to the sector and diversify the workforce***

**Key action:** The NSA has real potential to support new opportunities for people to enter and train for work in the sector. Sector bodies and museums and galleries must actively engage with the NSA to ensure the needs of the sector are reflected in their work and maximise the opportunities available.

Other recommendations:

- Create more employer-led work-based entry training opportunities such as apprenticeships and internships.
  - Continue to use Creative Apprenticeships to bring in new entrants.
  - Using the updated National Occupational Standards (NOS) to develop Creative Apprenticeships for a wider range of jobs in the museum and gallery sector such as collections management, education and outreach.
  - Develop best practice guidance for internships and volunteering to ensure that they provide valuable training opportunities and are not exploitative.
- Museums should be forming partnerships with further and higher education providers to accredit work-based training; CCSkills should provide guidance on how to do this.
- Ensure there is good career advice for those wanting to enter the sector.
  - Continue to develop online resources such as Creative Choices and develop the 'Get into museums' section.
  - Investigate running events to stimulate interest from a wide range of people in working in museums and galleries.
- Continue to champion the need for a diverse workforce; ensure that it is understood by those in senior positions and reflected in organisational development plans.
- Reform and improve recruitment practices in order to recruit a more diverse workforce.
- The emphasis on workforce diversity in the criteria for ACE major grant recipients is welcome; ACE must see this through and ensure it is a priority for all those it funds.

***Commit to Continuing Professional Development (CPD) for staff***

- The provision of online training and development resources and opportunities should be improved.
  - A large number of resources have been developed in the last few years; they must be retained and shared across the sector.
  - A central point or digital platform should be created to signpost these developmental resources.
  - The use of online networking and social media as a way of developing and sharing skills and knowledge needs to be improved.
- Museums should form partnerships with FE and HE providers to develop accredited work-based training; CCSkills should provide guidance on how to do this.
- A museum training database listing courses and training should be developed and available online.
- Consideration should be given to the creation of a scheme to support the development of mid-career individuals who have potential and leadership qualities but might not have the opportunity to progress.
- Organisations and individuals should support schemes that encourage the sharing of skills and knowledge; museums should offer support for the development and provision of local

training opportunities, through offering rooms free of charge for this purpose, allowing staff to contribute to training sessions etc.

- Funders should be encouraged to include a demonstrable commitment to staff development as a requirement for successful applicants.
- The updated Museum Accreditation scheme reflects the need for organisational commitment to staff development; museums must be supported (through Museum Mentors) to implement this and demonstrate they are fulfilling this requirement.

***Develop sector-specific skills***

- Strategic bodies should be encouraged to continue to invest in the development of sector specific skills and knowledge.
- Subject Specialists Networks need to have a more strategic role in developing and sharing specialist skills and knowledge.
- Basic training in specialist collections must continue.
- The Heritage Lottery Fund should continue to fund programmes that focus on the development of sector specific skills.
- Lessons from existing succession planning initiatives should be shared widely across the sector to inform and encourage others
- Museums should communicate better the collections-related support they can offer to others, such as through dedicated web pages; national museums have a key role to play in this area.
- Research should be undertaken to identify the specialist skills that are in short supply or at risk, and a set of recommendations should be developed.
- The sector should work with higher and further education providers to look at the development of new qualifications that reflect the skills needs around co-production, participation, community engagement; this could be an area for the NSA to address.