



Historic buildings & venues to visit with rare collections, displays, exhibitions and events.

MEMBERS' AGREEMENT

CONTEXT

In 2014, eight small heritage organisations in Greater Manchester formed the Small Heritage Organisations Working Together (SHOWT) network. These groups, with limited resources and reliant on volunteers, aimed to increase their impact through collaboration. Over the past ten years, the network evolved into HiDDEN, expanding its membership and fostering valuable connections and support among its members. In 2023, HiDDEN reviewed its original agreement to create a new members agreement for future sustainability and growth.

PURPOSE, VISION & VALUES

PURPOSE: HiDDEN is a supportive network celebrating unique and rare heritage, believing we are stronger together.

VISION: To be recognized as a champion of hidden heritage, increasing the preservation and visibility of rare stories and collections in Greater Manchester.

VALUES:

- Passion for revealing hidden stories of Greater Manchester's people and heritage.
- Enrichment through diversity, welcoming and supporting all members equally.
- Sharing knowledge to help members and the wider heritage sector grow.

- Commitment to reducing environmental impact.

STRATEGIC AIMS

AIM 1: Increase the preservation and sharing of hidden stories and collections.

AIM 2: Enhance knowledge and skills among members, staff, and volunteers.

AIM 3: Develop HiDDEN as an effective and sustainable network.

To achieve these aims, all members agree to:

- Incorporate network principles into their strategies (e.g., communications, staff training).
- Manage activities according to legal, planning, and safety considerations.
- Actively participate in HiDDEN.

Refer to Appendix 1 for the detailed aims and objectives plan.

ORGANISATIONAL STRUCTURE

Given the limited resources of HiDDEN's members, the network requires:

- An independent, voluntary Chairperson to advocate for HiDDEN.
- A dedicated, funded project management resource from Manchester Histories, with an annual membership fee to cover administration and any development costs
- Member representation to include senior leaders (Director, Chief Executive, Trustee, or their nominee) to ensure strategic contributions.
- An equal membership subscription scheme to fund project management and demonstrate commitment.
- Equal voice and representation for all members.
- Signing of the HiDDEN Code of Conduct by all members.

Independent Chair Responsibilities:

- Governance & Oversight
- Meeting Facilitation
- Strategic Leadership
- External Representation
- Conflict Resolution
- Evaluation & Reporting
- Support & Mentorship

Project Management Responsibilities:

- Manage network activities and day-to-day operations.
- Coordinate meetings and document actions.
- Develop network strategies and plans.
- Manage finances and report to the network.
- Maintain website and digital resources, conduct media campaigns, and support member communications.
- Organise training, development, networking, and social events with members
- Re-engage inactive members.
- Conduct fundraising applications.
- Measure and report HiDDEN's impact.

MEMBERSHIP

Eligibility: Membership is open to:

- Independent heritage organisations in Greater Manchester preserving hidden or rare heritage.
- Organisations committed to HiDDEN's values.
- Organisations with minimal staff (20 FTE) and reliant on volunteers.

Subscription: Members pay a yearly fee of £100; Fees are invoiced and must be paid on 1st October each year. Pro-rata fees apply for mid-year joiners. Members pay via an invoice from Manchester Histories or direct debit.

MEETINGS & DECISION MAKING

Meetings: HiDDEN planning meetings occur bi-monthly. Members are expected to attend at least three meetings per year. If unavailable, an alternative nominee will attend. Members also participate in collaborative initiatives, training, and social events.

Decision Making: Decisions are made by majority consensus in planning meetings, with equal influence among members. Working groups may be formed for specific initiatives.

FINANCE

The project management organisation oversees the budget, reporting at each planning meeting.

Income Sources: The project management organisation will seek funding from sources like Arts Council England, Museum Development North, and other relevant bodies to support project management, marketing, training, and activities.

BRANDING & COMMUNICATIONS

Members are encouraged to use HiDDEN's branding guidelines and communications strategy, ensuring clear internal and external communication about the network's value.

IMPACT

HiDDEN will be evaluated through qualitative and quantitative methods, including:

- Establishing outputs and outcomes.
- Documenting collaborative activities through various media.
- Informal monitoring and evaluation in network meetings.
- Staff and volunteer surveys within member organisations.

GOOD PARTNER'S AGREEMENT

All members agree to:

- Attend HiDDEN network meetings or provide apologies.
- Inform members of any issues impacting HiDDEN.
- Share information about agreements with other parties.
- Maintain confidentiality of shared data and information not publicly available.

TERMS OF THE AGREEMENT

This agreement takes effect from 1st October 2024 and will be reviewed annually. It is not intended to create any legal obligations. Members must follow the HiDDEN Code of Conduct which aligns with HiDDEN's purpose, vision, and values.

HiDDEN Members' Code of Practice

This Code of Practice outlines the principles and standards expected of all members of the HiDDEN network. By adhering to these guidelines, members ensure the network operates effectively, supports its aims, and upholds its values.

Purpose, Vision & Values

Purpose: HiDDEN is a supportive network celebrating unique and rare heritage, believing we are stronger together.

Vision: To be recognized as a champion of hidden heritage, increasing the preservation and visibility of rare stories and collections in Greater Manchester and the UK.

Values:

Passion: We are dedicated to revealing the hidden stories of Greater Manchester's people and heritage.

Inclusivity: We are enriched by our differences, welcoming and supporting all members equally.

Knowledge Sharing: We share our knowledge to help members and the wider heritage sector grow.

Environmental Responsibility: We commit to reducing our impact on the environment.

Member Commitments

1. Active Participation

Attend a minimum of three HiDDEN planning meetings per year.

Engage in collaborative initiatives, training, development, and social events.

Ensure representation at meetings through senior leaders (Director, Chief Executive, or Trustee).

2. Strategic Alignment

Integrate HiDDEN's principles and values into your organisational strategies, including communications, staff training, and development.

Actively promote and support HiDDEN's mission and objectives within your organisation.

3. Compliance and Ethics

Manage activities in accordance with relevant legal, planning, and safety considerations.

Uphold the highest standards of ethical behaviour and transparency.

Observe confidentiality regarding shared data and non-public information.

4. Collaboration and Support

Foster successful relationships with other HiDDEN members.

Share knowledge, resources, and best practices to support the network.

Participate in the development and execution of HiDDEN's strategies and plans.

5. Financial Responsibility

Pay the annual membership fee promptly, as invoiced by Manchester Histories.

Ensure timely and accurate financial contributions to support network activities and project management.

6. Advocacy and Representation

Represent HiDDEN at national conferences, events, and in the media.

Act as an advocate for the network within the heritage sector.

7. Commitment to Growth and Development

Participate in network activities designed to enhance knowledge and skills, such as training sessions and development initiatives.

Contribute to the continuous improvement and sustainability of HiDDEN.

8. Environmental Stewardship

Implement practices within your organisation that reduce environmental impact.

Support HiDDEN's commitment to sustainability and environmental responsibility.

9. Feedback and Evaluation

Provide regular feedback on HiDDEN's activities and initiatives through surveys and informal channels.

Participate in the evaluation and review of the network's impact and effectiveness.

10. Adherence to HiDDEN's Governance Framework

Abide by the network's governance framework, including the HiDDEN Code of Conduct.

Support the work of the project management organisation and an independent Chairperson to oversee network activities.

Accountability and Review

This Code of Practice will be reviewed annually to ensure it remains relevant and effective.

Members are expected to comply with this Code as a condition of their membership.

Non-compliance with this Code may result in a review of membership status by the HiDDEN governance body.

By signing this Code of Practice, members commit to upholding the standards and principles outlined above, ensuring HiDDEN continues to thrive as an effective, supportive, and sustainable network.

Member Organisation: _____

Authorised Representative: _____

Position: _____

Signature: _____

Date: _____

This Code of Practice serves as a clear and practical guide for HiDDEN members, ensuring that all parties are aligned in their efforts to support the network's mission and values.

AIM 1 We increase the preservation and sharing of hidden stories and collections by strengthening our collaborative voice and being advocates in the sector.		
OUTPUTS	OUTCOMES	MEASUREMENT METHOD
<ul style="list-style-type: none"> • Develop our website as a digital resource to highlight hidden histories and heritage. • Welcome new members who align with our mission and values. • Represent our members at key national conferences and events. • Feature in local, national and international media at least twice per year. 	<ul style="list-style-type: none"> • 50% of website visitors report learning something new about Greater Manchester's hidden heritage. • Improve perceptions of smaller/volunteer-supported heritage organizations. • Members report a percentage increase in acquisitions due to changed perceptions of small heritage organizations. 	<ul style="list-style-type: none"> • Annual member survey • Web analytics • Audience reaches across various media • Data on information distribution and downloads from our website • Evidence of published or distributed information • Feedback from members and the wider sector

AIM 2		
We increase knowledge, skills and connection across our members, our staff and our volunteers.		
OUTPUTS	OUTCOMES	MEASUREMENT METHOD
<ul style="list-style-type: none"> • Deliver a certain number of volunteer training and development sessions annually. • Host a certain number of social events each year across our membership. • Increase training in key heritage skills. 	<ul style="list-style-type: none"> • A certain percentage of volunteers feel more connected from participating in collaborative HiDDEN events. • A certain percentage of member leaders feel that being part of HiDDEN has provided benefits and support. 	<ul style="list-style-type: none"> • Annual member survey • Web analytics • Informal feedback from members

AIM 3		
We continue to develop HiDDEN as an effective and sustainable network.		
OUTPUTS	OUTCOMES	MEASUREMENT METHOD
<ul style="list-style-type: none"> • Appoint a project management organization or individual. 		

<ul style="list-style-type: none"> • Recruit an independent external Chair. • Establish a subscription scheme. • Set up a monitoring and evaluation framework for the network. • Launch a campaign to increase diversity across our membership and provide EDI (Equality, Diversity, Inclusion) training for all members. • Provide succession planning training. 	<ul style="list-style-type: none"> • 75% of our members attend 80% of meetings. • Increase our income by a certain percentage. • 85% of our members renew their subscription. 	<ul style="list-style-type: none"> • Annual member survey • Number of members • Member retention • Informal feedback from partners • Dormant members returning to active engagement
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