

SANDWELL MUSEUMS, ARTS & HERITAGE

FORWARD PLAN 2022-25

03/05/22

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# 1. STRATEGIC OVERVIEW

## 1.1. Strategic purpose

Sandwell Museums, Arts and Heritage can help Sandwell Borough achieve its vision for 2030 and deliver SMBC corporate goals by 2025. The value of the Service is in the following:

- Sandwell Museums using its unique resources as a museum service ie it's collections, buildings and staff to contribute to council key priorities and audiences
- Sandwell Museums bring families together
- They give depth to a sense of place
- They build local pride
- They improve quality of life
- They enable participatory, community-based work

In delivering these benefits, Sandwell Museums provides a unique relationship between Council and community.

## 1.2. Key challenges 2022-25

The next three years are an important staging post on the way to achieving Sandwell's Vision for 2030<sup>1</sup>. By that date, Sandwell will be a fairer, more optimistic, more resilient place to live. People will choose to bring up families here, knowing that people in Sandwell are safe and cared for, enjoying good health, rewarding work, and feeling connected and valued in their neighbourhoods and communities.

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<sup>1</sup> *Vision 2030, our vision for Sandwell: SMBC*

To deliver this vision, SMBC has set out a corporate plan for 2022-25<sup>2</sup>, detailing the key challenges and areas of action that will help us achieve Vision 2030. The key challenges are reflected in six corporate outcomes for the Council that are the focus of the whole team's work to 2025:

1. The best start in life for children and young people
2. People live well and age well
3. Strong, resilient communities
4. Quality homes in thriving neighbourhoods
5. A strong and inclusive economy
6. A connected and accessible Sandwell

For the Museums Service, the key challenges lie in outcomes 1, 2, 3, and 5:

- The best start in life for children and young people
- People live well and age well
- Strong, resilient communities
- A strong and inclusive economy

Our commitment to achieving these outcomes determines our choice of activity and our prioritisation of resources over the next three years. This Forward Plan sets out how we intend to do this.

<sup>2</sup> *Big Plans for a Great Place, The Sandwell Plan 2020-25: SMBC*

### **1.3. Status of this Forward Plan**

This plan is the product of consultation with staff and elected representatives at SMBC, and a detailed analysis of public consultation, research and data collected by the museums service. It builds on a process of cultural planning delivered over several years, beginning with a Cultural Prospectus for the Borough<sup>3</sup>, and including an externally-facilitated strategic review in 2021<sup>4</sup>.

Strategic development plays a big part in the Service's plans over the next three years, and we therefore anticipate significant development in our thinking, using this plan as a starting point. For this reason, activity planning in this document is focused on the 2022/23 period, with indicative action for the following three years. A period of review is planned for 2023, building on the strategic development activity we intend to carry out this year.

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<sup>3</sup> *Sandwell Cultural Prospectus, 2019*

<sup>4</sup> *SMBC Museums and Arts Strategic Overview: Wafer Hadley, April 2021*

## 2. FACILITIES

### **Wednesbury Art Gallery and Museum**

A purpose-built Art Gallery dating from the 1890s, Wednesbury Art Gallery houses a historic collection of art acquired alongside the building, local history galleries, temporary exhibition space and a variety of community spaces.

### **The Oak House Museum**

Oak House was acquired as the town museum by West Bromwich corporation in the 1890s. It is a 1630s farmhouse belonging to one of the key families in the industrialisation of West Bromwich. A set of agricultural buildings of the 17<sup>th</sup> and 19<sup>th</sup> century, originally associated with the house but sold off in the 1890s, were re-acquired and developed in the 2010s as new visitor facilities, alongside an extensive play area. Research into the history of the house and its inhabitants enables their story to be told.

### **Haden Hill House**

Set in extensive parkland, Haden Hill House consists of a Victorian gentleman's house restored in the 1980s. A range of partially restored associated buildings dates from the late 1600s.

### **Bromwich Hall - West Bromwich Manor House**

From the 1290s Bromwich Hall -Manor House was the Manorial Hall for the area. The complex of buildings has been added to over subsequent centuries and was acquired by West Bromwich Corporation in 1950. Bromwich Hall - Manor House was leased as a pub and restaurant until 2010.

### **Bishop Asbury Cottage**

Acquired in the 1960s this tiny cottage was the childhood home of Francis Asbury, one of the pivotal figures in the development of the American frontier in the 1700s. The cottage is open on limited occasions during the year.

### **Galton Valley Canal Heritage Centre**

The 1890s 'New Pumping Station', on the new main line canal, is opened weekends and bank holidays during the summer and for special events.

### **Tipton Community History Museum**

Housed within the Tipton Library building, staff utilise the exhibits and displays as part of their community outreach activity and as a focus for study into the heritage of Tipton town.

### **The Arts Café at Central Sixth**

The Museum Service uses part of the ground floor of Sandwell College's Central Sixth building for a programme of local arts exhibitions, principally focussing on art produced in Sandwell and the Black Country.

## 3. CONTEXT

### 3.1. Borough Economy Directorate

The Borough Economy Directorate is responsible for the neighbourhood delivery agenda and builds Sandwell's sense of place. The team ensures local services meet residents' needs, providing space for community activity to thrive.

Museums are a vital part of the Directorate portfolio, shaping sense of place, and focusing on community participation driven by local need.

### 3.2. Sandwell Cultural Prospectus

All cultural activity undertaken by the Service is oriented to delivery of SMBC key corporate outcomes as expressed in Vision 2030, and The Sandwell Plan 2020-25. The Council's Museums Service collaborates strategically with other key cultural providers in the Borough in delivery of the Sandwell Cultural Prospectus, launched in 2019.

The Cultural Prospectus sets out the strategic approach for cultural activity in Sandwell Borough, and how this can contribute to Vision 2030.

It draws on a research and consultation period carried out in 2019, involving consultees from a wide range of disciplines across the Borough and beyond. It presents three overarching cultural goals, to allow a frame of reference for cultural programmes in Sandwell:

- A great place to live and visit
- Improved life chances for young people
- Better health and wellbeing

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<sup>5</sup> *Let's Create*, Strategy 2020-30: Arts Council England

The Prospectus presented evidence under each of these goals, and established priorities for concerted action by key players in the Borough. A Cultural Leaders Working Group was set up to develop action for the plan, and the Prospectus continues to provide a strategic reference point, including for this Forward Plan.

### 3.3. Arts Council England

The strategic direction of the UK's foremost funder of museums and arts activity, Arts Council England (ACE), is very closely aligned to the community-oriented service provided in Sandwell Borough. Sandwell Museums are not a National Portfolio Organisation at ACE and are in the process of securing full museums Accreditation. However, the approach developed at SMBC reflects the approach advocated by ACE in its new strategy *Let's Create*<sup>5</sup>.

*Let's Create* requires its funded organisations to contribute to a more diverse, more equitable national cultural portfolio. It has three desired outcomes:

**Creative People:** Everyone can develop and express creativity throughout their life

**Cultural Communities:** Villages, towns and cities thrive through a collaborative approach to culture

**A Creative and Cultural Country:** England's cultural sector is innovative, collaborative and international

Sandwell can deliver strongly against these outcomes. SMBC's emphasis on work with children, young people and families is a good fit with *Let's Create*. So too is the preference of the Service to fit provision to community need, gearing the programme to the needs of non-traditional museum visitors and participants.

Thirdly, its developing interest in using heritage to give character and direction to place-making and regeneration is well-aligned with *Let's Create*.

In addition, Sandwell has been identified as one of the 54 Priority Places for investment by Arts Council England. Priority Places are defined as areas in which Arts Council investment and engagement is too low, and where the opportunity to increase investment and engagement is high. Sandwell has particularly low cultural engagement compared to the rest of England and is a prominent case for investment even among the 54 Priority Places.

## 4. KEY STRATEGIC CHALLENGES 2022-25

### 4.1. Best start in life for children and young people

A key challenge for Sandwell Museums' children and families programme is to bring opportunities to families that need it most. Our work can be optimised through collaboration with community partners, increasing the relevance and sustainability of the museums' work. At the same time, the Service can develop its mainstream offer for children and families, building on its strength as a family friendly provider.

Our schools programme is also vital in our approach. We will listen carefully to the changing needs of local schools in detailed consultation, and produce a refreshed programme for KS1, 2, and 3. We anticipate increased demand for digital content, in school and at home.

As young people start to explore outside school and family settings, the challenge for the museums and arts service is to remain relevant, offering opportunities for specialist skills development and an early step up into creative careers. We will work with appropriate partners to achieve this.

### 4.2. People live and age well. Strong, resilient communities

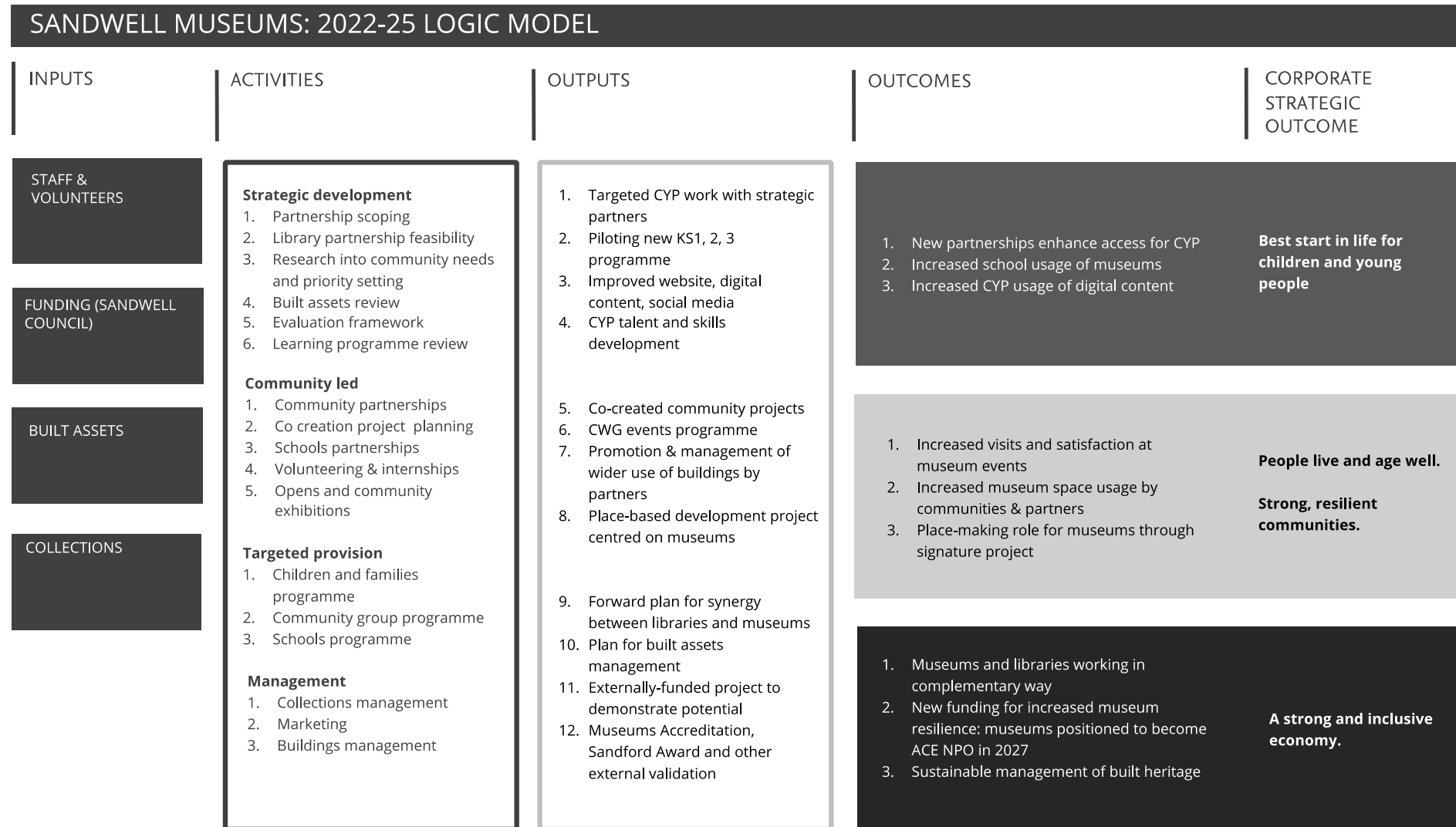
We know that Sandwell's museums currently provide a focus for community, bringing families together in shared leisure activity. The challenge is to ensure these opportunities for interaction extend right through Sandwell's communities, to the most excluded. To achieve this, we will collaborate with community partners, co-creating work with residents so that projects are made by participants rather than for them. This plan describes new ways for the museums service to involve people who don't usually use our service, cementing the museums' role in building a great place to live and visit.

### 4.3. A strong and inclusive economy

Museums can make a significant contribution to the economy by spearheading cultural development that attracts external investment. The challenge over the next three years is to position the Service as one capable of attracting this kind of external backing. This plan describes ways the museums service can inspire confidence in external partners and funders.



## 5. LOGIC MODEL



## 6. STRATEGIC AIMS

Our strategic aims reflect the strategic direction described in the logic model, particularly through the Outputs and Outcomes. We have identified six strategic aims for the Service to 2025:

1. Develop a new targeted programme for children, families and young people
2. Work with target communities and partners to co-create heritage-based experiences
3. Create signature projects in Commonwealth Games hosting, and in place-making
4. Improve sustainability of built assets management
5. Develop complementary approach for Museums and Libraries in Sandwell
6. Develop profile and reputation through external validation and funding

In the activity plan included in this document, our planned action is described under each of these strategic aims.

## 7. TARGET USERS & AUDIENCES

### 7.1. Audience focus

The logic model for Sandwell Museums is based on the principle of providing and co-creating activity that meets the needs of target communities.

Our participatory work begins with identifying a priority target, often in consultation with partners, and then understanding more about how our work can be most relevant to the target community. Following this research, we can invest in developing a tailored programme for the target group.

This intensive way of working runs alongside a museum programme that can deliver the service to larger volumes of independent visitors, with a focus on achieving high levels of satisfaction and positive recommendation.

The product of this approach is a programme with, broadly speaking, two aspects: a high volume, popular programme for all Sandwell residents, and a more facilitated, low-volume participatory strand for the most excluded groups.

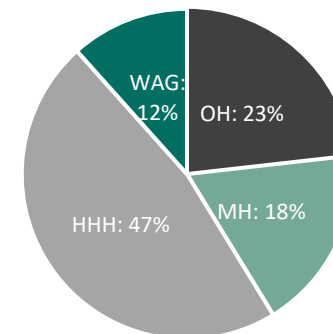
<sup>6</sup> Draft Culture Business Plan, SMBC, Nov 2020

### 7.2. Visits to Sandwell Museums

The sites managed by Sandwell Museums and Arts receive around 70,000 visits per year. Day-to-day footfall at the Arts Café by students and town centre shoppers accounts for around 20,000 of these visits<sup>6</sup>. Most dedicated visits are focused on the four main museum sites: Oak House, Bromwich Hall - Manor House, Wednesbury Art Gallery and Haden Hill House.

'Main Four' Sandwell sites	Average annual visits 2017 - 2019 <sup>7</sup>
Oak House	11,905
Manor House	9,252
Haden Hill House	24,175
Wednesbury Art Gallery	5,952

In 2019/20 (largely pre-pandemic), there were 50,251 visits made in total to the main sites. Haden Hill House hosts nearly 50% of all visits.



Opening hours at the four main museum sites have reduced by 8% over the last five years. Visit numbers have reduced at a corresponding rate since 2016, as

<sup>7</sup> ibid

shown in the table below. Wednesbury Art Gallery visit numbers have also been affected by flooding and closure.

Museum sites	16/17	17/18	18/19	19/20	% change (2016-20)
Oak House	12,808	11,189	11,718	11,863	-7%
Manor House	9,464	11,336	6,957	8,807	-7%
Haden Hill House	25,999	22,673	23,852	23,945	-8%
Wednesbury Art Gallery	7,217	6,398	4,242	4,637	-36%

Repeat visits tend to be high for all Sandwell sites, although Oak House is more able to attract a larger proportion of first-time visits<sup>8</sup>.

Museum sites	First time visits	Repeat visits
Oak House	49%	51%
Haden Hill House	20%	80%
Wednesbury Art Gallery	34%	66%

The large number of repeats at Haden Hill House may be linked to the open space on site and regular exercise by visitors.

Using surveyed frequency profile as a guide, we can arrive at an estimate for numbers of *visitors* at each museum site, as opposed to visits. This can only be an estimate, but it helps us understand the likely size of the user group at present.

<sup>8</sup> Based on visitor research carried out by SMBC in 2016.

<sup>9</sup> Based on 2016 figures

<sup>10</sup> Revised estimate based on 2016 survey results

<sup>11</sup> As frequency data is unavailable for Manor House in a comparable year, this figure is based on aggregate frequency data for Oak House and Wednesbury Art Gallery

Museum sites	Annual visits <sup>9</sup>	Annual visitors <sup>10</sup>
Oak House	12,808	7,901
Manor House	9,464	5,110 <sup>11</sup>
Haden Hill House	25,999	6,667
Wednesbury Art Gallery	7,217	3,373

### 7.3. Visitor profile

Most visitors are from the immediate locality (between 50% and 75%)<sup>12</sup>. There is a very low cross-over (8%)<sup>13</sup> between sites. Research and front of house feedback tells us that the audience profile is characterised by:

- High numbers of families
- Visitors looking for provision for children
- Visitors motivated by chance to use outdoor spaces during good weather (Haden Hill Park and Oak House)
- Visits motivated by events
- Few visitors exploring local history
- Few tourists

### 7.4. Sandwell demographics

The population of Sandwell Borough is just under 330,000.<sup>14</sup>

<sup>12</sup> Cultural Services Museums Arts Strategy (Built Assets), 2020

<sup>13</sup> *ibid*

<sup>14</sup> Demographic data from [www.sandwelltrends.info](http://www.sandwelltrends.info)

Sandwell is ranked 12th most deprived Local Authority out of the 317 in England. On most measures Sandwell is the most deprived local authority within the Black Country.<sup>15</sup>

Sandwell is an ethnically diverse borough. 66% of residents are White British. This compares to 80% in England and Wales. 85% of Sandwell residents were born in the United Kingdom or Ireland, compared with 87% nationally.

Ethnicity	Number	%
White: English/Welsh/Scottish/Northern Irish/British	202,822	65.8
Asian/Asian British: Indian or British Indian	31,400	10.2
Black/African/Caribbean/Black British	11,382	5.8
Asian/Asian British: Pakistani or British Pakistani	13,952	4.7
Mixed/multiple ethnic group: White and Black Caribbean/African	6,163	2.3
Asian/Asian British: Bangladeshi, British Bangladeshi	6,588	2.1
Polish	5,567	1.8
Mixed/multiple ethnic group: White and Asian	2,043	0.7

Compared to the West Midlands and Great Britain, Sandwell has a substantially lower proportion of residents aged 16-64 with qualifications (20% with no qualifications in Sandwell compared to 10% in the West Midlands and 8% UK). 21% have NVQ4 & above (WM 33%; GB 39%).<sup>16</sup>

<sup>15</sup> [www.sandwelltrends.info/deprivation-2019/](http://www.sandwelltrends.info/deprivation-2019/)

<sup>16</sup> April 2018 – March 2019 (ONS Annual Population Survey Estimates)

<sup>17</sup> Sandwell Cultural Prospectus 2020. SMBC

Fewer skills or qualifications are more likely to lead to low paid work. This profile is also likely to lead to lower museums, arts and heritage engagement. Sandwell is ranked 324 out of 325 local authorities in England for cultural engagement, including all participation in creative, artistic, craft, theatrical or music activity.<sup>17</sup>

Based on pre-pandemic figures, 62% of Sandwell residents had any kind of museums, arts or libraries engagement, including participation at home, in the previous 12 months. This compares to a national average of 76%.<sup>18</sup> 27% made any museum or gallery visit, compared to 47% nationally.

### 7.5. Council KPIs

The Borough Economy Directorate at SMBC agrees key Performance Indicators with each of its services.

- Visit numbers
- No of visits by under 16s
- No of visits by over 60s
- Number of intergenerational visits
- % of visitors satisfied or very satisfied with the quality of their visit
- Social media interaction
- % of visits from the immediate locality (postcode district e.g. B70)

We report on these KPIs quarterly and annually.

<sup>18</sup> Active Lives Survey 2015-17, Arts Council England Arts & Culture Dashboard

## 7.6. Evaluation and research

Scarce resources mean that existing visitor surveys focus on KPIs. We have a regular research programme to achieve this, but we are aware that our visitor insight only goes so far, and there are gaps in our understanding that we need to fill.

A new evaluation framework to be developed this year will prioritise research that helps us shape the programme. For example, we need more detailed feedback on participants' experience, and also on satisfaction and propensity to recommend. We aim to improve documentation of consultation with partners, such as advisory groups from schools and community groups.

This framework will be developed in 2022 alongside work on Theory of Change, but we already know that we need extra research in some key areas, and these are identified in the action plan 2022-23.

## 7.7. Priority community groups

A commitment to inclusivity and equality will inform which groups we work with, particularly in participatory settings.

Protected Characteristics are identified in the 2010 Equality Act as a way of addressing discrimination and inequality. The relevant protected characteristics as defined in the Act are:

- Age
- Disability
- Gender reassignment
- Marriage, civil partnership, pregnancy and maternity
- Race

- Religion or belief
- Sex
- Sexual orientation

In common with Arts Council England, we also regard socio-economic disadvantage as a protected characteristic, likely to expose individuals to increased exclusion and lack of opportunity in culture and heritage.

Our targeted programme can address these inequalities, as well as focusing work on 'hyper-local' communities that are in close proximity to our sites and also show high levels of disadvantage.

We also support Arts Council England's approach to The Creative Case for Diversity, believing that there is clear advantage in creating a programme that embraces the widest range of influences from different communities and backgrounds.

## 8. AUDIENCE DEVELOPMENT

### 8.1. Schools programme

The new Living History Senior Leader (education team supervisor) will initiate projects with local schools and create local 'buddy schools' close to our museums. We will work with this small core of school partners to encourage them to use our museums regularly across topic areas and subjects, and to jointly tap into funding streams for project work. This can also help us pilot activity for the longer-term. We will review the effectiveness of sessions with these partner schools.

Feedback from the wider group of schools who visit our sites will be collected through a post-visit online survey. We will ask for teachers' insight on development across the curriculum and feed this into our planning processes.

We currently have 18 programmes which we offer to schools largely across KS1 and KS2, and across a number of topic areas including history, literacy, art science and maths. We also offer to work with schools on bespoke sessions. This approach will continue.

Although we will not have specific KS3 sessions on offer we will work with senior schools to create bespoke projects and skills development opportunities.

### 8.2 Digital content

We will build relationships with creative practitioners in the borough to help us produce relevant and professional digital content. This will include a partnership with Sandwell College to create effective digital content.

We currently distribute content on Facebook, Instagram and Twitter, and have a museums YouTube channel and an online learning website for educators. We currently have around 3000 interactions per quarter across these platforms.

There are new opportunities for museums around the new Celebrate Sandwell website.

### 8.3 CYP and families

We aim to deliver at least 50 family activities across our sites each year. To reach families beyond the existing audience, we will expand partnerships within and outside the Council, for example developing our relationship with GoPlay Sandwell, and the Council Youth Team. We will develop our early years programming at Haden Hill House, and then expand to other sites.

We see potential for increased engagement with 14-24 year olds through skills development opportunities. Our potential role in this area will be defined further through consultation with schools and colleges, training providers, the Youth Service, and out-of-school providers such as Scouts and Guides, and the Duke of Edinburgh award scheme. We will continue to provide work experience (at least 4 students per year). We will also continue to host customer service or administration apprentices.

A potential development is to work with colleges or youth organisations to develop a young volunteers scheme – subject to consultation.

### 8.4. Co-creating heritage-based experiences

The core of the Sandwell Museums offer is in our spaces, our collections, and our interpretative schemes. This year will see the completion of the new community/local history gallery at Wednesbury Museum, the development of the outdoor interpretation at Oak House and layered interpretation such as the

'talking heads' project at Bromwich Hall, 'sounds and smells' at Oak House and 'talking picture' at Haden Hill House. This core experience is informed by what we know about our audiences' preferences and is designed to realise maximum engagement in this context.

In addition to what we 'provide' for audiences we also look to 'develop' experiences in collaboration with target groups.

The museums service is increasingly outward-looking, and will build partnerships with creative organisations with a community focus, who can work with us to deliver a variety of creative and heritage projects.

These projects will focus strongly on community need, building the project in collaboration with local people in a co-creation or user centred design model. It is vital to reflect the specific needs of the local community in the final project, using workshop sessions and creative activities to shape a project that can be rolled out to a wider audience. We believe this approach is very much in sympathy with the Arts Council's *Let's Create* strategy, and in line with widespread sector practice.

### **8.5. Volunteering**

We have identified a need to assess the Service's capacity for volunteer management and set out our aspirations for a new volunteer strategy. There may be a need to expand volunteer management capacity to take advantage of all opportunities.

Two areas we are particularly keen to resource are supporting young volunteers and encouraging long-term volunteering in collections management.

### **8.6. Community exhibitions and activity**

We aim to expand on our 'Inside-Out' museum project, providing exhibitions in new locations across the borough to give greater access. Inside-Out can involve artists, community groups or schools through project work with the museums.

At Wednesbury Museum, our community gallery offers opportunities for local people to display work, and groups or artists can also exhibit at Haden Hill House. We will build on our partnership with Cradley Creative for further community exhibitions at Haden Hill House and Old Hall.

We will continue to run small scale place-based projects such as the Rowley Time Capsule and the Bromwich Heath Project.

### **8.7 Summer 2022: Commonwealth Games**

During the summer of 2022 we have a busy programme of community events and activities planned across our four main sites.

We will also run an outdoor display advertising campaign, showcasing our objects from around the world. In this context, we are principally using display advertising sites as public realm 'museum cases' to reach audiences outside museum spaces.



## 9. ACTIVITY

Can we try and be a bit more specific with timescale?

	ACTIVITY/OUTPUT	TARGET AUDIENCES & PARTNERSHIPS	TIMESCALE
<b>1. DEVELOP A NEW TARGETED PROGRAMME FOR CHILDREN, FAMILIES AND YOUNG PEOPLE</b>			
1.1.	<p><b>Learning programme review &amp; developing schools partnerships</b></p> <p>The new Living History Senior Leader (education team supervisor) will review the learning programme prior to revised roll out/delivery. Objectives agreed for 23/24. Creation of 'buddy schools'. Ongoing consultation and advisory through buddy schools and schools survey.</p>	<p>Schools within 5 miles</p> <p>Education networks</p> <p>Buddy schools</p>	2022/23
1.2.	<p><b>Piloting new KS1, KS2 programme</b></p> <p>Looking at the effectiveness of sessions, review with partner schools – including: new session around nature at Oak House developed for offer in October 2022 for KS1 and KS2. New session around Beowulf and the Anglo-Saxons at Bromwich Hall for KS2 for April 2023. New session based around the alien lighthouse blueprints.</p>	<p>Schools within 2 miles</p>	2022/23
1.3.	<p><b>Consultation on digital content</b></p> <p>Working with current users and non-users we will build our understanding of how digital content can meet needs in the community, taking account of existing provision and our unique proposition. Informed brief for digital content development.</p>	<p>User groups</p> <p>Community groups</p> <p>Schools</p> <p>Council departments</p>	2022/23
1.5.	<p><b>Improved website, digital content, social media</b></p> <p>Partnerships with creative practitioners in the borough, including a partnership with Sandwell College, leading to increased engagement for digital content.</p>	<p>Sandwell College</p>	2022/23

	ACTIVITY/OUTPUT	TARGET AUDIENCES & PARTNERSHIPS	TIMESCALE
1.6.	<p><b>Targeted CYP and families work with partners</b></p> <p>Use our museums and collections to engage with families. Develop our partnerships within the Council to reach more people.</p>	<p>CYP and families through at least 50 family activities across our sites each year.</p> <p>Council departments</p>	Ongoing
1.7.	<p><b>CYP talent and skills development</b></p> <p>Increased engagement with 14-24 year olds through skills development opportunities.</p>	<p>Schools &amp; Colleges</p> <p>Training providers</p> <p>Youth Service</p> <p>Out of school providers</p>	Ongoing
<b>2. WORK WITH TARGET COMMUNITIES AND PARTNERS TO CO-CREATE HERITAGE-BASED EXPERIENCES</b>			
2.1.	<p><b>Co-creation with communities</b></p> <p>Build partnerships with external organisations and creative practitioners with shared expertise in community engagement, and shared objectives. Understanding the needs of the community through hands on testing and piloting of activity, and the development of new activity shaped by users.</p>	<p>Local communities</p> <p>Libraries</p> <p>Community groups</p> <p>External creative organisations with community focus</p>	
2.2.	<p><b>Partnership scoping</b></p> <p>Ongoing networking with potential partners with a view to heritage activity forming part of larger schemes within the Council and with external bodies.</p>	<p>Internal Council partnerships</p> <p>External partnerships</p>	Ongoing
2.3.	<p><b>Volunteering and internships</b></p> <p>Assessing the capacity for volunteer management, and objectives forming basis for a new volunteer strategy.</p>	Tbc pending strategy	2023/24

	ACTIVITY/OUTPUT	TARGET AUDIENCES & PARTNERSHIPS	TIMESCALE
2.4.	<p><b>Community exhibitions and activity</b></p> <p>Exhibition programme based on partnerships with community groups, including at least 6 community exhibitions across the borough (Including Inside-Out programme, taking exhibitions beyond existing sites).</p> <p>Through Council partnerships, working with priority community groups on heritage-based activities. At least 2 community groups using our buildings each week</p> <p>Small place-based projects with local communities.</p>	<p>Community groups</p> <p>Local artists</p> <p>Cradley Creative</p> <p>Friends of Haden Hill House and Museums</p>	2022-2025
<b>3. CREATE SIGNATURE PROJECTS IN COMMONWEALTH GAMES HOSTING, AND IN PLACE-MAKING</b>			
3.1.	<p><b>Commonwealth Games (CWG) events programme</b></p> <p>Summer programme of events and activities including at least 20 events/ activities between June and September 2022</p>	<p>Local communities</p> <p>CWG visitors</p>	2022/23
3.2.	<p><b>Place-based development project involving museums</b></p> <p>Taking opportunities to enhance regeneration and place-making projects with heritage input, involving the museums service in larger partnership initiatives.</p>	Partners tbc	
<b>4. IMPROVE SUSTAINABILITY OF BUILT ASSETS MANAGEMENT</b>			
4.1.	<p><b>Built assets review and plan for management</b></p> <p>Review of sustainable management plan for museums assets, potential partners, and contribution to community-centred regeneration objectives</p>	SMBC regeneration and built assets group	

	ACTIVITY/OUTPUT	TARGET AUDIENCES & PARTNERSHIPS	TIMESCALE
4.4.	<p><b>Collections management</b></p> <p>Join up with collections documentation</p>		
<b>5. DEVELOP COMPLEMENTARY APPROACH FOR MUSEUMS AND LIBRARIES IN SANDWELL</b>			
5.1.	<p><b>Library partnership feasibility &amp; Forward Plan</b></p> <p>Investigating feasibility of bringing libraries and museums closer together and collaborating on forward planning.</p>	Libraries	End of 2022
<b>6. DEVELOP PROFILE &amp; REPUTATION THROUGH EXTERNAL VALIDATION AND FUNDING</b>			
6.1.	<p><b>Theory of Change and evaluation framework</b></p> <p>Consolidation of museum strategy around the new logic model and strategic aims. Investigation of the key steps involved in achieving objectives, and how evaluation can be improved at each of these key steps.</p>	Partners tbc Internal team development	
6.2.	<p><b>Externally-funded project to demonstrate potential</b></p> <p>Recognising aspiration to create a signature project, with partners, that demonstrates the museums' direction of travel and shows potential. This is at an early stage of development but is vital to the long term strategy.</p>	Partners tbc	
6.3.	<p><b>Museums Accreditation, Sandford Award and other external validation</b></p>	Arts Council England Sandford Award	

