



ENTERPRISE & PHILANTHROPY

BUILDING RELATIONSHIPS TO FUND MUSEUMS



Supported using public funding by
**ARTS COUNCIL
ENGLAND**



**SHARED
ENTERPRISE**



**HAMPSHIRE
CULTURAL
TRUST**



**South East Museum
DEVELOPMENT PROGRAMME**



**Norfolk
Museums
Service**

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Who We Are

- Largest independent museum in East of England
- Multi-award winning museum
- 75 acre estate
- 20 historic buildings, 35,000 artefacts
- c36,000 visitors pa
- Over 150 volunteers
- Only UK museum to hold the Social Enterprise Mark – “trading for people and planet”



**MUSEUM OF
EAST ANGLIAN
LIFE**

Suffolk Museum of the Year 2015



Key issues in 2014

Budget deficit and no cash reserves
Lack of board involvement in fundraising
Lack of time to dedicate to fundraising



Board members needed to take an active role in turning this situation around.....

The plan

- Ensure we have the right skills on the board
- Ensure board members are active in fundraising
- Restructure the museum staff team to provide a dedicated fundraising resource
- Be clear that everyone is responsible for fundraising
- Develop our relationships to increase funding income
- Set targets and monitor progress



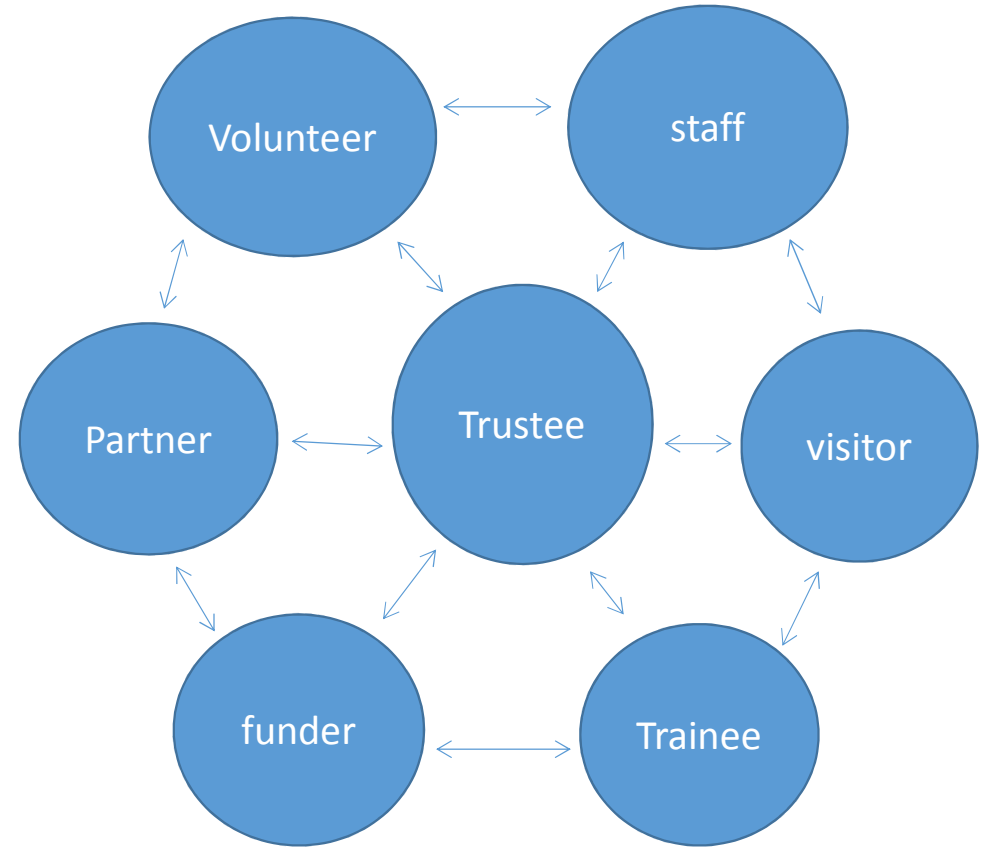
What we did

- Recruited skills needed to the board
- Set up a 'TAG' team
- Recruited a fundraiser
- Implemented a cost reduction plan
- Used board members' expertise to reduce operating costs e.g. accounting
- Initiated a 'cultivation programme' to develop relationships
- Set targets and monitored progress via quarterly funders group



Building Board Engagement

- Relationship building between trustees, staff, and external bodies is key
- Trustees more involved in decision-making
- Trustees more actively involved in reviewing museum performance and risks



Next Steps

- **TAG team to develop an action plan** focussing on the development of major donors
- **Grow internal and external relationships** develop the stakeholder map, networking and cultivation events, trustees working alongside staff and volunteers
- **‘Good effective fundraising needs a good effective team’** – identify and encourage behaviours that build teams and support fundraising through Whole Organisational Coaching project



Next Steps

- **Communicate the strategic priorities and funding plan** – our vision, how we are going to get there, what we need and how we are going to achieve our financial goals
- **Establish Information systems** - support the collection of data and management of supporter relationships
- **Just Ask** – allocate, monitor and report back on actions taken



Lessons Learned

- **Honest appraisal of financial position and the key risks facing your museum**
- **Don't assume that it is someone else's responsibility**
- **Understand the skills and resources you need and lack**
- **Actively involve trustees in all museum activities to reach the optimum level of board involvement**
- **Build relationships across all groups: trustees, staff, volunteers etc**
- **Have a strategy and an action plan**
- **Communicate, communicate, communicate**



#EPmuseums