mla

west midlands
the regional council
for museums libraries
and archives

Forward Together

Strategic Plan (2004-07)
and
Operational Plan (2004-05)

MLA West Midlands is core funded by

re:source
The Council for **Museums, Archives and Libraries**

<u>Forward Together</u>

C O N T E N T S

Appendices (available separately)

Detailed Strategic (2004-7) and Operational (2004-5) plans

Financial Statement

Risk Management Statement.

INTRODUCTION

Forward Together

2003 saw the birth of not only a new organisation, but an exciting and powerful new cultural grouping which, together, has a significant role to play in the culture and economy of the West Midlands, the enrichment of personal experience and learning, and the development of the knowledge economy. This builds upon the aspirations and work previously done by the three domains through their agencies – The Libraries Partnership, the Regional Museums Council and the Regional Archives Council – which have come together in this new organisation.

What binds us together is the knowledge that we create, hold, provide and use. There are over 500 museums, libraries and archives of all sorts and sizes in our region which employ over 6,000 staff and have the support of around 4,000 volunteers. They support the business community and learners of all ages whether formal or informal. They create enjoyable environments where people can explore old and new concepts and discover innovative pathways to a new sense of identity. They preserve our heritage and make it relevant to modern life. They are all part of our rapidly evolving world - an anchor to our past and the key to our future.

At midnight on 31 March 2003 MLA West Midlands: the regional council for museums, libraries and archives came into being. It is our job to work for the region to promote and develop excellent museum, library and archive services and to ensure that they are available to everyone, today and in the future. We will do this by supporting and championing the development of museums, libraries and archives, to encourage them to inspire, enrich and record the life, environment and works of all of its people and to enhance the cultural social, educational and economic life of the region.

A new Board comprising representatives of local government, HE institutions and the three domains has been joined by four Trustees selected following public advertisement. Although the first few months were difficult due to problems with premises and core funding, by August 2003 the new agency was established in modern offices in central Birmingham, with an exciting new vision, and knowledgeable staff to help deliver it together with the institutions themselves.

This Strategic Plan is the first for this new agency. It describes the aspirations that we hold on behalf of our sector and the initiatives that we will undertake to assist in the modernisation and development of museums, libraries and archives for the people of the West Midlands, their visitors and virtual users across the world. This Plan has been developed together with our funding body, Resource: the council for museums, archives and libraries, using a mutually agreed format and, more importantly, shared objectives. What we do in the West Midlands will contribute to an England-wide renaissance for the museums, libraries and archives sector.

MLA West Midlands is a 21st century organisation, not attempting to control and centralise but to complement, support and influence both the organisations which are direct service deliverers and those who fund them. Together we must fly the flag for museums, libraries and archives and make it abundantly clear how much we contribute to people's lives, throughout their lives.

Please join us in our work to take the agendas described in these pages forward. We need to work together to make the difference that the people of the West Midlands deserve.

1.   STRATEGIC CONTEXT

1.1   Shared Vision

MLA West Midlands and Resource share the following vision:

"Museums, libraries and archives connect people to knowledge and information, creativity and inspiration."

MLA West Midlands: the regional council for museums, libraries and archives is the regional strategic development agency for the sector in the West Midlands of England.

1.2   Mission Statement

MLA West Midlands is working for the region to promote and develop excellent museum, library and archive services and to ensure that they are available to everyone, today and in the future.

We will do this by supporting and championing the development of museums, libraries and archives, to encourage them to inspire, enrich and record the life, environment and works of all its people and to enhance the cultural social, educational and economic life of the region.

1.3   Shared Outcomes

Resource and the nine regional agencies are all working towards the following outcomes:

1.   Communities: Museums, archives and libraries are at the heart of their communities, providing ready access to knowledge and information, contributing to community cohesion, reaffirming community identity and responding to local circumstances and needs.

2.   Learning and Skills: People develop the skills, knowledge and qualities needed for life and work, through formal education and lifelong learning, by using the collections and services of museums, archives and libraries.

3.   Creativity: People use the collections and expertise of museums, libraries and archives as an inspiring source of creative energy, innovation and ideas.

4.   Economy: Museums, libraries and archives are recognised as central to the knowledge economy, as main drivers of cultural tourism, and as being at the forefront of the digital revolution.

1.4   Programmes

The programmes are the 9 areas of work in which the Regional Agencies and Resource will be engaged during the planning year. These are:

1	Access	Museums archives and libraries must be accessible to everyone. Access is now usually seen in terms of identifying barriers, which prevent participation and developing strategies to dismantle them. Barriers may be physical, sensory, intellectual, emotional, attitudinal, social, cultural or financial and so on. This way of thinking relates to the social model of accessibility, which emphasises the barriers created by society.
2	Audience Development	Audience development is a combination of comprehensive strategies that strengthen relationships among users, potential users, non-users and museums, archives and libraries. Effective audience development is incorporated into the full range of an organisation's activities, including learning, access, marketing, outreach, and development. The goals of audience development are increasing awareness of, and participation in, museum, archives and library activity. This includes, but is not limited to, visiting the institutions.
3	Collections	Collections are central to our work – this definition encompasses historic, loan, reference, knowledge and information resources, divided into two distinct areas of activity – collections development and collections management. Our particular focus on collections is on the links between users and the collections, and on how those can be sustainably developed and improved.
4	e-Society	e-Society – the role that ICT plays in society, encompassing our work with all arms of government, and the role that our sector plays in promoting information literacy. ICT – Information and Communications Technology – the means through which the e-society is created – more prosaically – infrastructure, content and training. Knowledge management – the way in which organisations organise their information in order to enable it to be used to generate knowledge.
5	Leadership & Advocacy	The provision of strategic vision and thinking, and direction for our sector, based on a robust understanding of the cultural, social and economic context in which we operate. Positively influencing opinion, policy, decisions and resources to ensure our sector institutions are better integrated, better skilled and better resourced and people's lives improved.
6	Learning	Learning is a process of active engagement with experience. It is what people do when they want to make sense of the world. It may involve the development or deepening of skills, knowledge, understanding, awareness, values, ideas and feelings, or an increase in the capacity to reflect. Effective learning leads to change, development and the desire to learn more. Museums, libraries and archives offer a range of learning opportunities and support for everyone to engage in learning activity.

7	**Research & Development**	Research and development refers to a cluster of activities, with data collection at its core – the data being used to establish, develop and evaluate policies; measure impact; establish needs; measure progress; facilitate operational effectiveness; identify trends; underpin forecasting and prediction activities; support advocacy; and help the sector secure resources.
8	**Standards**	Standards are defined widely, to include such documents as codes of practice, best practice and guidelines, as well as the narrower definition of technical specifications. This model acknowledges the diversity of the sector and the qualitative and quantitative nature of existing standards within it.
9	**Workforce Development**	Workforce development covers individual, team and organisational development. The term 'workforce' covers all those who work in or for the museum, library and archive sector, including paid staff, staff on fixed term contracts, consultants and volunteers, governors and trustees.

A 10th area of work, Enabling Infrastructure, refers to running the organisation

1.5   Resource initiatives - delivered regionally.

One of the ways that we deliver this agenda is through championing, and assisting in the delivery of, national initiatives. In 2004-7 we know that we will be involved in delivering against Renaissance in the Regions (Museums) and Framework for the Future (Libraries).

To enable easy cross-referencing to both these initiatives, the tables below lists the initiatives in Appendix 1 which will support and impact upon these national initiatives.

1.5.1   Renaissance in the Regions
Columns A and B contain the MLA West Midlands reference numbers in Appendix 1 which relate to each Renaissance priority

	Renaissance priority	A MLA West Midlands direct involvement	B MLA West Midlands monitoring and support
1	Creating a comprehensive service to schools	6.1.1; 6.4.3; 6.5; 6.5.2; 6.5.3	6.5; 6.4.3; 6.6
2	Reaching a wider community	1.1; 1.1.4; 2.2	1.2; 1.3.2; 1.4.1; 2.2; 2.3; 6.4.1
3	Programme for re-display		5.9.9; 3.7.1
4	Enhancing the care, management and conservation of collections	3.1; 3.2; 3.3; 3.4; 3.6	3.2; 3.3.1; 3.3.2
5	Improving access to knowledge and information	3.4; 4.2; 4.3; 4.5	3.2; 4.3.1
6	Developing the workforce	5.10.2; 5.10.4; 9.1.6; 9.1.14	9.1; 9.1.11; 9.1.14; 9.5.2
7	Reaching and exceeding existing standards	1.5; 4.3; 6.1; 8.1	6.1; 6.2; 8.3
8	Operating effectively and efficiently to deliver high quality services to users	4.5; 5.1.1; 5.9.4	5.4; 5.8; 5.9.4; 5.9.5; 5.10

1.5.2 Framework for the Future

	Framework priority	MLA West Midlands direct involvement	MLA West Midlands Monitoring and support
1	1.2.1. – Inspiring Learning	6.1.1	
	1.2.4. "Relationship with business community" (RLAG priority)	5.1.2	5.9.4; 5.9.6
	1.2.5. Launch F4F see 6.9 (with INSPIRE theme)	6.8	
2	Reaching a wider community 2.2.1. Workforce needs analysis to inform F4F		9.1
3	3.1.1./3.2.2. Best practice work….?		9.1
4			
5	5.2.5./5.2.6. – Work with TRA on Creative Partnerships models and young people's service improvements		6.4
	5.3.2. Showcase Books Connect	6.8.3	
6	6.1.2. – Roll out INSPIRE	6.8	
7			
8			
9	9.1.2. DCMS volunteering review Local authority community engagement	9.2.1	9.1 1.3; 1.4.1
	10.1.1. Regional workshops on library layout	9.1.12	1.5

1.5.3 WILIP (To be added when agreements reached – possibly January 2004)

1.5.4 Archives Task Force Report (to be added when report published (probably March 04)

2. OPERATING CONTEXT

2.1 Introduction

MLA West Midlands is one of nine regional museum libraries and archives councils in England. It is a regional cultural agency which is core funded by Resource: the council for museums, archives and libraries. Resource is funded by the Department of Culture Media and Sport .

Within the region we are the development agency for our sector. We are the voice for museums, archives and libraries, advocating improvements in investment, service delivery and sustainability and creating an environment where their work is valued, recognised and encouraged to flourish.

2.2 Regional Context

Region	West Midlands		
Population	5.267m		
Region size	12,998 sq kilometres		
Total number of museums		**Service points**	**Organisations**
	• Nationally funded	2	2
	• Local Authority	63	33
	• Higher Education	5	4
	• Independent	50	36
	• Regimental	9	9
	• Private	55	55
	Of which		
	• Designated Collections	21	6
	• Registered	149	
	• Non-registered	55	
Total number of libraries		**Service points**	**Organisations**
	• Higher Education	C20	12
	• Local Authority	305 static	14
	• FE	50+	50
	• Government	None in WM	?
	• Health	38	38
	• Professional & learned institutions	See WILIP	?
	• Industrial & commercial	See WILIP	
	• Media		?
	• Prison	13	?
	• School	600 sec/1,800 prim	(within LAs?)
	• Mobile	51	14 (within LAs)
	Other	?	?

Total number of archives		Service points	Organisations
	• Local Authority	15	11
	• University	4	4
	• HE & school	?	?
	• Religious	1	1
	• Museum & gallery	2	2
	• Charity & charitable	1	1
	• Business & company	1	1
	Other	?	?
Sub-regions	(6) Birmingham/Solihull, Coventry/Warwickshire, Herefordshire/Worcestershire, Staffordshire/Stoke-on-Trent, Shropshire/Telford & Wrekin, Black Country		
Total number of Local Authorities CHECK	3 Unitaries – Telford, Stoke on Trent, Herefordshire. 7 Mets – Birmingham, Coventry, Wolverhampton, Walsall, Dudley, Sandwell, Solihull. 4 County councils – Staffordshire, Shropshire, Worcestershire, Warwickshire 24 District councils		
Total number of LEAs	14		
Key strategic plans in the region	A list of strategic plans including details of the title and publisher		
GDP per head (1999) estimates	£11,900 National average is £13,300, WM is 4th out of 9 (Source: National Statistics website – 1999 Accounts)		
Participation in 2001	Percentage of population that visited museums, archives and libraries over 12 months (Source: Attendance, Participation and Attitudes in 2001 – Arts Council/Resource research report)		
Total number of staff	Museums – Registered museums only – c2,500 Libraries – c 4,000 Archives - 165		
Volunteers	Museums - 3,500 Libraries – Additional services eg "housebound" Archives – some, not counted.		
Usage	Museums 2002 - 5.7 million visits Libraries – 9% of UK public library usage = 32 million 9% pf UK HE library visits = 13 million Archives – LAs only – 220,000		

2.3 Statement of key relationships at National or Regional level

MLA West Midlands will deliver many of its objectives through the co-ordination and support of external and sector-wide partnerships and collaborations which are well managed and leave a sustainable legacy. It will explore unusual and innovative collaborations, creating an environment within which individual institutions will be able to create new programmes for the public.

MLA West Midlands works with the following key partners at national level:

- *Department for Culture Media and Sport.*
- *Department for Education and Skills.*
- *Resource.*
- *Arts Council for England.*
- *English Heritage.*
- *The National Archive*
- *The British Library*
- *National Museums Director's Conference.*
- *The Reading Agency*
- *Professional bodies for museums, libraries and archives.*
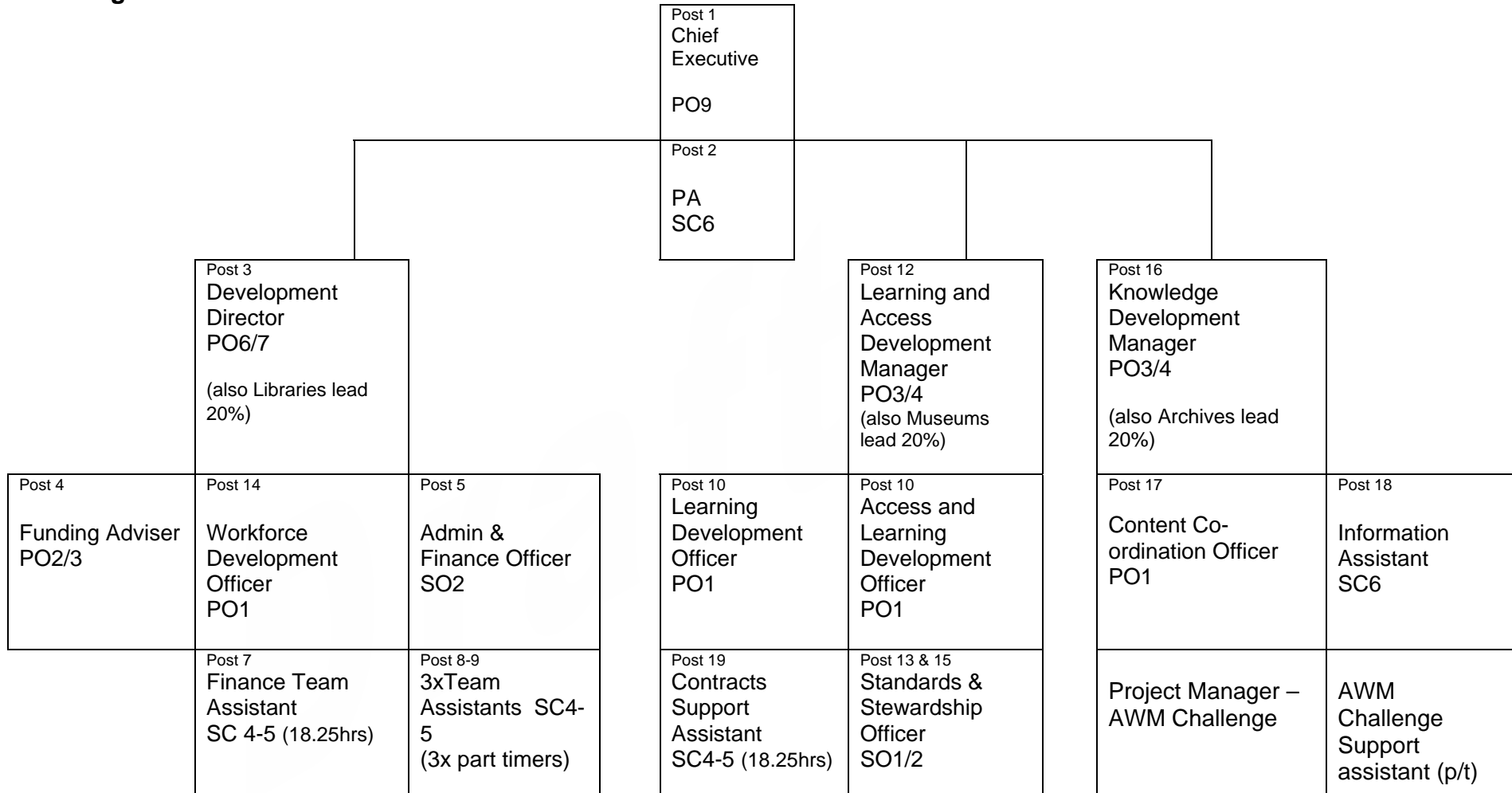
MLA West Midlands works with the following key partners at regional level:

- *Government Office West Midlands*
- *Regional Assembly*
- *Advantage West Midlands (regional development agency)*
- *Trade Partners (UK)*
- *West Midlands Life (regional cultural consortium)*
- *West Midlands Local Government Association and members*
- *West Midlands Higher Education Association and members*
- *Regional cultural agencies*
- *Regional professional groups*
- *The Renaissance Hub*

2.4   List of key achievements over the past year

The new organisation came into being at midnight on 31 March 2003. In December 2002 we had set ourselves the following targets:

Target for first year	Achievements to October 2003
Develop cohesion and ownership in the entirely new Board	• New Board established. • 6 Inductions visits conducted between April and September 2003. More planned. • Away day held.
Largely conclude merger and harmonisation issues including re-skilling	• Legal side of merger concluded to time. • Severe delay to moving to shared premises delayed team building • Harmonisation process began in Sept 03. • X staff training events held • Training needs being assessed
Forge links with high level regional bodies and establish potential and actual partnerships	• Relationships inherited from predecessor bodies have been renewed and reinforced. • 6 new joint initiatives underway
Undertake work which ensures the credibility of the new agency in museums, archives and libraries	• Staff are attending meetings of professional bodies in the region. • Domain forums being supported. • Consultation with practitioners • Provision of newsletter
Deliver projects to which we are already committed	• AWM Libraries Challenge • LitNet • SEALS, Hays DX, V3 • Registration • Cultural Diversity Festival
Deliver initiatives for other bodies, eg Resource, DfES, West Midlands Life.	Resource • Crossroads/Cornucopia (complete) • Inspire (underway) • Inspiring Learning (delayed) • Archives Awareness Month (complete) • Museum Development Fund (underway) • Museums and Galleries Education Programme (2) (underway) • Renaissance (underway) • Framework for the Future (planned)
Pilot a grants scheme and evaluate its success before developing a three year programme.	• Scheme devised, advertised and applications processed. • Awards made and monitoring set up. • Evaluation of pilot undertaken. • New scheme under consultation.

Consult widely on the future.	• Delayed by our long hiatus before achieving single work space.
	• Domain forums to be consulted on:
	    Communications strategy
	    Workforce Development strategy
	    Development Awards
	    This Business Plan

2.5   Organisational Chart

Post 1
Chief
Executive

PO9

Post 2

PA
SC6

Post 3
Development
Director
PO6/7

(also Libraries lead
20%)

Post 12
Learning and
Access
Development
Manager
PO3/4
(also Museums
lead 20%)

Post 16
Knowledge
Development
Manager
PO3/4

(also Archives lead
20%)

Post 4

Funding Adviser
PO2/3

Post 14

Workforce
Development
Officer
PO1

Post 5

Admin &
Finance Officer
SO2

Post 10
Learning
Development
Officer
PO1

Post 10
Access and
Learning
Development
Officer
PO1

Post 17

Content Co-
ordination Officer
PO1

Post 18

Information
Assistant
SC6

Post 7
Finance Team
Assistant
SC 4-5 (18.25hrs)

Post 8-9
3xTeam
Assistants SC4-
5
(3x part timers)

Post 19
Contracts
Support
Assistant
SC4-5 (18.25hrs)

Post 13 & 15
Standards &
Stewardship
Officer
SO1/2

Project Manager –
AWM Challenge

AWM
Challenge
Support
assistant (p/t)

Summary of Strategic Plan (see Appendix One for full details)

ACCESS

Objective:	To develop accessible and inclusive collections and services that people can engage with in ways appropriate to their diverse needs and interests.
1.1 Develop a best practice framework and supporting toolkits and guidance (Outcome: COMMUNITIES)	• Museums, libraries and archives are supported in their work around cultural diversity, social inclusion and disability • Support m,l,a in improving accessibility and diversity
1.2 Implementation of cultural diversity, and inclusion action plans (Outcome: COMMUNITIES)	• MLA West Midlands is promoting and supporting delivery of institutional action plans
1.3 Optimum participation and contribution of MLAs to Neighbourhood Renewal (Outcome: COMMUNITIES)	• M,l,as are supported in their work with local communities
1.4 Optimum contribution of MLAs to Community Cohesion (Outcome: COMMUNITIES)	• Support m,l,as in their efforts to improve community cohesion Note 3
1.5 Increase awareness of barriers to access within the sector and deliver programmes which will raise the ability of the workforce to eliminate them (COMMUNITIES)	• Determine established baseline of access standards • Institutions in the region meet DDA, RRA requirements • Institutions in the region are working to eliminate barriers to access
1.6 Address the recommendations of the Regional Cultural Diversity Awareness report (Communities)	• Mlas understand the relevance of cultural diversity to their institution, their locality and in the region

AUDIENCE DEVELOPMENT

Objective:	To encourage and support museums, libraries and archives to re-evaluate their core services to respond to the identified needs of current, intending and new users on a sustainable long-term basis.
2.1 Develop an audience development position statement and action plan linked to all major frameworks and initiatives (Outcome: ALL)	• MLA-WM understands audience development needs within the sector and is working with partners to address them • Sector is using resources identified by MLA West Midlands and providing feedback on their effectiveness
2.2 Update, adapt and disseminate audience development and marketing advisory material for use by the sector and commission new work to fill identified gaps in knowledge (Outcome: ALL)	• MLA-WM understands audience development needs within the sector and is working with partners to address them • Sector is using resources identified by MLA West Midlands and providing feedback on their effectiveness
2.3 Identify examples of good practice in audience development and marketing, disseminate these examples and use them as a basis to identify needs within the sector (Outcome: ALL)	• Mlas are identifying their target audiences by using good models which identify needs
2.4 Use existing data to identify profiles and needs of users/intending users/non-users (Outcome: ALL)	• An overview of users and non users of mla is available
2.5 Agree criteria for sustainable growth in users/intending users/non-users post 2007 (Outcome: ALL)	
2.6 Sustainable campaign to raise awareness of the sector amongst targeted groups of users/intending users/non-users (Outcome: ALL) MLA West Midlands specific deliverables	• The profile of mlas in the region has been raised among targeted groups
2.7 Work with the sector to identify target audiences in the region (ALL)	• Mlas understand the importance of audience development and are actively identifying and targeting their users

COLLECTIONS

Objective:	To ensure that the development, preservation, management and documentation of collections, materials and resources to recognised standards underpins the needs of our current and future users.	
3.1	Scale of cataloguing/documentation backlogs identified (Outcome: ALL)	• Cataloguing and documentation backlogs are fully quantified and prioritised
3.2	Strategic programmes to address cataloguing/documentation backlogs in place and co-ordinated (Outcome: ALL)	• A five year programme to reduce backlogs by 75% is launched
3.3	Sector, domain and sub-domain needs are identified (Outcome: ALL)	• Regional stewardship strategy developed • Archives collections are more highly valued and new philosophies are shared
3.4	Criteria for the strategic development of collections agreed (Outcome: ALL)	• Regional collection development issues clearly identified
3.5	Significant progress made in creating historic/special CLDs, and in making these available online (Outcome: ALL)	• Promote the value of regional content online and raise awareness of historic/special collections within and outside the sector
3.6	Advocate the critical importance of appropriate standards of collections care as underpinning all access and interpretation (Communities)	• Promote the value of stewardship and raise awareness of issues among governing bodies • People are made more aware of Archives collections • Property value of collection diversity to meet user needs • Apply stewardship and standards approach to special collections identified in future targets

e-SOCIETY

Objective:	To support learning, community capacity-building and to promote an inclusive society by facilitating development of online information and services delivered through the use of technology and the increased uptake of Broadband.	
4.1	Launch of a scaleable PN service from which to develop a wide-ranging resource that can be configured locally to engage new audiences (Outcome: LEARNING & SKILLS)	• People have access to the internet through museums, libraries and archives
4.2	Ensured a Government response to the e-Europe 2005 Action Plan target to enable broadband connectivity for museums and archives (Outcome: ECONOMY)	• Broadband is being used by mla's in the region to improve public access • Administer AWM Libraries Challenge
4.3	Co-ordinated approach developed toward electronic content creation and digitisation policies, to guide funders and to promote a coherent approach to community generated initiatives (Outcome: CREATIVITY)	• Collections are available electronically to everyone • Projects for digitisation adhere to agreed standards and interoperability rules
4.4	Staff in MLAs have appropriate skills and competencies to create, manage and deliver online services and content, including access to e-Government (Outcome: LEARNING & SKILLS)	• A clear picture is gained of the level of access by museums and archives to the internet • Three year MLA West Midlands ICT Action Plan is based on the Resource ICT Strategy
4.5	Contribute to the development of regional cultural identify through electronic delivery of service	• Explore access portal to the regions museum, library and archive collections
4.6	Support sector to establish role in delivery of e-Government agendas and to advocate value of mla's content in meeting community needs, citizenship and democracy	• Cultural content delivery plans firmly embedded with e-Government strategies and forward plans of Local Authority

LEADERSHIP and ADVOCACY

Objective:	To secure recognition and support for the sustainable development of the cultural, educational, social and economic contribution of museums, archives and libraries to individuals and to the whole of society	
5.1	Effective and strong partnerships between Resource and Regional Agencies (Outcome: ALL)	• Act as regional contractor for Resource initiatives
5.2	Integration of MLAs into the plans and strategies of key stakeholders (Outcome: ALL)	• Establish a powerful presence on the planning groups for relevant regional strategies
5.3	Successful SR2004 result (Outcome: ALL)	• Government funding supporting museums libraries and archives in this region increases
5.4	Establishment of national funding framework/resource (Outcome: ECONOMCY)	• The sector in the region makes more and better bids for external funding
5.5	Advocacy toolkit providing generic arguments and funding sources to support sector engagement (at international level) (Outcome: ECONOMY)	• Advocacy toolkit available to all institutions in the region on line • Promote understanding of the impact of the sector on social and economic regeneration
5.6	Awareness of the value of MLAs raised on the world stage (Outcome: CREATIVITY)	• Encourage investment in the sector as a basis for innovation, building on the regions historic reputation • Enabling lessons to be learned from international working
5.7	UK Centres of Excellence available to advise MLAs on all cultural property issues (Outcome: CREATIVITY)	Support Resource-lead activity
5.8	Resource-Regional Agency knowledge bank to inform best practice and respond to initiatives (Outcome: LEARNING & SKILLS)	• Promote and disseminate examples of best practice in facilities and services • Act as a central information and data gathering and holding body for the sector in the region • Communicate and interpret information and data relevant to the sector and partners in the region
5.9	Improve the business viability of the sector in the region	• Promote investment to sustain core museum, archive and library services • Improve business viability in the sector • Improved marketing of the sector in the region • Raise awareness of the business costs of running mla's services • Provide strategic support through a Development Fund
5.10	Advocacy at a local institutional level	• Improved profile of museums, libraries and archives within their governing bodies • Value of museums, libraries and archives learning opportunities • Regional Domain Forums supported

LEARNING

Objective:	To encourage museums, libraries and archives to develop a broad range of learning experiences and opportunities that inspire, inform and that stimulates research and personal development using collections and related resources and services	
6.1	Ensure the adoption of Inspiring Learning principles by MLAs, and IL implementation monitored (Outcome: LEARNING & SKILLS)	• Regional organisation develop a shared understanding of learning outcomes, standards and processes
6.2	Potential of creating a learning standard linked to CPA is fully explored (Outcome: LEARNING & SKILLS)	
6.3	Lever funding for Basic Skills enabling work with other partners (Outcome: LEARNING & SKILLS)	• Contribute to the development of adult basic skills • Contribute to raising literacy skills
6.4	Encourage the piloting of cross-domain initiatives and dissemination of best practice (Outcome: LEARNING & SKILLS)	• MLA West Midlands is assisting mla efforts to improve national/regional links re learning • Data on learning related impact of externally funded initiatives is gathered and monitored
6.5	Encourage the development and piloting of learning initiatives aimed at children (Outcome: LEARNING & SKILLS)	• Core learning services for children improved • Increase the ability of museums, libraries and archives to work with teachers

LEARNING

6.6	Establishment of baseline and common methodology to measure the impact of MLAs on learning (Outcome: LEARNING & SKILLS)	• A nationally developed baseline and common methodology is available to measure the impact of mlas on learning
6.7	Advocate within and outside the sector the role of MLAs in supporting learning across all ages (Outcome: LEARNING & SKILLS)	• The profile of learning in mlas is actively promoted
6.8	Deliver services which help museums, libraries and archives to offer better and more extensive learning services to the public	• Promoting literature • Mlas are encouraged to open up learning resources to all
6.9	Develop a strong regional network to champion learning	• A strong regional network provides an overview of learning across the cultural sector

RESEARCH and DEVELOPMENT

Objective:	To ensure that we have the data to facilitate development and to demonstrate the impact of museums, libraries and archives on people's lives	
7.1	Data (especially baseline data at national and regional level; data about impact; and data about the future) that is fit for purpose and of better quality and consistency than at present (Outcome: ALL)	• A strategic research programme provides a framework for further research
7.2	Sectoral needs analysis (including research into user and non-user needs) (Outcome: ALL)	See Audience Development?
7.3	Improved methods for collecting existing data and new methods for collecting new data, these methods being consistent with the data collection policies and practices of other bodies (Outcome: ALL)	• Our sector routinely adopts elements of a nationally agreed methodology for their institutional research
7.4	Establishment of an electronic data bank (Outcome: ALL)	• Web enabled data service provided for the region
7.5	Publication of annual national data summaries, with regional and national commentaries (Outcome: ALL)	• Resource to lead.
7.6	Case study database (Outcome: ALL)	• Practitioners and stakeholders have access to recent case studies

STANDARDS

Objective:	To provide a credible framework for developing and implementing standards and performance measures which will ensure delivery of high quality services for all users, and provide evidence for influencing funders and Government	
8.1	Implementation of the new Registration Standard (Outcome: ALL)	• 80% of Phase 2 Registered Museums invited are Registered under revised Registration standard
8.2	Standards mapping, including updating and cross-mapping against Resource standards (Outcome: ALL)	• MLA West Midlands has an overview of standards achieved by mlas in the region
8.3	Incorporation of external standards as criteria and/or evidence within Resource's standards (Outcome: ALL)	• Incorporation of external standards as criteria and/or evidence within Resource's standards
8.4	Implementation of new cross-domain Designation Scheme and administration of the Designation Challenge Fund (Outcome: ALL)	• Mlas in the West Midlands understand the designation scheme and engage with it where appropriate
8.5	Dialogue created and maintained with other organisations on standards development in the domains (Outcome: ALL)	• Generic sector standards have credibility to external organisations
8.6	Advocacy programme for Resource's standards (Outcome: ALL)	• Mlas aware of, understand and sign up to Resource standards
8.7	Involvement of MLA staff in the development of standards	• New standards are fit for purpose
8.8	Support sector to achieve FOI/DPA compliance and to address intellectual copyright issue	• Sector fully compliant under FOI/DPA • Intellectual copyright issues understood by sector and legal issues monitored

WORKFORCE DEVELOPMENT

Objective:	To encourage museums, archives and libraries to be learning organisations which develop a motivated, appropriately skilled, diverse and outward-looking workforce capable of delivering high quality services to all users	
9.1	Implementation of the workforce development strategy (Outcome: LEARNING & SKILLS)	- A regional workforce development strategy is developed, based on Resource's national strategy - AWM acknowledges that our strategy delivers its agendas in this area - Practitioners in the region can access learning materials nationally - Explore the development of e-learning opportunities - Encourage the use of e-learning packages by the mla workforce - Generic training opportunities are available across the domains - Self-learning networks are established - Support libraries in improving their layout as recommended by "Framework"
9.2	Establishment of partnership working with the emerging Sector Skills Councils (Outcome: LEARNING & SKILLS)	Support Resource-lead initiatives
9.3	Establishment of partnership working with Learning and Skills Councils (Outcome: LEARNING & SKILLS)	Establishment of partnership working with Learning and Skills Councils
9.4	Identification of present and future skills needs (Outcome: LEARNING & SKILLS)	- Skills Foresight studies for the sector nationally are available - Encourage a creative approach to leadership, exploiting synergies in cross-domain working
9.5	Composition of workforce reflects the local community (Outcome: ECONOMY)	- A clear picture is available of the workforce in our sector in the region - Encourage take-up of modern apprenticeships to assist in social inclusion - Working in mla's a job of choice for minority ethnic young people
9.6	Advice and support available to MLAs on exporting skills and services overseas, with partners (Outcome: LEARNING & SKILLS)	
9.7	Training and capacity building for research/data collection activities, including dissemination of best practice (Outcome: LEARNING & SKILLS)	Staff in mla's build confidence in responding to modernisation

ENABLING INFRASTRUCTURE

Objective:	To ensure our increasing operational effectiveness	
10.1	Communications	MLA West Midlands uses a variety of communications media, appropriate to the messages
10.2	Governance	- Board of Trustees represent the interests of the sector in the region - Develop and implement regional strategy and policy - Raise the profile of MLA West Midlands
10.3	Personnel	- Harmonisation is complete - MLA West Midlands achieves Investors in People
10.4	Financial and Infrastructure Management	- Robust financial systems can be interrogated - Robust risk management systems are in place
10.5	Knowledge Management	MLA's in-house knowledge management systems are robust and sustainable
10.6	Monitoring and Evaluation	- Accountable to Funding bodies - Comply with legal requirements as a Company and Charity - Customer satisfaction tested - Dialogue between the Domain Forums and MLA staff and Board are embedded and responsive.