

## **Income generation**

Since 2008, museums in the UK have experienced the greatest economic crisis since the end of the Second World War. Everything we do we've had to relook at. The vast majority of museums will need public investment in order to survive and be sustainable. There's more challenge coming, we've got another four or five years where we're going to see budgets continue to reduce and museums need to think really carefully about how they can generate income. Not to make up all that money that's gone, because they won't do that, but in order to keep going and ensure they can provide a service to their communities. The start point for museums and galleries has to be clarity of purpose. You have to know what you're in business to do and to be. People might assume your core services are keeping your doors open, but actually your core service might be ensuring you're working in a community-engagement way and supporting the needs of your service users. When audiences, when customers, when people can't pay for the work we're doing with and for them there are basically two financial models that the museum and the gallery can adopt. The first is public funding and the second is what we call the 'Robin Hood' model. Where you're generating income

in activities elsewhere and  
you're using it to subsidise  
the inclusive participatory work  
that we're talking about.  
It's about the wrappings,  
that you can do a set of activity  
for one set of people that  
makes them feel special  
and generates revenue.  
And you can do the same set  
of activities for another set of people  
on the basis of the revenue  
you've created from the first  
and you just wrap it up in a different way.  
You're not creating... you're not  
giving middle class people  
access to something that  
other people aren't getting.  
You're just doing it in a way  
which appeals to their sensibilities.  
So a refugee or an asylum-seeker  
bringing their child into a museum on Saturday afternoon,  
probably wants exactly the same  
from that museum as a doctor in a local hospital  
bringing their child in does.  
They want to know their child's safe,  
they want to know their child's having fun  
and they want to know their child's learning something.  
And it's really important that we don't  
assume that people want different things  
because they belong to a different  
socio-economic group or a different ethnic group.  
It's important to remember nothing's for free.  
You need to think really creatively  
about how you can collaborate out there  
and ensure that we take our services

to people that really need to access them.

We've been able to obtain funding from care-home organisations, through Your Homes Newcastle, to actually put reminiscence areas into local authority care homes and we're also currently working with one of the local health trusts to provide services for patients which again they're funding.

It's just not helpful to think that income generation is in direct conflict with participation inclusion.

It's been overstated, and it's been overstated to protect a traditional view.

In fact, they are two sides to the same coin.

Because both require a really good understanding and, preferably, a relationship with the people we're serving.