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**London Museum Development**

**Survive and Thrive grant programme 2020-21**

**Guidance Notes**

London Museum Development is pleased to announce a Survive and Thrive funding programme to support resilience and improvement in London’s Museum services.

A total grant fund of **£8,000** is available. Four grants from **£1,000 up to a maximum of £2000**, are available to support projects that clearly link to your organisational priorities as identified by a Museums’ Organisational Health Check self-assessment process and your forward plan.

Your project should help you to improve and innovate in order to promote excellence, increase participation, capacity and organisational resilience.

**What is it for…?**

The grants will support projects that will:

* stretch your thinking by helping you to evaluate and research
* innovate and pilot new ways of working **for your organisation** – it doesn’t have to be a new idea
* help you to implement significant change within your organisation
* explore new and exciting partnerships e.g. with Local Authority Services, arts and cultural organisations, community organisations and charities
* to take a risk or try something new in order to raise the profile of your service within council

Last year, as part of a pilot, we funded two projects and these are due for completion by the end of February 2020:

**Brent Museum and Archive Service** is undertaking a a project with its team of Young Ambassadors who are participating in Brent’s London Borough of Culture 2020. The project offers training and support, guided by the choices of the Young Ambassadors themselves, to give them the skills and tools required to deliver a project or event devised by young people for young people.

**The Royal Greenwich Heritage Trust** identified the need to complement work being undertaken to develop a fundraising strategy for 2019/20 with research into High Net Worth Individuals (HNWI) who may be interested in supporting the Trust’s capital works. This will begin implementation of the trust’s private sector fundraising activities to increase revenue secured in support of operational activities as well as initiating new relationships as RGHT focuses on the first phase or its capital development programme at Charlton House & Gardens.

If you would like to discuss your ideas for a project please contact the Museum Development Team, [**MDGrants@museumoflondon.org.uk**](mailto:MDGrants@museumoflondon.org.uk)to discuss your proposal prior to submitting an application.

**What we can’t fund**

• Any proportion of regular staff salaries or backfill costs. However, freelance/consultant staff costs will be eligible

• The acquisition of items for collections

• Any project started before the applicants have been notified of the outcome of their applications

**Who is it for …?**

**a) Eligibility Criteria**

Applications will be assessed against the following criteria:

* Applications are invited from non-National museums that are located within the 32 London Boroughs or the City of London
* Grants are not available to National collections
* ACE funding can be allocated only to applications from non-National, museums and archives that are Accredited or have been recognised by ACE as ‘working towards Accreditation’, (see the ACE website <http://www.artscouncil.org.uk/what-we-do/supporting-museums/accreditation-scheme/how-do-i-apply/> for details regarding registration).

**b) Selection Criteria**

Applicants to this fund should have attended London Museum Development AGILE training or any similar training designed to help museums to understand and apply the principles of continuous improvement. The next London Museum Development AGILE training course is scheduled for **Wed 22nd April 2020** and the fund is also open to anyone who attended the previous course held on **8th October 2019**. Applicants for the grants will need to demonstrate that they have carried out a self-assessment using a recognised methodology such as the Museum’s Organisational Health Check or the in depth Survive and Thrive framework to identify key priorities for their service. See appendix A for information on using and completing the Museum’s Organisational Healthcheck.

It is hoped that these grants will allow services to explore, experiment and take some risks.

Preference will be given to museums that can best demonstrate the following:

* A direct link to organisational priorities and areas for improvement as identified by a self-assessment such as the Museums’ Organisational Health Check or other self-evaluation tools and their forward plan and resulting Advisory Report
* Clear aims and objectives for the project
* Outputs and outcomes which relate to our objectives for the programme and the ACE goals as set out in the ACE vision for 2020-30 Let’s Create.
* A realistic cost breakdown, which represents good value for money

**How to apply …**

Applicants should complete the application form and quick diagnostic to help you to analyse and indicate the main areas of improvement for your museum. Completed self-assessments must be returned to Museum Development Grants you will then receive an advisory report within the following 6-8 weeks. Further to receiving your Advisory Report you will then be able to submit your grant application to [MDGgrants@museumoflondon.org.uk](mailto:MDGgrants@museumoflondon.org.uk) by the deadline of

**5.00 pm on Friday 31st July 2020.**

**What happens after I’ve submitted my application?**

All applicants will be notified of the outcome of their application within two weeks of the application deadline.

Successful applicants will be sent a formal offer letter and be required to sign a memorandum of agreement accepting specified funding conditions.

All grants will be paid at the end of the project, unless otherwise arranged with the Museum Development Team at the Museum of London. If the final project costs are lower than those stated in the original application then the value of the award will be reduced proportionally.

Successful applicants will be asked to submit a brief report at the conclusion of the project.

All projects to be completed with reports, grant claim forms and supporting invoices to be submitted by **Friday 07 March 2021**.

**Key dates re application:**

|  |  |
| --- | --- |
| **Action** | **Deadline** |
| Attend Agile training event | Wed 22nd April 2020 |
| Carry out self-assessment and submit to Museum Development with Forward Plan | 22nd May 2020 |
| Advisory Report sent to participating museums by: | 6-8 weeks post receipt: (17 July 2020) at the latest |
| Deadline for receipt of completed Survive and Thrive Improvement Grant application: | 31 July 2020 |
| Applicants will be informed of grant outcome by: | 07 August 2020 |
| Formal Offer Letter, Memorandum Agreement sent to successful museums by: | 21 August 2020 |
| Signed Memorandum Agreement due to LMD by: | Within 2 weeks after date of formal offer from LMD |
| Template for Project Report and Grant Claim Form, and Purchase Order number for invoice sent to museums by: | Friday 7 February 2021 |
| Project completed by: | Friday 7 March 2021 |

**Notification to Applicants:**

##### For further information or pre-application advice contact the London Museum Development team via the email address below. Please put the name of the grant you are applying for into the subject header:

[**MDGrants@museumoflondon.org.uk**](mailto:MDGrants@museumoflondon.org.uk)

**The London Museum Development Team** London Museum Development

Museum of London Docklands, West India Quay, London, E14 4AL

Tel: 020 7001 9831

https://www.museumoflondon.org.uk/supporting-london-museums/specialist-support/contact-team

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**Appendix: Completing the Museums’ Organisational Health Check**

The Museums’ Organisational Health Check is a self-assessment tool for museums. It is available to be completed online at xxxx

It is designed as an **indicator** to help you highlight your museum’s current best practice, understand where the museum has areas of development and to feed into your forward planning. This will enable you to prioritise areas of working over the next 12 months and provide you with a benchmark for future work.

Please note there are no right or wrong answers or penalties for low scores, it is a self-assessment tool for your museum.

This museums’ organisational health check asks an overarching question about your museum’s Forward Plan and then addresses six themes:

* governance and leadership
* financial planning and resources
* people development and management
* working practices
* audiences
* collections

Each theme is followed by several statements for you to score your organisation against between 0-4:

* 0: **We don’t do this at all**
* 1: **We only do this a small amount**
* 2: **We’re okay at this**
* 3: **We’re good at this**
* 4: **We’re excellent at this**

**Getting started:**

We only need one completed health check from each museum, but we recommend at least two people engage with the process. The questions will require someone from the management of your organisation, either a senior member of the team or someone from the governing body, as well as someone involved in operations; these can be staff or volunteers. It should take no longer than 45 minutes.

Consider each theme and the individual statements within it. It’s helpful at this stage to discuss with colleagues what a score of ‘**4: We’re excellent at this** ‘could look like for the museum and how your current practice matches up against it.

Next, discuss a possible score for the statement; can you think of real examples to support this score? When you have reached a consensus, record the score and move on to the next statement.

Once you have completed the scoring please complete the section within each theme to identify what your museum is doing really well and what you’d like to develop or improve.

**Advisory report:**

By completing the museums’ organisational health check you will receive a bespoke advisory report with a summary of your results and suggestions of where to access support in your highlighted areas of need.

**Forward/Business Planning:**

**The forward/business plan is fundamental in helping your museum to plan ahead. It is a tool that helps everyone understand the museum’s priorities, opportunity and challenges and it should be used to monitor progress and developments.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 0 | 1 | 2 | 3 | 4 |
| We have a forward plan/business plan for the next 2-3 years that clearly outlines the museums aims and objectives. |  |  |  |  |  |

**Governance and leadership:**

Good governance is at the heart of a thriving museum. For an independent museum governance is typically delivered through a board of trustees, and in a local authority museum this can be through varying levels of leadership.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 0 | 1 | 2 | 3 | 4 |
| We regularly review our governing document and management structure ensuring it is effective and fit for purpose. |  |  |  |  |  |
| The governing body provides us with a clear vision and purpose and makes sure that the museum’s values are reflected in all of its work. |  |  |  |  |  |
| Our leaders offer the workforce a balance of support and challenge. |  |  |  |  |  |
| We actively assess and manage risks to the museum. |  |  |  |  |  |
| We consult appropriately with stakeholders and our workforce when creating our Forward/Business Plan, and effectively communicate the current plan internally. |  |  |  |  |  |
| Within the theme of governance and leadership, what do you think your museum does really well:  *(We’d encourage you to write as much as you like in these boxes, but we ask for a minimum of one point for each)* | | | | | |
| Within the theme of governance and leadership, what would you like to improve or develop: | | | | | |

**Financial planning and resources**

Sustainable and resilient museums secure, allocate and manage financial resources to deliver their core purpose.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 0 | 1 | 2 | 3 | 4 |
| We understand and regularly review our financial position. |  |  |  |  |  |
| We manage our resources effectively; we set realistic budgets which are linked to the museum’s aims and objectives. |  |  |  |  |  |
| We actively plan to diversify our income. |  |  |  |  |  |
| We are confident in our financial procedures and our decision-making framework |  |  |  |  |  |
| We have the right business skills within our team to income generate and fundraise, to enable our museum to deliver its core purpose. |  |  |  |  |  |
| Within the theme of financial planning and sustainability, what do you think your museum does really well: | | | | | |
| Within the theme of financial planning and sustainability, what would you like to improve or develop: | | | | | |

**People development and management:**

An effective museum workforce has the right set of skills needed to deliver the museum’s aims and objectives. The people that help you achieve this can be staff or volunteers, as well as freelancers and other stakeholders where appropriate.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 0 | 1 | 2 | 3 | 4 |
| We are aware of the skills we need to deliver our aims and objectives across all levels within the museum. |  |  |  |  |  |
| We have an active succession plan for recruiting our workforce, including our leadership and governance teams.  We recruit openly and transparently and aim to reflect the diversity of our audiences and local communities in our workforce. |  |  |  |  |  |
| We communicate effectively, across all levels, with everyone in the museum. |  |  |  |  |  |
| We have processes to reward and recognise excellence within the museum workforce, and to tackle poor performance. |  |  |  |  |  |
| We invest in our workforce, including continual professional development such as training and networking. |  |  |  |  |  |
| Within the theme of people development and management, what do you think your museum does really well: | | | | | |
| Within the theme of people development and management, what would you like to improve or develop: | | | | | |

**Working practices:**

Working practices encompass the culture of an organisation. Good working practices encourage communication, innovation and partnership working. A thriving museum welcomes new ideas and is open to change.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 0 | 1 | 2 | 3 | 4 |
| We are committed to acting with integrity and following appropriate ethical guidance; we are aware of the Museums Association Code of Ethics. |  |  |  |  |  |
| We plan for the museum’s long term global environmental sustainability. |  |  |  |  |  |
| We work to enhance the lives of our workforce, audiences and communities. |  |  |  |  |  |
| We enable staff and volunteers to be creative and innovative and we embrace change. This might be to develop innovative services, marketing approaches and funding solutions. |  |  |  |  |  |
| We actively seek ideas from partners, audiences and wider stakeholders to help improve the services we provide. |  |  |  |  |  |
| We review performance regularly to improve the customer experience. |  |  |  |  |  |
|  |  |  |  |  |  |
| Within the theme of working practices, what do you think your museum does really well: | | | | | |
| Within the theme of working practices, what would you like to improve or develop: | | | | | |

**Audiences:**

A museum has both current and potential audiences. An effective museum consults and includes audiences in the creation and delivery of activities. It is aware of potential and target audiences and plans for these appropriately; it markets and communicates in a variety of ways.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | 0 | 1 | 2 | 3 | 4 | |
| We understand the needs and service expectations of our current and potential audiences. We know this from consultation and research. |  |  |  |  |  | |
| We ensure our facilities are physically accessible for everyone where possible. If there are unsurmountable physical barriers (e.g. we are unable to have a lift to upper floors) we make reasonable adjustments. |  |  |  |  |  | |
| We ensure our stories are intellectually accessible to our current and target audiences. This includes adjustments for different ages and abilities and takes into account neurodiversity such as autism and dyslexia. |  |  |  |  |  | |
| We listen and consult with current and target audiences when delivering new activities, including exhibitions. We adjust/learn from feedback. |  |  |  |  |  | |
| We have an effective marketing plan, which is tailored to our current and target audiences. We proactively use print and digital methods. |  |  |  |  |  | |
| Within the theme of audiences, what do you think your museum does really well: | | | | | |
| Within the theme of audiences, what would you like to improve or develop: | | | | | |

**Collections:**

A museum’s collection is at the heart of the organisation. It is central to the purpose of the organisation and is what makes museums unique. Good collections management shows a clear understanding of the collection, its needs and how to use it to engage with audiences.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 0 | 1 | 2 | 3 | 4 |
| We understand the significance of the collections and their relationship to our statement of purpose. |  |  |  |  |  |
| We meet the appropriate collections management standards for museums. |  |  |  |  |  |
| We are actively reviewing the collections. |  |  |  |  |  |
| We understand how our collections can be used to engage current and potential audiences and to benefit the organisation. |  |  |  |  |  |
| We understand how to manage our digital assets effectively. |  |  |  |  |  |
| Within the theme of collections, what do you think your museum does really well: | | | | | |
| Within the theme of collections, what would you like to improve or develop: | | | | | |

**Please list here the Areas of Improvement/Areas of Development identified in your most recent letter from Arts Council England confirming your Accreditation status.**

You’ve answered questions based on the six key themes and you’ve considered your Accreditation Areas of Improvement/Areas of Development.

Using the list below, please rank the top three priority areas to develop for your museums, with one being the most important:

|  |  |
| --- | --- |
| Governance and leadership |  |
| Financial planning and resources |  |
| People development and management |  |
| Working practices |  |
| Audiences |  |
| Collections |  |
| Other: | |

|  |
| --- |
| Are there any specific areas or project, which in the next 12 months, you consider may benefit from support from Museum Development? |

|  |  |
| --- | --- |
| Name of person(s) completing diagnostic: |  |
| Contact email(s) Which we will send the museum advisory report too following from this diagnostic. |  |
| Do you also want your emails adding to your regional Museum Development mailing list? This will allow Museum Development to send relevant opportunities to your museum. We do not pass contact details on to third parties without your permission. Please see our privacy policy for more information. (Insert link to relevant privacy policy) |  |

**What happens next?**

Thank you for taking the time to fill in the Museums’ Organisational Health Check. We understand capacity within museums can be very limited, however we believe the time taken to complete this tool will be beneficial to the whole organisation.

We will use the information you have provided to create a short advisory report for your museum. This will highlight your self-identified priority areas over the next 12 months and will provide signposting to potential areas of Museum Development support and external resources which may be useful.

The information gathered via this Museums’ Organisational Health Check will be used by Museum Development regionally and nationally to understand current trends and create targeted support for museums.

We will use the information gathered to inform programming and development support. Your museum will be invited to join programmes if you have indicated that they are a priority for your organisation.

As we repeat the Museums’ Organisational Health Check every two years it will allow you to see how your museum has evolved, highlighting where you’ve developed and potential areas for growth in the future.

If you would like support in completing the online diagnostic, or have any further questions about the above process then please do not hesitate to get in touch with Yvette Shepherd at [yshepherd@museumoflondon.org.uk](mailto:yshepherd@museumoflondon.org.uk) We look forward to building a stronger and more ambitious museum sector in the region with you.

*Thank you again for completing the Museums’ Organisational Health Check, we look forward to working with you further.*