



'Inspiring a Culture of Philanthropy'

Lessons learned from the ICP programme

ICP mentoring programme overview

- ICP project is a cohort model: 1, 2 & 3
- Mentors mentor an 'organisation' rather than an individual
- Cohorts 1 and 2 were mentored by external people with a fundraising background
- Cohort 1 received mentor training in 2015 and were matched to Cohort 3 museums: peer to peer mentoring
- In Year 4 of the project, Cohort 1 could select to engage with a strand of development on engaging with businesses and were then matched to a 'business' mentor
- Mentors were sourced through: SEMDP newsletter; AIM newsletter; Linked-in; University of Leicester message board; WSX Enterprise which runs [Mentor-Net](#) and word of mouth

Overview of support provided by ICP project team

- Training sessions: Lucy Marder and Romilly Beard
- Mentoring guidelines for mentors
- Contract between mentor and ICP team
- Mentoring agreement between mentor and mentee organisation
- Mentoring contact sheet
- Email and telephone support if needed
- Opportunities to meet other ICP mentors and attend SWSEMDP Mentoring and Museums conference (2015, 16, 17 and 18)
- Budget to cover travel mentor travel expenses

Learning points: feedback from mentors

- Mentoring agreement was useful in order to give purpose to discussions
- Important to agree time commitment before mentoring starts
- It was useful having the ICP team to monitor the relationship
- Face to face meetings generally worked best
- Suggested contact every 6 – 8 weeks. In practice 8 – 12 weeks worked better

Learning points: feedback from mentors

- Mentees should be on board with fundraising
- Important to understand full circumstances of the mentee to be able to provide appropriate mentoring
- It would be helpful to have a 3 way dialogue (ICP, mentor and mentee) at specific points: 6 or 12 month points
- Useful to agree action points at the end of each meeting
- Set the next meeting date there and then to ensure commitment

Learning points: ICP team

- Great value in peer mentoring: mentor and mentee understand the challenges the museum is facing and the reality of fundraising for a museum
- Cohort 1 gained in confidence by mentoring Cohort 3
- Peer mentoring: both found value in site visits
- Some mentoring relationships were extremely successful: 2 very powerful examples were provided at the ICP 'Learning and Learning' conference

Learning points: ICP team

- Business mentors: museums gained a different perspective and access to new networks
- In hindsight, business mentors could have been briefed on existing business acumen of museums
- If from a different sector, a briefing may be helpful to both
- Some mentors were from organisations with large development teams: different starting points
- Learning journey for both mentor and mentees

Learning points: ICP team

- Mentors and mentees were given the opportunity to select their matched mentor/mentee: this gave a sense of ownership from the start
- Mentors were used in different ways: some as a sounding board or space to reflect on their learning; others for specific advice e.g. fundraising databases
- Majority of mentors said they found mentoring professionally and personally rewarding

Legacy

- ICP project activity ends in March
- Mentoring relationships have mostly come to a natural end
- Others will maintain their links and continue to meet
- Possibility of on-going peer mentoring discussion took place at the ICP 'Learning and Legacy' conference

THANK YOU