

The Mendoza Review and Review of the Heritage Lottery Fund

In November 2017 the government (Department for Digital, Media, Culture & Sport) published *The Mendoza Review: an independent review of museums in England* and a separate Tailored Review of the Heritage Lottery Fund. This summary presents an overview of the Mendoza review and the main outcomes of the HLF review, focusing on areas of greatest relevance to the Museum and its Forward Plan and funding applications.

Organisations referred to include:

ACE	Arts Council England	HLF	Heritage Lottery Fund
HE	Historic England	DCLG	Department for Communities and Local Government

The Mendoza Review identifies the following **priorities** for England's museums:

1. Adapting to today's funding environment: increasing and diversifying funding, and a more streamlined approach from main funding providers such as ACE and HLF. The review describes how museums should be cultural enterprises able to operate in a mixed economy of public and private and commercial income, adapting business models where appropriate.
2. Growing & diversifying museum audiences
3. Dynamic collections curation and management
4. Contribution to place-making and local priorities (including local authorities' agendas); better articulation of the work that museums do so that other stakeholders understand its value.
5. Delivering cultural education
6. Developing leaders with appropriate skills, and diversifying the workforce
7. Diversifying capacity and innovation including workforce development.
8. Digital capacity and innovation, including development of business models
9. Working internationally

The Mendoza Review's recommendations for **actions**, fall across six broad themes:

1. Development of a joined-up approach from government and its arms-length bodies, with a Museums Action Plan to be delivered by ACE and HLF, facilitated by DCMS. Funding to be used more strategically, aligned with the priorities captured in the Review.
2. A clearer museums role for DCMS, including advocating more for the sector, place-making and cross-government priorities.
3. National priorities for National Museums as sector leaders (sharing skills).
4. A stronger development function for ACE with museums.
5. National Lottery funding for museums put to more effective and strategic use, with the emphasis on existing museum estate rather than new developments. This could include 'back of house' projects such as collections management and digital infrastructure.
6. Closer involvement of Historic England, including reviewing estate issues for museums in listed buildings.

The following paragraphs summarise specific recommendations for Local Authority Museums and Heritage Lottery Funding relevant to Saffron Walden Museum and its development plans

Local Authority museum services

The DCMS and DCLG should explore a local authority offer of 'operational freedoms' reflecting those granted to national museums by central government, but in a local context, e.g. giving local authority museums more scope on financial management and reinvestment of income, and in online presence and brand identity.

1. Specific recommendations for local authorities are:
2. Develop a cultural strategy

3. Supporting museums in forming partnerships with local education health and culture providers
4. Ensure that the Local Enterprise Partnership (LEP) includes museums as part of its economic growth agenda, as well as in support of its cultural offer, in order to promote tourism and economic regeneration
5. Brokering other effective partnerships for museums with local businesses
6. Reducing the barriers to enterprise for museums and actively supporting their efforts to generate income, e.g. through retention of commercial profits; communication and digital freedoms; and considering how museums could manage self-generated income and reserves across financial years.

Heritage Lottery Fund

HLF funding should be focused on projects with a significant impact and consider 'additionality' where museums need to use investment to tackle issues such as building conservation and maintenance; developing new audiences, and generating new funding streams.

HLF funding should also support high-quality 'back-of-house' collections projects such as storage, collections management and development, and digitisation.

HLF should strengthen its commitment to capital projects for improving the long-term financial sustainability of museums, and prioritise funding in 'existing estate' (i.e. in established museums rather than brand new ventures).

The DCMS's own Tailored Review of the HLF called on it to be

1. Be more strategic in its thinking and decision-making
2. Strengthen its partnerships
3. Concentrate on supporting the sustainability of the museum sector and heritage
4. Support inclusion and diversity across the sector
5. Address skill capacity gaps, e.g. digital

Historic England

HE should work with ACE and HLF to review the maintenance and conservation issues for museums in listed buildings, and how to support them.

HE should work with key stakeholders, to produce recommendations to DCMS in early 2018, to improve the long-term sustainability of the archaeological archives generated by developer-funded excavations.

What Next?

It remains to be seen how and to what extent the recommendations of the **Mendoza Review** are taken up and implemented by the bodies concerned. The DCMS, ACE and HLF are now working on a **Museums Action Plan** to deliver on the recommendations and priorities by September 2018

The **HLF** has begun a public consultation (January 2018) on its future funding priorities. In early 2019 it will begin a new, five-year Strategic Funding Framework, and there will also be a reduction in its funding. It will no longer be making very large grants (£5m and over). 2018-19 will be a 'transitional year' and HLF will be seeking to simplify their complex grant programmes.

During this time HLF will still be funding Our Heritage and Heritage Grants (under £5m)

The last application deadlines for 2018/19 grant programme (under the existing framework) will be

Resilient Heritage (£100,000 - £250,000)	27 September 2018
Resilient Heritage (up to £100,000)	18 January 2019
Heritage Grants (up to £5m)	16 August 2018