

## Resilience Checklist

- **Governance:** Is your governance fit for purpose? Do you need to change your legal identity? Have you evaluated alternative models e.g. CIO. Do you need a separate trading company?
- **Leadership:** Do you have strong, informed leadership to provide good management and decision-making during challenging times. Are they working continuously to ensure the museum's plans and strategies are the right ones? Is your board working for you? Do they have the right skills and time to do the job?? Has the Board been refreshed recently?
- **Clarity about your Museum's Purpose:** Do you have an organisation-wide awareness of what the organisation's priorities are, whether you are in a crisis or not? What is the 'story' of your museum? Is it relevant today?
- **Everyone 'on board':** Do all your board members, staff/volunteers understand the link between their own day-to-day contribution and the organisation's resilience? How could this be improved?
- **Effective Partnerships:** Does your museum have fruitful and beneficial partnerships? Which partnerships are critical to your museum's future? How could communication and relationships be improved? Do you need to find new partners?
- **Flexible People:** Do you have enough people with enough skills, knowledge, time and flexibility to do the work needed and are they flexible. If not, who do you need and how will you find them?

- **The Right People:** Have you got the right people doing the right things? Especially important if people are being paid! How do you know you've got the right people doing the right things? What might you want to change?
- **Shared Knowledge:** Are you able to cope well if key people aren't around or are you over-reliant on single individuals for critical knowledge/input? Are roles shared and staff/volunteers trained so that someone will always be able to fill key roles? Is there anything you can do to improve this?
- **Being Proactive:** Are you ready to respond positively to early warning signals of change and problems in the organisation's internal and external environment e.g. funding before they escalate into a crisis.
- **Audiences:** Do enough people come to your museum? Do you know who your current and future audiences are? Do you understand what they like and don't like? Do you have an Audience Development Plan based on sound research? Is the money you spend on marketing working for you? How could you do things differently?
- **Buildings:** Does your building/buildings support your resilience? Do you have adequately secure tenure? Are they fit for purpose? How do they need to be improved? Do you need to move or extend? Do you need to reduce the size of your premises? What funds do you need to maintain and sustain your buildings? Could your building/s earn you income?
- **Money Generally:** Do you have enough money? What do you need more money for? What are your priorities?

- **Donations and Gift Aid:** Are you optimising Gift Aid and donations? What can you do to get more from these sources?
- **Funders:** Who do you rely on for money? What does value for money and success mean to them? Do they know how brilliant you are? Are you skilled at getting grants for the right things? Have you got a plan to ensure funders stay on your side?
- **Earning Money:** Could your museum earn more money? Do you have a plan? Is there 'low hanging fruit' you're not taking advantage of?
- **Spending money on the right things:** Do you know what each aspect of your museum's operations costs and how it benefits the organisation? Are you spending money on the right things?
- **Forward Planning:** Does your Forward Plan fully address and prioritise your resilience challenges? How could it be improved/more relevant to your resilience needs?
- **Diversity** – do your museum staff, volunteers and governing body reflect a diverse cross-section of your community? How does diversity actively influence what you do for your different audiences? How could you increase its diversity and inclusivity? Have you got specific diversity aims and objectives in your Forward Plan?
- **Self-Evaluation:** Do you measure what you do and track changes on a regular basis? Do you know how well your museum is doing in relation to others i.e. do you benchmark what you do? Do you do the things you need to do or just the things you already understand?