



giving a voice to museum
people in the North West

Revised Business Plan 2010 to 2012/13

Reviewed by the Board of the NWFED: 10th May 2010

Date of next review: May 2011

Our Vision:

The North West Fed purpose is to maximise the impact of our shared heritage on people's lives by supporting, developing and empowering all those working in museums, galleries and the heritage sector in the North West and Isle of Man.

Our Aims

To promote an awareness and understanding of the potential impact on people's lives of museums, galleries and heritage sites across the North West and Isle of Man.

To develop and empower our associate members to work to the highest standards for public benefit.

To create a community of museum people.

To maintain the sustainability of the NWFED to ensure it remains a constant part of the museum infrastructure in the North West and Isle of Man.

Ongoing priorities of the NWFED

Theme	Do What?	Objectives	Resources
		How do we do it?	Who does it? What does it cost? Where does the money come from? What else do we need?
Resourced and Sustainable Institution that is fit for purpose	Continue to ensure that the board is made up of committed dynamic people, either will the skills necessary for the organisation or provided with new skills via appropriate training	<ol style="list-style-type: none"> 1. Monitor Board composition to ensure it is reflective of museum people in the region and museum activities undertaken 2. Undertake annual board review and training needs assessment with Board members 	<ol style="list-style-type: none"> [1] Review board composition annually and at resignation of board members. Task for Board members. [2] Annual review undertaken by Chair
	Maintain corporate independence and financial viability	<ol style="list-style-type: none"> 3. Partnerships with a variety of organisations; identifying new sources of funding 	[3] Director leading on fundraising, Support from Co-ordinator
	Develop and strengthen partnerships: Target RNW, other Feds, MA, MLA, AIM, AMA support group, NML. University of Manchester	<ol style="list-style-type: none"> 4. Strategic lead provided by Directors, with support from Co-ordinator 	[4] Resourced through Co-ordinators fee if Co-ordinator in post. If not then task lead by Directors.
Advocacy	Maintain grass roots contact to ensure NW Fed represents its associate members	<ol style="list-style-type: none"> 5. Co-ordinator and Directors through events, county fora, NW Museum Strategy process and ongoing contact with members 	[5] Resourced through Co-ordinators fee and Directors
	Maintain partnerships to ensure NW Fed can represent its Associate members.	<ol style="list-style-type: none"> 6. Maintain partnership with MA RNW Exec, MLA NW Legacy Group (or successor); NWDA; Tourist Boards; NML, MLA, NW Collections Group etc 	[6] Resourced through Co-ordinators fee and Directors activities
Associate member development	Maintain current development offer 2009/10	<ol style="list-style-type: none"> 7. 4 workforce development days delivered in region. Where appropriate partnerships for delivery will be identified and engaged in. 	[7] Directors, Volunteers and Co-ordinator

	Offer training bursaries	8. Administer current training bursary offer through competitive application scheme	[8] 2010-11 £5k from RNW(if application successful), thereafter determined by funding available , administered by Co-ordinator
	Work with AMA Support Group	9. Directors/Co-ordinator work with MA and NW AMA support group secretary to improve AMA support	[9] Directors/Co-ordinator, MA and NW AMA Support Group secretary
Community of Museum People	Communicate with Associate Membership	10. Promote, update, develop and maintain the website	[10] Directors and funded from Co-ordinator post. Development through external funding or sponsorship
	Maintain contact with Associate Members	11. Ongoing contact through website, events, presentations etc	[11] Directors and funded from Co-ordinator post

Immediate, medium and long term objectives of the NWFED

Theme	Do What?	Objectives	Resources	Term	Date
		How do we do it?	Who does it? What does it cost? Where does the money come from? What else do we need?		
Resourced and Sustainable Institution that is fit for purpose	Maintain Co-ordinator post to act as Company Secretary, develop NW Fed's membership numbers and 'offer'	<p>A. Maintain Co-ordinator post through seeking secure sources of funding.</p> <p>B. Provide hosting for Co-ordinator post</p> <p>C. Provide CPD opportunities for the Coordinator in line with delivery of their work plan</p>	<p>[A] Task for fundraising board member. £10,000 required.</p> <p>[B] Current provision NML till Sept 2010. Continuation useful. Coordinator can work from home.</p> <p>[C] Use of expenses to fund CPD. Identification of CPD by Coordinator and Chair through annual appraisal and monthly meetings</p>	<p>MT</p> <p>MT</p> <p>MT - LT</p>	<p>[A] Dec 2010</p> <p>[B] Sept 2010</p> <p>[C] 6-18months as required</p>
	Develop and agree evaluation programme to ensure NW Feds activities reflects members needs	D. Deliver evaluation reports and make recommendations for any changes.	{D} Directors to determine what themes to explore through evaluation. Resourced through Co-ordinators fee if Co-ordinator in post. If not then task lead by Directors.	LT	[D] April 2011
Advocacy	Focus advocacy message. Work out what the Associate Membership thinks 'advocacy' means and plan how this can be delivered in 2010-2012	<p>E. NW Museums Strategy Project Manager and Team to work with Associate members on NW Museums Strategy.</p> <p>F. Lead on NW Museums Strategy as primary opportunity to deliver advocacy</p>	<p>[E] Resourced through NML and MLA</p> <p>[F] Directors. Facilitation and project management £12k to be resourced through NML and RNW if agreed</p>	<p>IT - MT</p>	<p>[E] Mar to Oct 2010</p> <p>[F] Launch determined by Strategy timetable</p>
	Consider advocacy strategy	G. Develop and deliver advocacy plan through work on NW Museums Strategy	[G] Resourced NW Museums Strategy Project Manager Fee	MT	[G] October 2010

Associate member development	Assess training needs for region and NW Fed's fit within that and identify 3-5 areas that we want to develop	H. Desk exercise, by Co-ordinator, liaising with NW Events Co-ordinator Group, developing a plan for future offer	[H] Resourced through Co-ordinators fee	MT	[H]
	Identify funds for improving workforce development offer	I. Engage in partnership with appropriate bodies to develop workforce development offer J. Research and identify further funds	[I] Resourced through Co-ordinators fee [J] Board member to lead, Co-ordinator to support	LT	[I] Apr 10 onwards [J] Ongoing
	Launch improved workforce development programme	K. Strategy and programme to encompasses partnership working, delivery of events that are Horizon scanning / knowledge sharing	[K] Sources of funds to be identified Board member overseeing workforce development to oversee	LT	[K] April 2010
Community of Museum People	Research what Associate Members want from such a community and how it should be delivered	L. Work with Associate Membership and undertake desk research M. Launch 'offer' and deliver.	[L, M] Funded from Co-ordinator post	LT	[L] 12-18 months [M] 12-18 months
	Communicate with Associate Membership	N. Put in place website maintenance agreement O. Put in place the Communications Plan / Strategy	[N] Directors [O] £3k for leaflets, pop up stand, delivery of plan by Directors and Co-ordinator	IT IT - LT	[N] April 2010 [O] April 2010 onwards
	Develop Skills Sets for museum people in the region	P. Establish self sustaining skills sets for museum people in the region through engagement in NW Museums Strategy process	[P] Directors as a result of the NW Museums Strategy	LT	[P] Oct 2010- April 2011

Budget

	Estimate 2009/10	Actual 2009/10	Estimate 2010/11	Estimate 2011/12	Project No
Fee, coordinator post	-£12,000.00	-£12,000.00	-£15,000.00	-£12,000.00	3-6,8, 10-11, A, C,D,H, J,L and M
Expenses, coordinator Post	-£3,000.00	-£353.17	-£2,647.83	-£3,000.00	
Travel Expenses (Directors)	-£1,000.00	-£552.74	-£1,000.00	-£1,000.00	
Insurance	£0.00	-£1,267.50	-£1,350.00	-£1,400.00	
Board Development	£0.00	£0.00	£0.00	£0.00	1,2
Recruitment Advertisement	-£1,000.00	-£137.08	£0.00	£0.00	
Event 1	-£300.00	-£1,581.51	-£300.00	-£300.00	7
Event 2	-£300.00	-£460.00	-£300.00	-£300.00	7
Event 3	-£300.00	-£247.71	-£300.00	-£300.00	7
Event 4	-£300.00	£0.00	-£300.00	-£300.00	7
Training Bursaries 2009-10	-£5,000.00	-£4,670.00	-£5,000.00	-£5,000.00	15
Training Bursaries 2008-09	-£1,140.35	-£1,035.00	£0.00	£0.00	
Mobile Phone	-£300.00	-£61.51	-£300.00	-£300.00	
3G Dongle	-£120.00	-£97.86	£0.00	£0.00	
Office Supplies	-£250.00	-£385.10	-£250.00	-£250.00	
Web Hosting	£0.00	£0.00	£0.00	£0.00	
Website development and main.	£0.00	£0.00	-£750.00	-£300.00	10, N
Communication Materials	£0.00	-£368.00	-£500.00	£0.00	10, N, O
Assessing training needs for region and NW Fed's fit within that and identify 3-5 areas	£0.00	£0.00	-£1,500.00	-£1,500.00	H-K
NW Museums Strategy	-£2,500.00	-£2,500.00	-£3,500.00	£0.00	E-G, P
HLF Skills for the Future	0	0	-£5250.00	0	
Professional Fees	£0.00	-£2,608.00	-£500.00	-£500.00	
Bank Charges	£0.00	£0.00	-£100.00	-£100.00	

Total Expenses	-£27,510.35	-£28,325.18	-£33,597.83	-£26,550.00	
Grant 1	£15,000.00	£15,000.00	£15,000.00	£15,000.00	6
Grant 2	£5,000.00	£5,000.00	£5,000.00	£5,000.00	6,19,20
Grant 3	£5,000.00	£4,970.00	£5,000.00	£5,000.00	6,19,20
Grant 4	£5,000.00	£1,000.00	£5,000.00	£5,000.00	6,19,20
Grant 5	0	0	£5250.00	0	
Membership Income	£2,500.00	£1,412.00	£2,750.00	£3,250.00	
Event Income	£1,500.00	£565.00	£1,500.00	£1,500.00	
<i>Transfer of Assets</i>	<i>£12,488.07</i>	<i>£12,488.07</i>	<i>£0.00</i>	<i>£0.00</i>	
Total Income	£46,488.07	£40,435.07	£34,250.00	£34,750.00	
<i>Total Income without assets</i>		<i>£27,947.00</i>	<i>£0.00</i>	<i>£0.00</i>	
Income Minus Expenditure	£18,977.72	£12,109.89	£652.17	£8,200.00	
Yearend balance (Restricted)	£2,500.00	£3,218.05	£0.00	£0.00	
Yearend balance (Un-restricted)	£16,477.72	£8,891.84	£652.17	£8,200.00	
Carry Forward			£12,477.89	£12,477.89	
Yearend balance (Total)	£18,977.72	£12,109.89	£13,130.06	£20,677.89	