Museum Projects

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You are on parade - be prepared for outside scrutiny!
STRATEGIC POINTS 2 – WHAT ARE WE TRYING TO DO?

- What is our strategy?
- How is the Project a part of the strategy?
- Does the strategy drive the project or the project drive the strategy? (the objectives of the funders will influence the strategy)
- What outcomes do you want? (more on HLF outcomes later)
- Do your staff want it?
STRATEGIC POINTS 3 – HOW DETERMINED ARE YOU?

• Might take several years – can you commit?
• Expect a bumpy ride and some tears
• Stresses and strains will be felt at all levels
• Change is difficult and Museum staff find it difficult too
• How will you cope with disappointment? (RM Museum, NMRN)
• Do your stakeholders want this?
• Will they support you?
STRATEGIC POINTS 4 – HOW WILL YOU PAY FOR IT?

• Do your outcomes match those of your funders?
• Heritage Lottery Fund
• Reserves
• Fundraising
• Are you confident that you can raise the money?
• What is your Case for Support?
BOARD MATTERS 1- is your Board properly configured?

• Diversity – most military Museum boards are not diverse.
• Commitment – this is much greater than most Boards are used to.
• Competence – most military museum boards don’t have the right competences
• Is everyone (including staff) on board with the Mission and Vision?
• Responsibilities – who is going to do what? Key roles include
  • Chairman – must lead from the front including on fundraising
  • Treasurer – needs a sense of humour and should not be risk averse
  • Project Board Chairman – a big job
  • Fundraising Committee Chair and members – need to be committed
  • Battle Rhythm – PB monthly. Main Board two monthly. (St Barbe)
BOARD MATTERS 2

• Role of the Director?
• Recruitment of additional people (Project Board and Fundraisers)
• External support
  • Patrons/Royal Patron?
  • Ambassadors
  • Local area (Hampshire and Winchester)
• The Board will be the public face of the Museum – schmoozing and pitching for support and money
• The Board need to present an absolutely united face externally. On no account are any doubts to be aired outside the Board Room. And there will be doubts.
PROJECT MANAGEMENT 1

• Unlikely you will have the appropriate skills in the Board or Staff
• A professional Project Manager is a must.
• Project Manager works under the direction of the Project Board
• PB appointed from Trustees and external experts.
• Be clear about Mandate and what authorities the Project Board has
PROJECT MANAGEMENT 2 – PB MUST HAVES

• Effective Chairman who can oversee, arbitrate and DECIDE
• The confidence of the Main Board
• Resources champion (Treasurer)
• Customer champion (i.e. representing what you are trying to do)
• Some useful experts (depends on type of project) but might include heritage, architecture, property development, legal
• Clear MANADATE and parameters in which to operate set by the Main Board (Project Initiation Document)
• Stakeholder representatives
• Ability to deal with setbacks
• Determination to press on
FUNDRAISING - Must Haves 1

• Commitment – it is a long haul
• Connections
• Coordination
• GDPR compliant Data base
• Clear Case for Support understood by all
• Elevator pitch including who to pay the cheque to!
• The support of the Main Board (individual donations)
• A strategy (of sorts)
• An understanding of the fundraising environment
FUNDRAISING - Must haves 2

• Good Record keeping
• Rapid turnaround of thank you letters
• Avoid inoculation
• Trustee Donors
• A Great Cause - well enunciated and with emotional pull, believability and ‘investment’ appeal.
• Avoid Initial and subsequent failure.
FUNDRAISING – 3 - Efficient Fundraising

• HNWI – requires personal approach and confidence
• Charitable trusts
• Industry partners
• Fundraising Events
• Coffee Morning etc
FUNDRAISING 4 - Military Museum Challenges

- Perceived to be government funded
- Not necessarily the top priority for enthusiasts of culture and heritage
- How unique is your collection?
- Conflict between welfare and heritage
FUNDRAISING 5 - Events

• Must be good enough to attract wealthy people and speakers.
• If they don’t want to come to another of your events, you’ve failed.
• Beware getting it wrong!
• 5* food, venue, speakers, organisation
• How many can you hold a year?
• How big is the pool that you are fishing in?
• Costs per head £50. Ticket price £80-£100 Hampshire, maybe £200 London. Hampshire max profit for 100 guests £5,000.
• Add an auction to increase profits
• Keeps your audience ‘warm’
• Keeps the campaign alive
FUNDRAISING 6 - Professional fundraisers

Pros

• They are professionals!
• They take the strain
• Reduced risk of getting it wrong
• Less worry about organising events etc
• Access to research

Cons

• They can’t guarantee success
• They cost money – even when they are not earning
• They are usually not on site with you so they don’t have access to your latest thoughts - can lead to wires getting crossed
• Some question the expense of using them
• When to use them – too early and they won't have traction
• Some funders give you credit for fundraising yourself
Heritage Lottery Fund

A wider range of people will be involved in heritage (diversity driven)
Heritage will be in better condition
Heritage will be identified and better explained
People will have developed skills
People will have learned about heritage, leading to change in ideas and actions
People will have greater wellbeing
The funded organisation will be more resilient
The local area will be a better place to live, work or visit
The local economy will be boosted
HLF Process

• Round 1 Application and development grant
• Development phase
• Round 2 Application (RIBA Stage 3)
  • Business plan
• Round 2 Approval
• Permission to start
  • Lease
  • Funding
• Activity Plan