

## **REPORT TO SCRUTINY COMMITTEE ECONOMY AND EXECUTIVE**

**Date of Meeting: 21 January 2016 and 26 January 2016**

**Report of: Museums Manager & Cultural Lead**

**Title: RAMM Digital Media Road Map and Progress.**

### **Is this a Key Decision?**

No

\* One that affects finances over £1m or significantly affects two or more wards. If this is a key decision then the item must be on the appropriate forward plan of key decisions.

### **Is this an Executive or Council Function?**

Executive

#### **1. What is the report about?**

- 1.1. This report focuses on RAMM's digital roadmap for the period 2015-18. The period is set by the major funding coming from RAMM's Major Partner Museum Funding (in partnership with Plymouth Museum & Art Gallery) from Arts Council England (ACE). The road map is to provide a structure to digital development and allow progress to be tracked against timescales.

#### **2. Recommendations:**

That Scrutiny Committee - Economy requests the Executive to approve the following:-

- 2.1. The implementation of the RAMM digital road map as extant at December 2015 (see Annexe 1 below);
- 2.2. Delegated authority to be given to the Museum Manager to decide to apply any necessary adjustments to the road map as necessitated by changes in resources or funding from external factors;
- 2.3. To agree that a follow up report is produced for Members to present the results and findings around the implementation of the road map. Regular reporting to ACE and ECC will capture changes to existing digital products.
- 2.4. To note outcomes of the work that deliver both Exeter City Council objectives and those of its partner, Arts Council England.

#### **3. Reasons for the recommendation:**

- 3.1. Associated with museum collections (a 'library' of objects) is a huge amount of knowledge and information which can be distributed and shared and used by everyone through digital media and platforms.
- 3.2. RAMM has a track record of innovation and success with its digital work. This includes recognition from the Museums Association, Museum Next International Museums Conference, UK Museums on the Web, National Museum Directors Council and the Arts and Humanities Research Council. RAMM seeks to make its digital products

sustainable and build on this success, rather than creating sequential projects with limited lifespan or no lasting value or identity.

- 3.3. The planned development of RAMM's principal website will be covered in another report. It is worth noting that the main museum website acts as the centre of RAMM's online presence connecting collections websites, partnership websites, social media, museum Wi-Fi login and providing a source of best practice case studies. Any new initiatives seek to preserve this relationship to help the online visitor in finding and exploring our digital offer.
- 3.4. The digital landscape is constantly changing both in terms of how different technologies work and how they are used. Some years ago nobody would have linked a collections record on a website to Facebook but now it is odd not to do so. RAMM's digital offer seeks to keep up to date with technology and how online visitors expect to access and use content. This means user centred design to enable visitors to find what they want easily and catering for the move to increased use of mobile devices to access the web (but without forgetting desktop users). As a funding partner, the Arts Council, England makes specific reference to the important role of digital technologies and platforms in extending access and engagement to cultural content and experiences. It supports their Strategic Goal 2 'Everyone has the opportunity to experience and be inspired by the arts, museums and libraries'. The developmental work that is represented by the digital road map also relates to the MPM leadership responsibilities of ACE Goal 4 "The museums sector is marked by its excellent leadership; its workforce generally is diverse and highly skilled".
- 3.5. Partnerships can help us deliver better visitor experiences online. From impact evaluation to visitor experience partners can add a fresh perspective and help in unlocking funding. A recent example is redeveloping how stories are added to the Moor Stories website in conjunction with the University of Exeter's contribution to the national Being Human festival of humanities.
- 3.6. Keeping the digital offer evolving and sustainable allows RAMM to function and meet the expectations of online visitors and funders.

#### **4. What are the resource implications including non financial resources.**

- 4.1. The Museums Computer Group, and other museum sector digital experts including SUMO, the Collections Trust, place RAMM at the advanced end of the museum sector digital scale. This means digital technologies are used across the museum to allow staff to work more efficiently and effectively, delivering for their efforts greater public benefit. Significantly RAMM has gone beyond a digital strategy for a minority of staff to an inclusive approach across the museum steered by the Museum Management Team and the Digital Media Officer. Colleagues across the museum from Visitor Services and Audience Development use and create digital content as part of their interaction with the public. This is monitored by the RAMM Digital Media Officer and Collections & Audiences Assistant. The Museum Management Team will keep an overview to ensure adequate resources are provided for this work, its coordination within teams and to address any unexpected challenges.
- 4.2. The museum operates a distributed publishing model so staff across the museum are already responsible for their own web pages and content on the main RAMM website, collections websites, partnership projects and blogs, exhibitions and externally funded projects (HMS Challenger and the Research Collection being examples). This digital

inclusion creates and develops skills with support from line managers. It ensures staff involvement and commitment to making digital based work a success.

- 4.3. The digital development of cultural organisation is a key priority for Arts Council England. The financial resources for the RAMM's work come from the Arts Council England Major Partner Museum budget for 2015-18 that includes improving access to collections. This emphasis on access to collections is reflected by the collections team's commitment to using digital as a tool to deliver information and content. Again effective working is done through planning and techniques such as creating once and publishing everywhere. This can be using a digital image of an object on a website, in a news story and on social media.
- 4.4. The creative and development work entailed by the digital roadmap will be led and managed by RAMM often working in conjunction with partners or specialist contractors. Many of the Museum's websites (including the main website) are externally hosted. Some digital activities are linked to ECC networks and along with the IT infrastructure needed to deliver these projects, are supported by Strata as part of its wider technical work and services with ECC.

## **5. Section 151 Officer comments:**

- 5.1 There are no additional financial implications contained in this report.

## **6. What are the legal aspects?**

- 6.1 Legal advice on this report has not been sought.

## **7. Monitoring Officer's comments:**

- 7.1 This report raises no issues for the Monitoring Officer.

## **8. Report details:**

- 8.1 These proposals form part of RAMM's drive to make the most of its growing online audience, connecting the website offer to visitor behaviour to make a positive contribution to increasing visitor footfall in the museum and city and to extend the audience reach and engagement with museum's activities through take up of digital services. From its online presence project 2007-2010 to the present RAMM has seen website use grow from 10,090 annual visits prior to having a distinct museum website to 43,892 after reopening to the last calendar year's 144,300. Similar growth has occurred across social media channels with 11,206 followers on Twitter and daily engagement.
- 8.2 Having concrete data that was not available in the online presence project is a great help in this work. Google Analytics provides evidence of visitor behaviour on websites, from which pages are visited to how long online visitors spend on pages and the route visitors take through the website. All of RAMM's websites include Google Analytics.
- 8.3 RAMM keeps its social media offer fresh by using platforms its online visitors use. Again statistics are maintained to inform development. For example Flickr has been replaced by Instagram because visitors use it and this has enabled a successful online campaign in support of Whatever the Weather exhibition - #devonweather. Similarly use of Foursquare dropped and museum visitors prefer checking in on Facebook so the RAMM Foursquare page was closed and staff time put into Facebook.

- 8.4 There is also the opportunity to share lessons learned with RAMM's Major Partner Museum funded partner Plymouth Museum & Art Gallery (PCMAG). A digital evaluation for both museums was facilitated by SUMO (sector digital specialists) in April 2013 that fed into the RAMM digital road map. The future development of South West Collections Explorer as a resource for collections of all sizes through a tiered buy in from other regional museums will include PCMAG.
- 8.5 Income generation is already present with the Bridgeman Art Library providing licensed images to publishers. Work funded by ACE in 2015 allowed a significant development of RAMM's print on demand website delivered through Bridgeman (to avoid spend on staff time and printing and distribution that an in house service would need). This offer being retail orientated is also present on the RAMM Collections website encouraging visitors to click through and buy a print of the object photograph they are looking at. Books and exhibition related items are currently sold through the Devon Museum Group's Website as a way of reaching a bigger market. This will be kept under review.
- 8.6 Our on-line presence offers scope for fundraising. Fundraising does not currently have a high profile on RAMM's online offer. With RAMM's appointment of a Development Officer (with MPM funding) this will be an area of expansion in the planning period. Sector best practice and opportunities in keeping with the reputation of RAMM and ECC will inform this work.
- 8.7 Our digital presence reflects RAMM's role as a steward of very significant collections and associated knowledge. It enables the museum to engage wider audiences, maintain a dialogue and work in partnership at many levels.
- 8.8 This paragraph maps RAMM's online presence.

RAMM's Web presence:

Main website <http://www.rammuseum.org.uk/>

Social media:

Facebook <http://www.facebook.com/RAMMuseum>

YouTube <http://www.youtube.com/user/RAMMuseumExeter>

Twitter <http://twitter.com/RAMMuseum>

Instagram <http://instagram.com/rammuseum>

Pinterest <http://www.pinterest.com/rammuseum>

Collections websites:

South West Collections Explorer <http://swcollectionsexplorer.org.uk/>

RAMM Collections <http://rammcollections.org.uk/>

RAMM Research Collection <http://rammcollections.org.uk/research/research-opportunities.ashx>

Exeter Time Trail – includes mobile tours and online games

<http://www.rammtimetrail.org.uk/>

World Cultures – ACE designated collection with linked funding

<http://rammworldcultures.org.uk/>

Big Box – collecting and conservation game <http://bigbox.rammuseum.org.uk/>

HMS Challenger <https://www.hmschallenger.net/>

Income generation

Tickets and bookings <http://exeterramm.admit-one.eu/>

Images for publication <https://www.bridgemanimages.com/en-GB/collections/collection/royal-albert-memorial-museum/>

Print on demand <http://www.art.co.uk/gallery/id--b1761714/royal-albert-memorial-museum-art-gallery-posters.htm>

Online shop <http://www.devonmuseums.net/Royal-Albert-Memorial-Museum-and-Art-Gallery/E-Commerce/>

Partnership projects

Moor Stories – created with the University of Exeter <http://www.moorstories.org.uk/>

Time Trail Tours – funded by REACT (Research and Enterprise in Arts and Creative Technology) <http://www.rammtimetrail.org.uk/Go-Mobile/>

Church Detective – funded by REACT <http://www.churchdetective.org.uk/>

Blogs

The Leventis Project Blog <https://rammleventisproject.wordpress.com/>

Apps

Masters of the Moor – using RAMM’s art collection with augmented reality <https://itunes.apple.com/gb/app/masters-of-the-moor/id913210448>

## **9. How does the decision contribute to the Council’s Corporate Plan?**

- 9.1 These proposals connect with the City Council’s purpose to ‘provide great things to see and do’ with a focus on meeting customers’ needs. The practical outcomes from this work are intended to enhance online visitor access to collections, engagement, enjoyment, learning and interaction. There are tangible connections with health and wellbeing aims and they encourage participation by supporting and extending the ‘in museum’ activity to a wider audience.

## **10. What risks are there and how can they be reduced?**

- 10.1 Meeting the ACE (and other external funders like the John Ellerman Foundation) funding and cash flow agreements is crucial and risk is best mitigated by keeping to planned deadlines and ensuring project management best practice is observed. RAMM has a strong record in its digital delivery and it is important to the success of further funding bids that this is maintained. Failing to deliver a successful outcome for visitors is a risk if evidential data of visitor behaviour is not used to inform developments and is best mitigated by support for work by the museum management team. External risks are delays by contractors and this can be mitigated by thorough checks of references as part of the procurement process and with an agreed implementation plan.
- 10.2 Rapid changes in the digital world means where new standards and opportunities arise over the course of the period covered by the road map there is a risk of losing these due to lack of time and resources. Wherever possible this can be mitigated by including new and forthcoming products in any planning, procurement, post evaluation revisions and being financially prudent. It is important that the road map is kept under regular review and adjusted to respond to external opportunities and needs.

## **11. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?**

- 11.1 The main RAMM website will continue to promote campaigns that benefit health and wellbeing, such as 5 Steps to Happy. It will also hold case studies in working with vulnerable groups and communities that feed into both council and museum sector aims for health and wellbeing.
- 11.2 At a practical level web standards will apply to any website including internationally recognised W3C accessibility. The AA standard is applied with the aim of achieving AAA, to ensure any disabled online visitors have the best browsing experience possible.
- 11.3 Any new, or redeveloped, digital offer will seek to apply best practice in user centred design. Whether making web sites responsive so they work across devices (PCs, laptops, tablets and mobiles) or simply encouraging staff to use plain English in writing for the web.
- 11.4 The practice of using social media that online visitors use by “voting with their feet” means RAMM is accommodating visitors through meeting them on the digital platforms they prefer to use for engaging with the museum. It also includes a recognition that some visitors and platforms prefer different types of engagement and communication to others and new ones will emerge as others decline in popularity.

## **12. Are there any other options?**

- 12.1 For RAMM's online visitors and museum visitors accessing online content via the museum Wi-Fi the digital offer is part of the museum service. Visitors expect this service to evolve with technology and to reflect visitors' preferences. If RAMM's digital offer were to fall behind this would be damaging for RAMM and ECC's reputation, deliver a poor visitor experience and result in withdrawal of present and future funding.

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**Museums Manager & Cultural Lead**

### **Local Government (Access to Information) Act 1972 (as amended)**

**Background papers used in compiling this report:-**

None

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## Annexe A RAMM Digital Roadmap 2015 - 18

RAMM aims to reflect best practice and innovation in the museum sector. This approach to digital seeks to reflect the move to digital authenticity in the museum and heritage sector. In practice this means using digital technologies as an operational strand across museum planning and work, rather than it being a task done separated from other activities.

RAMM also works closely with key sector stakeholders that support digital working, including the Collections Trust, South West Museums Development Programme, The Museum Computer Group and Museum Next.

Funding sources for digital work are Exeter City Council, Arts Council England (as part of RAMM's Major Partner Museum Status) plus awards and grants to support specific projects. RAMM seeks to make all work, projects and products resilient and sustainable within museum resources.

### ONLINE PRODUCTS

<b>Product</b>	<b>Aspiration</b>	<b>Benefits</b>	<b>External partners/contractors</b>	<b>Risks</b>
South West Collections Explorer – RAMM sub site	Encourage use of API	Greater use of RAMM's collections and promotion of collections to wider and specific audiences	ACE - funder Nexus OS - contractor API key holders – registered users	Risk: Lack of take up as lack of promotion Mitigation: use sector contacts and networks, HE sector researchers and networks and tech networks



Product	Aspiration	Benefits	External partners/contractors	Risks
South West Collections Explorer	Add more collections and channel collections onto Culture Grid and Europeana	User experience enhanced Access to individual collections and their collections promoted; User generated content; concrete evidence of RAMM's digital leadership and best practice	Collections Trust – sets standards for museum sector data ACE - funder Nexus OS - contractor Culture Grid – UK collections aggregator Europeana – European collections aggregator	<b>Risk:</b> Some museums may not have resources to add representative collection; some may not fit with Culture Grid <b>Mitigation:</b> specify minimum standards for collections and develop a tiered participation model; adopt OAI-PMH data model for better fit with Culture Grid and Europeana
Exeter Time Trail and Mobile Trails	Improve visitor experience and move collections outside of the museum with platform developed with University of Exeter Commercial realisation	Better experience, means better engagement; caters for mobile users outside the museum; supports location element of exhibitions	University of Exeter - partner 1010 Media - contractor	<b>Risk:</b> Staff resources to produce new content limited <b>Mitigation:</b> Use student placements and research outputs to create new content guided by collections staff

Product	Aspiration	Benefits	External partners/contractors	Risks
Masters of the Moor	Use experience gained for any future deployment of apps and augmented reality in supporting exhibitions/special projects	Provided RAMM experience of creating a complete simple augmented reality app for museum and heritage sector. Links to whole experience museum outside of the museum ethos; easy to grasp model of location + collection + interaction	ACE - funder 1010 Media - contractor Dartmoor National Park Authority (DNPA) – partner on Dartmoor related Projects	<b>Risk:</b> No promotion; No takers, no commercial management <b>Mitigation:</b> use as reference point for future development and foundation for adding more related objects that benefit form augmented reality
Museum website	Increase personalisation – initially with a responsive website then with enhanced personalisation around events, exhibitions and interests and join up museum offer	Mobile usage of website increasing steadily and better experience gives more visitor buy in to RAMM and its ethos; joining online offer through core website gives clear access for visitors; improves staff content creation and authoring skills	ACE - funder Toucan Design – website contractor Admit One – tickets and events contractor	<b>Risk:</b> Limited resources; mobile is rapidly evolving; RAMM website complex and needs rebuilding to deliver responsive solution; dated content needs editing <b>Mitigation:</b> Management Team support, use of volunteers in quantitative work, include future proofing in requirements, use evidence from Google Analytics and user feedback in decision making

<b>Product</b>	<b>Aspiration</b>	<b>Benefits</b>	<b>External partners/contractors</b>	<b>Risks</b>
Moor Stories	Continue to develop as resource for museum and Dartmoor visitors	Build up a core user base and use the website as a resource for creative writing at RAMM and elsewhere; support from volunteer run social media; resource for schools, businesses and community use	University of Exeter - partner Dartmoor National Park Authority – partner on Dartmoor related projects Local History Societies – super users 1010 Media - contractor	<b>Risk:</b> Funding not available; staff resources; DNPA lack of involvement <b>Mitigation:</b> support form University with events, user testing and promotion, embed in any partner work with DNPA

#### SOFTWARE AND HARDWARE PRODUCTS

<b>Product</b>	<b>Aspiration</b>	<b>Benefits</b>	<b>External partners/contractors</b>	<b>Risks</b>
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Product	Aspiration	Benefits	External partners/contractors	Risks
Filemaker Pro	Develop into a full digital asset management system and maximize potential of version 14 to deliver better ways of working and user experience	<p>Improve quality of database by allowing integration with other media, greater security and accountability, maintain Spectrum standard.</p> <p>DAMS saves staff time spent locating related content</p> <p>DAMS provides basis to create a knowledge hub for collections including document management</p> <p>Remote access for staff facilitates working in stores by replacing pen and paper and transcribing notes</p>	<p>Strata Services – ECC contractor (server, network and backup provision)</p> <p>Collections Trust (Spectrum standard)</p> <p>Sunnymedia – contractor</p> <p>Collections Trust - Sector best practice and collections data standards</p>	<p><b>Risk:</b> Lack of staff resources in future; lack of funding for expert development; reduced Strata Services support</p> <p><b>Mitigation:</b> use external resources to baseline DAMS, train staff to maximise potential of new system; keep Strata informed of developments and timescales, staff ensure external standards met</p>
Online ticketing and events	Simpler system with one input and improved user experience	Contemporary system give familiar user experience; users can browse events and buy tickets for more than one event; closer website integration; fully branded	<p>Admit One – lead contractor</p> <p>Toucan Design – contractor (events integration into website)</p> <p>Strata Services – ECC contractor (server provision)</p>	<p><b>Risk:</b> Lack of staff resources and key stakeholder support</p> <p><b>Mitigation:</b> Keep stakeholders informed and up to date, identify staff resources early and manage challenges,</p>

<b>Product</b>	<b>Aspiration</b>	<b>Benefits</b>	<b>External partners/contractors</b>	<b>Risks</b>
Video interactives	Ensure any new content connects to gallery and interpretation changes	Easier to maintain and control Better value for money with integrated players and screens	Maintenance contractor Strata- ECC contractor (for network)	<b>Rick:</b> Resources; maintenance costs and time <b>Mitigation:</b> Use staff time effectively by having agreed formats, clear roles on who does what, distinguish between maintenance, repairs and new work to optimise budget
Audio interactives	Ensure any new content connects to gallery and interpretation changes	Audio no longer reliant on AMX timer and direct switching is easier for staff to control	Maintenance contractor Strata- ECC contractor (for network)	<b>Rick:</b> Resources; maintenance costs and time <b>Mitigation:</b> Use staff time effectively by having agreed formats, clear roles on who does what, distinguish between maintenance, repairs and new work to optimise budget
Software interactives	Deliver good quality user experience and keep content up to date with displays.	Learn from best practice in wider heritage sector. Gradual roll out avoids overstressing staff resources	Maintenance contractor Strata- ECC contractor (for network) Spiral – creative contractor	<b>Risk:</b> Cost of any replacement hardware, staff resources; maintenance costs and time <b>Mitigation:</b> maintain a bank of spare equipment, compare repair versus replace for best value for money, balance staff time versus contractor cost

## DIGITAL SUPPORT

Product	Aspiration	Benefits	External partners/contractors	Risks
Susan Collins installation	Deliver a high quality digital commission as part of the Whatever the Weather exhibition	Delivers creative digital content specific to locations known to RAMM's core and relating to change and uncertainty theme of exhibition	Susan Collins - artist National Trust – partner ACE – funder Strata- ECC contractor (for network)	<b>Risk:</b> hardware failure in gallery or on site <b>Mitigation:</b> artist supplied hardware, backup plan with USB stick slideshow for hardware failure on site
Exhibitions and events	Provide relevant digital support to deliver effective experiences	Takes an exhibition or event into another dimension; delivers extra content and value; visitors sharing about RAMM provide additional publicity via personal endorsement; we benefit from leveraging partners and others existing audiences;	Lenders – other collections eg British Museum, ACE collection, individuals Workshop and event leaders – Contractors – for specific products Strata- ECC contractor (for network) Partners – National Trust, ACE, individual collectors and artists, National and regional museums	<b>Risk:</b> Project creep; under resourcing; lack of planning <b>Mitigation:</b> include digital elements in the early stage of exhibition planning process, use a risk and benefit analysis for each project
Audience Development	Provide relevant digital support to deliver goals and digital culture and	Enable digital products and activities that join up to RAMM's overall vision, goals and existing	Contractors – as required, for example Toucan Design for	<b>Risk:</b> Resources; lack of staff engagement; change management

Product	Aspiration	Benefits	External partners/contractors	Risks
	exploit RAMM's mature social media presence	digital channels, platforms and culture; meeting Generation Z expectations	website developments or special features Partners – for exhibitions, festivals and joint working, for example the Art fund, ACE, University of Exeter Suppliers – as required for specific items from posters to interactives GovDelivery – for bespoke newsletters Harlequin – contractor for Customer Record Management linked to Admit One and other systems	<b>Mitigation:</b> Plan to accommodate changes in visitor behaviour and migrate to social platforms of visitor choice, use regular meetings to coordinate communications, work with external partners to deliver joined up work and widen audience
Front of House	Provide relevant digital support to deliver goals and digital culture	Enable digital products and activities that join up to RAMM's overall vision, goals and existing digital channels, platforms and culture; use staff skills and enthusiasm for digital	Contractors – as required for new and existing hardware Partners – from artists like Susan Collins to organisations like the	<b>Risk:</b> Resources; lack of staff engagement; change management <b>Mitigation:</b> repeat briefings to ensure all staff are reached (seven day rotas mean not all staff are in at

Product	Aspiration	Benefits	External partners/contractors	Risks
			British Museum providing digital resources Suppliers – as required Strata- ECC contractor (for network)	once), harness staff enthusiasm and wish to do a good job to create a 'can do' culture, respond quickly to requests for help
Fundraising	Apply sector and further best practice to RAMM digital products	Digital native audience addressed; visitors to donors and vice versa applied online; joined up campaigns	Donate Trainers Champions	<b>Risk:</b> Resources; lessons not tailored to RAMM audience <b>Mitigation:</b> Work with RAMM Development Officer and marketing team, provide a resource of best practice knowledge

#### WIDER MPM WORK

Product	Aspiration	Benefits	External partners/contractors	Risks



Product	Aspiration	Benefits	External partners/contractors	Risks
Digital & Cultural Tourism Think Tank	Using digital to enable and add value to cultural tourism in the region	Delivering cultural participation; creating a connection that can be replicated; fostering partnerships and encouraging focus on sustainable working together; long term planning; museum contribution to content lead marketing for cultural tourism	ACE - funder SWMDP – funded by ACE to support all South West museums ECC – Economy partners for example Heart of Devon	<b>Risk:</b> Duplication between MPM and SWMDP; lack of buy-in from partners; resources to market the resulting offer; failing to identify the audience <b>Mitigation:</b> REACH South West coordinators now appointed to coordinate and deliver work, keep in touch with SWMDP through their digital group
Digital Think Tank	To address trends, opportunities and concerns in current and projected digital practice	Demonstrate that there is digital energy and innovation beyond connected centres	ACE - funder SWMDP – funded by ACE to support all South West museums	<b>Risk:</b> Duplication between MPM and SWMDP; keynote does not attract audience <b>Mitigation:</b> REACH South West coordinators now appointed to coordinate and deliver work, keep in touch with SWMDP through their digital group

Product	Aspiration	Benefits	External partners/contractors	Risks
South West Collections Explorer	To make this into a regional collections access and engagement hub linking to Culture Grid and Europeana	Cost effective digital engagement for collections of any size; option to combine collections for ROI; developing platform to stay current; API to provide export to other products; add new objects at own pace; shop window for cultural tourists looking to explore collections; resource for events and exhibitions	ACE - funder Nexus OS - contractor	<p><b>Risk:</b> Cuts to funding prevent access to collections being a priority; lack of promotion;</p> <p><b>Mitigation:</b> Use development opportunities to add tiered 'buy in' for collections thus increasing take up, work with REACH South West coordinator, work with Culture Grid and Europeana to ensure digital take up is maintained across national and international collections aggregation websites</p>

Product	Aspiration	Benefits	External partners/contractors	Risks
Exeter as MPM digital exemplar	Build on RAMM's reputation as a source of digital good practice within the region, sector and local authority museum community with a digital first visitor experience	From pre-visit browsing to post visit reviews and sharing providing an intuitive complete digital museum experience for visitors gives value and helps move visitors toward being regular visitors, donors and members	ACE – funder REACH South West Coordinators - contractors	<p><b>Risk:</b> Changes in human/digital interaction move too fast; only cater for niche audience; fail to link to physical offer sufficiently</p> <p><b>Mitigation:</b> future proof new work by including visitor behaviour from web analytics and feedback plus trends in the wider digital world, use existing platforms (like Trip Advisor) instead of trying to create our own, and apply lessons learnt by others in the sector</p>

Product	Aspiration	Benefits	External partners/contractors	Risks
HMS Challenger digital implementation 2015-2016 and maintenance to 2020	To deliver the planned online resource secured from external funding in 2015 and populate content then maintain as a an active resource for participating museums and users	Project delivered on time and meeting funder's and stakeholders' requirements; leadership and best practice role in collections data publishing demonstrated; provide a digital research resource	John Ellerman Foundation - funder Natural History Museum – lead partner 19 participating museums - partners SSL - contractor	<b>Risk:</b> Project creep; museum data not ready; IPR disputes; trainee time limited by contract <b>Mitigation:</b> use past experience to project manage effectively, meet funder's reporting deadlines, ensure museum trainee devotes time to data gathering and checking

#### A note on timescales

Where external funding is involved RAMM needs to meet the funder's deadline. Funders will not accept delays to work caused by slow internal decision making.