

### JOINT MUSEUMS COMMITTEE 9 NOVEMBER 2016

### RESILIENT HERITAGE FUNDING

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#### Recommendation

**1. The Museums General Manager recommends that the principle of a bid to the Resilient Heritage Programme be approved subject to further discussions with the Heritage Lottery Fund.**

#### Background

2. The Heritage Lottery Fund launched their Resilient Heritage programme earlier this year. Resilient Heritage grants are available to organisations in the UK who want to build their capacity or achieve significant strategic change. This is to be achieved through acquiring new skills or knowledge, or new models of governance, leadership, business and income – in order to improve management of heritage for the long term. Applications can be made at any time for a grant of between £3,000 and £250,000 and assessment of the application takes eight weeks. Local authorities are eligible to receive funding.

3. The Heritage Lottery Fund have provided an online diagnostic tool to help organisations assess their resilience and identify any areas that need action. This has been completed for Museums Worcestershire and the most pressing areas identified were the management of assets, and the generation of income and new funding. Several work areas have now been identified with the potential to form part of a bid for a grant and these are set out below.

4. The service operates from four sites, all of which are part of our transformation programme called "Museum Futures". The service is committed "*To secure a viable future for our museum sites through new ways of working*", one of the five aims in the current strategic plan. The Museum Futures Programme includes new capital investment, improved understanding of our audiences, working with partners and sharing assets. However, within the next decade, several leases are due to end and planning for this eventuality is an important part of ensuring the continued viability of the service.

5. Museums Worcestershire has also embarked on a new fundraising drive with funding from Arts Council England's Museum Resilience programme. A presentation on the scope of this work was given to the last Joint Committee. The next stage of fundraising needs to address corporate sponsorship and the development of the Customer Relationship Management (CRM) system as a tool to generate additional income.

6. The greatest potential for earned income alongside admissions is currently the development of weddings and other hires at the Commandery. Following an initial assessment in 2015 as part of the DCA study, an action plan has been developed to put all the elements in place to deliver a high quality weddings package on site, subject to funding.

7. It is proposed that these three areas will form the focus of further dialogue with the Heritage Lottery Fund and, subject to their advice, the development of a bid. Any work programme will need to be completed within a period of 18 months.

### **Contact Points**

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### **Background Papers**

In the opinion of the proper officer (in this case the Museums General Manager) the following are the background papers relating to the subject matter of this report:

Resilient Heritage – Application Guidance (Heritage Lottery Fund)