



Association of  
Independent  
Museums

# Fragile to Flourishing

A toolkit to support  
pathways to flourishing

Toolkit

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Image 1. Judge's Lodging: family wearing masks

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### Clockwise from top:

1. Museum of Making
2. Scottish Maritime Museum, Linthouse General Interior
3. V&A East

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# Foreword



Image 2. Mary Rose Museum



# Foreword

As we navigate an increasingly volatile and uncertain world, the traditional operating models that have long sustained our sector are becoming increasingly difficult to maintain. I am pleased to introduce ***Fragile to Flourishing: Museum operating models in an uncertain world***, a suite of resources commissioned by AIM and jointly supported by Arts Council England and DCMS to help our members transition to a position of proactive, future readiness.

## A new strategic opportunity

This work represents a vital opportunity to rethink the fundamental approach of our institutions. By adopting a growth mindset and systemic thinking, museums can move from reactive firefighting toward game-changing influence.

## Four resources for transformation

To support this work, we have provided four interconnected resources designed to be read independently or as a set:

- The full **research report**: the foundation to the resources analysing 30 museums to identify the characteristics of flourishing institutions.
- Detailed **case studies**: real-world inspiration from eight diverse museums, such as The Bowes Museum and Mary Rose, sharing their ongoing stories of transformation.

- The **flourishing toolkit**: a practical guide featuring a range of tools to help you and your teams reflect, build a baseline and test new ideas and approaches.
- The **flourishing continuum**: a diagnostic framework allowing you to assess your museum's current status—from 'fragile' to 'flourishing'—across eight key areas.

These resources are intended to empower you and your teams to embrace managed risk and build sustainable, entrepreneurial models that ensure our museums remain vibrant and relevant for the future

As ever, do share your thoughts, ideas and inspiration with us as you explore this new work, we look forward to hearing from you!

**Lisa Ollerhead, AIM Director**

# ▮ The Flourishing Frameworks



Image 3. Image of DC Comics Superman at The Cartoon Museum (Alchemy)



# The Flourishing Frameworks

## Background

This toolkit is designed for museums looking to flourish and thrive in a world that is everchanging. It builds on the in-depth insights gained from the wider flourishing museums research and draws on the views of current museum leaders and stakeholders.

## About the toolkit

The toolkit provides a selection of practical tools to help museums flourish, ranging from really getting under the skin of your business model to how to bring serendipity into the work you do.

The toolkit responds to growing calls for change in the sector and the recognition of a need to explore different operating models. It has been developed in recognition that there is an extensive range of toolkits already available in almost every conceivable subject, some are referenced under the 'Other Resources' section.

The tools included here have been selected on the basis of:

- › Being a good fit with the flourishing framework
- › The experiential wisdom shared by the case study organisations
- › Filling gaps identified in the vast range of existing toolkits
- › The efficacy of the tools gained from our professional experience with many organisations in the creative and cultural sector

The toolkit is presented in three sections:

### Section A

**Flourishing Pathways:** sets out a selection of core tools to use with your teams to help you review your museum, understand its strengths and review how you can develop your operating model.

**Reflective Practice:** recognises that finding the time and motivation to think about development when you are trying to juggle all your museum's everyday needs is not easy.

**Section B:** Signposting to other existing tools that might be of interest

**Section C:** Local authority spin off assessment criteria

# The Flourishing Frameworks

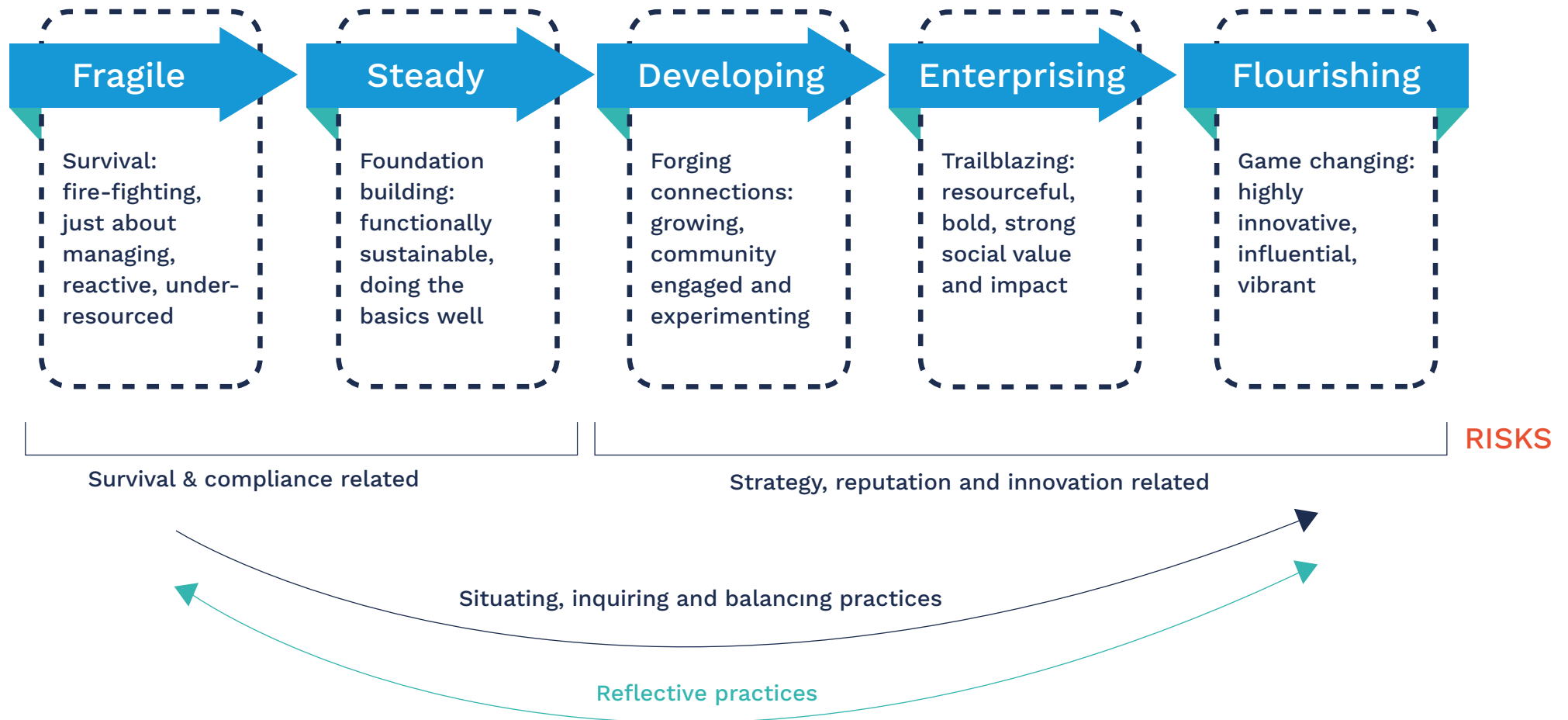


Figure 1. Flourishing: a developmental continuum (Langley, 2025)



## Flourishing practices

In a world that can at times feel full of challenges, problems and negativity this toolkit has been designed to build on the strengths in the sector. It recognises the achievements of the museums included in the case studies as well as other examples that have been so generously shared as part of the research.

The toolkit has in part been inspired by ‘Flourishing in Museums: Towards a positive Museology’ (Latham & Cowan, 2023). The propositions in the book have been expanded to develop a ‘Flourishing Continuum’ (Figure one) and to apply to operating models (Figure two). The Continuum allows for museums being at different stages of flourishing and recognises that not all aspects of the operating model may be flourishing at the same time. Three practices underpin the flourishing approach:

### 1. Framing

Framing your museum positively and being clear about intended outcomes. It has three facets:

- a. Growth mindset: based on being flexible, adaptable and open.
- b. Receptivity: being open to possibilities, seeking out and listening to new ideas.
- c. Perseverance: ensuring you are able to persist through setbacks.

### 2. Inquiring

Creating fertile ground for your museum to evolve. Inquiring is underpinned by:

- a. Curiosity: wanting to learn and being open to whatever emerges.
- b. Generativity: helping your museum develop compelling new ideas (small or large).
- c. Listening: Being present, receptive and purposeful about listening

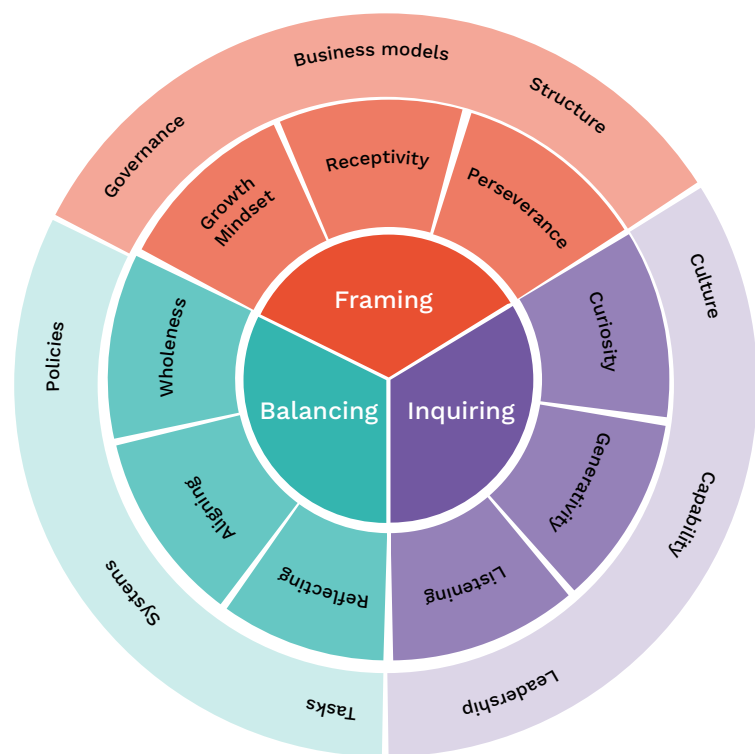


Figure 2. Flourishing Museums framework, adapted from Latham & Cowan (2023).



### 3. Balancing

Being sensitive to all the elements that make up your museum and ensuring they are appropriately weighted in terms of resources, attention and expertise. Balancing is concerned with:

- a. **Wholeness:** paying attention to the needs of whole persons – staff, board, volunteers and visitors.
- b. **Aligning:** consideration of all parts of the museum and knowing how they relate to each other.
- c. **Reflecting:** providing quiet spaces and time to think. Being aware of overloading team members and/or visitors.

### How to use the toolkit

The toolkit is designed to be flexible; there is no specific way to use it. You can dip in and out, work through it from beginning to end or focus on an area that is of relevance to you. Five illustrative pathways are suggested to show how tools can be combined to explore particular issues or opportunities.

To help you think about what might be of most value we have included some self-assessment flourishing questions to help you understand where your strengths are and where you might want to develop further.

### Key principles

Ten principles underpin effective use of the toolkit:

1. **Keep an open mind:** be receptive to new ideas and challenge your own thinking
2. **Embrace diversity:** ensure your processes are inclusive, bringing in different backgrounds, experiences and perspectives
3. **Check your assumptions:** question what might be taken for granted
4. **Work collaboratively:** share the load, work collectively to draw on diverse strengths and perspective
5. **Set expectations:** be clear about your aims, outcomes and roles
6. **Foster ownership:** encourage those involved to take responsibility and pride in their contributions
7. **Encourage critical thinking:** ask ‘why’ and ‘how’ not just ‘what.’ Encourage constructive challenge
8. **Encourage creativity:** allow space for doing things differently and experimenting. Draw out new and unusual ideas
9. **Support reflection:** take time to review and consider what has been working and what you are learning
10. **Be adaptable:** be ready to adjust and stay flexible in the face of change or uncertainty

# Tools at a glance

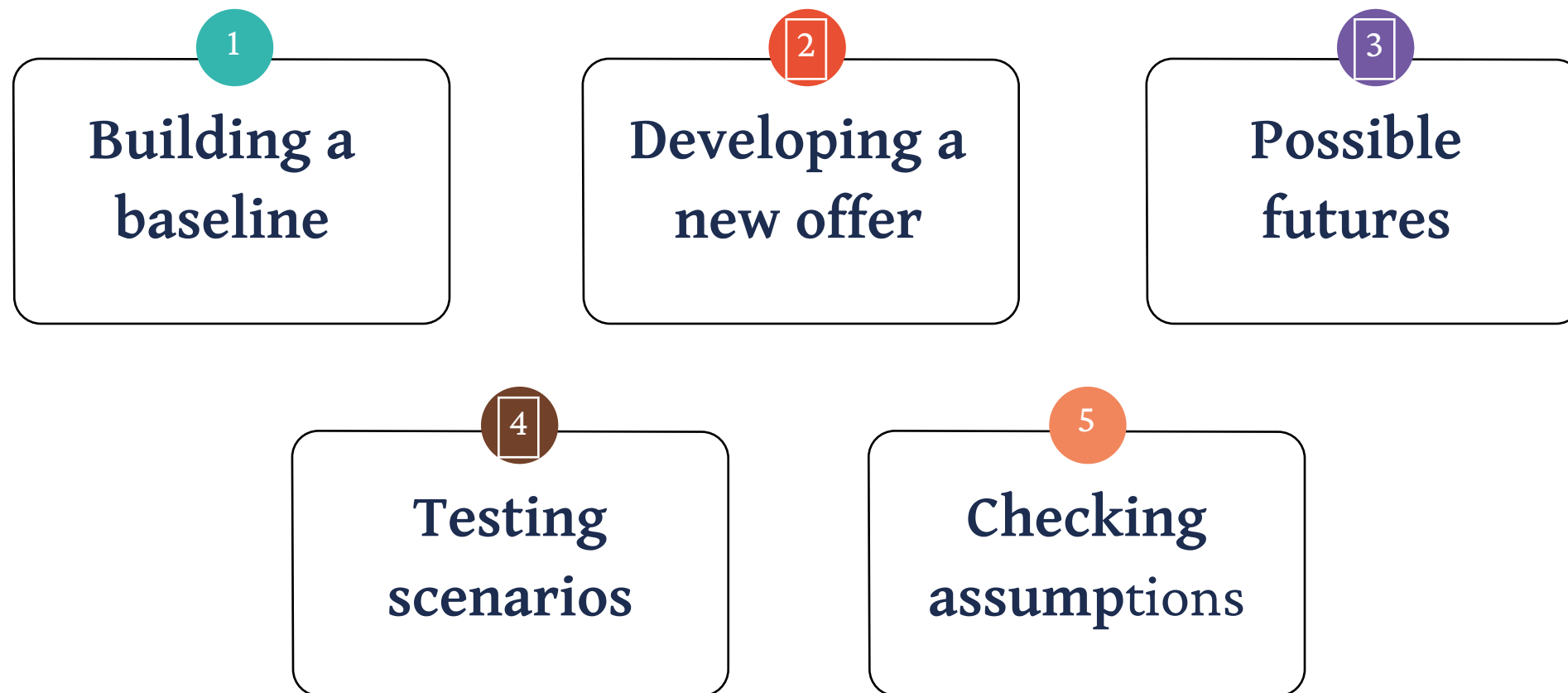
## Flourishing

Pathways to flourishing	Reflective practice
<ol style="list-style-type: none"> <li>1. <a href="#">Flourishing review</a></li> <li>2. <a href="#">Enterprise business case</a></li> <li>3. <a href="#">What If financial models</a></li> <li>4. <a href="#">Three horizons</a></li> <li>5. <a href="#">Flourishing prompts</a></li> </ol>	<ol style="list-style-type: none"> <li>1. <a href="#">Sparking serendipity</a></li> <li>2. <a href="#">Serious play</a></li> <li>3. <a href="#">Breathing space: small change</a></li> <li>4. <a href="#">The Ladder of Assumption</a></li> <li>5. <a href="#">Reflective prompts</a></li> </ol>

## Other useful tools (signposting and top tips)

Strategy and planning	Ideas and reflections
<ol style="list-style-type: none"> <li>1. <a href="#">Leadership practices</a></li> <li>2. <a href="#">Strengths Wheel</a></li> <li>3. <a href="#">Business Model Canvas</a></li> <li>4. <a href="#">Budget setting</a></li> <li>5. <a href="#">Seven questions</a></li> </ol>	<ol style="list-style-type: none"> <li>1. <a href="#">The Deck of Brilliance</a></li> <li>2. <a href="#">Mapping your story: organisational timeline</a></li> <li>3. <a href="#">Double Entry Aha Method (DEAM)</a></li> <li>4. <a href="#">Iceberg</a></li> <li>5. <a href="#">Process Chunking</a></li> </ol>

# Toolkit pathways



Five suggested pathways are outlined to show the various ways you can combine the tools for different purposes. Approaches to each pathway are illustrated on the following page, they are intended to be purely indicative and not prescriptive.

# The five pathways



The five pathways give suggested ways to combine the tools for different purposes, though they are not intended to be prescriptive. The tools that make up each pathway are illustrated on the following page.

# Pathway one

1

## Building a baseline

Mapping your story:  
organisational  
timeline

Flourishing review

Reflective prompts

Strengths  
Wheel

### Use this to

A baseline review will help capture your museum's current state. It will help you identify what is working well, identify gaps and weaknesses and compare different aspects of the organisation.

### Main activities

Desk research and group activities helping identify the current state of your museum.

### Who to involve

Members of your team, volunteers, board and possibly alumni.

### Number of participants

Can vary dependent on your capacity. You may choose to start with a small group of 4- 5 and extend the participants as you use the various tools.

### Time it takes

Likely to take a few months for the full process. This might be shorter if you stick to a small group or compress the activity.

### Approach

This pathway is about being really honest in relation to your current position and testing some of your underlying assumptions.

### Suggested steps

- › Begin by mapping your organisational timeline. Tell your story in as much detail as you have time for. Identify those things that have had a lasting impact/influence
- › Take some of your insights from the timeline into a Flourishing Review workshop. Ask everyone to prepare before you run the session. Ensure you develop an action plan from the end of the session/s
- › Use the reflective prompts to expand on the work you have done with the other tools. This can be done individually or as a group
- › Finally, use the Strengths Wheel to cross check all your findings
- › Agree priorities and develop individual or an organisational action plan.

# Pathway two

## 2 Developing a new offer

Enterprise Business  
Case Canvas

What If? modelling

Ladder of  
Assumption

Chunking

### Use

Making sure any new offer (activity, programme, product), is well aligned and built around real demand or need.

### Main activities

Desk based research, interviews and focus groups. Workshops to develop and test ideas.

### Who to involve

Your senior team, the wider team. Individuals with specialist expertise including board members. Potential participants/customers/community members.

### Number of participants

6–10 core participants for workshops, with 2–4 specialists joining for financial modelling or assumption testing. This size maintains efficiency while ensuring broad enough representation.

### Time it takes

Pathway duration: 3–10 days depending on offer complexity and data availability

Workshops: Typically 2–4 hours each

Modelling and follow-up work: 1–3 days

### Approach

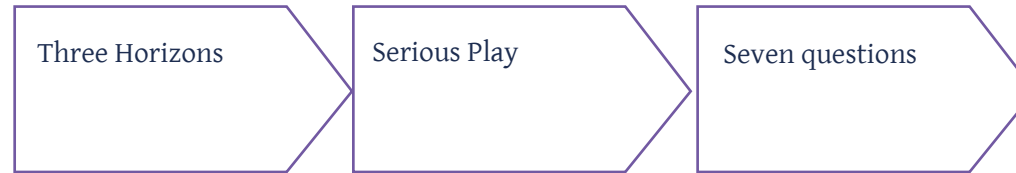
The pathway uses a progressive, iterative approach—starting broad and exploratory, then refining through analysis and testing.

### Suggested steps

- › Frame the opportunity and establish your baseline
- › Develop the Enterprise Business Case view
- › Conduct the ‘What-If’ financial modelling by building a simple flexible model, and testing different scenarios
- › List and assess all your assumptions
- › Chunk the offer into manageable components
- › Integrate your insights and create a roadmap ready for testing, prototyping and review.

# Pathway three

## 3 Possible futures



### Use

Exploring long-term possibilities, emerging futures and strategic options in an uncertain environment.

### Main activities

Mapping potential future states using long-term, mid-term and transition horizons. Challenging your thinking using structured, strategic questions.

### Who to involve

A diverse group that bring multiple perspectives. They could be internal and external to your museum.

### Number of participants

8 – 15 participants dependent on engagement style. Serious Play works better with larger groups of 10 -12 to allow for creative discussion.

### Time it takes

- › Overall pathway: 1–3 days (can be split across sessions).

- › Three Horizons mapping: 2–3 hours.
- › Serious Play session: 3–5 hours.
- › Seven Questions synthesis: 1–2 hours.

### Approach

The pathway uses a creative foresight approach that combines structured analysis with hands-on exploration. Expect divergence (generating many future possibilities) followed by convergence (prioritising what matters).

### Suggested steps

- › Agree your strategic question - the issue or theme you will be exploring
- › Use the Three Horizons Model to explore how your current position might evolve
- › Use Serious Play to explore or build different futures. Encourage playful, imaginative and divergent thinking
- › Apply the seven questions to test the futures
- › Prioritise possible futures, identify strategic options and shape your roadmap. Summarise your insights and develop your story of the future.

# Pathway four

## 4 Testing options



### Use

Use this pathway when you want to move from multiple possibilities to a smaller set of validated, evidence-supported options ready for decision-making.

### Main activities

Framing and describing possible options. Modelling and analysing options. Comparing options, identifying trade-offs and developing recommendations.

### Who to involve

A cross functional group who understand customers, operations, finances and strategic priorities.

### Number of participants

6–12 participants depending on the scope of options. Serious Play works best with 10 - 12 to keep discussion engaged and manageable.

### Time it takes

- › Overall pathway: 2–5 days (or spread over weeks).
- › Enterprise Business Case review: 2–4 hours.
- › Financial modelling: 1–2 days.
- › Serious Play session: 3–4 hours.
- › Double-entry reflection: 1 hour.

### Approach

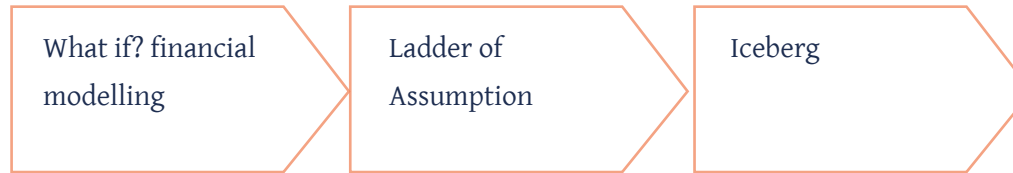
The pathway uses a combination of structured analysis, quantitative evidence, creative visualisation, and reflective learning.

### Suggested steps

- › Frame the options
- › Use the Enterprise Business Case to frame the options
- › Test viability of potential options using What If? financial modelling
- › Use Serious Play and DEAM to explore how the options might work
- › Compare the options and identify preferred directions
- › Prepare findings and recommendations.

# Pathway five

## 5 Checking assumptions



### Use

This pathway helps teams uncover, test and challenge their underlying assumptions. Use this when your team needs to ensure decisions are evidence-informed, risk-aware and grounded in reality.

### Main activities

Identifying assumptions associated with a particular offer, activity or opportunity. Validating and challenging assumptions with evidence or further analysis.

### Who to involve

A cross-functional group capable of revealing hidden assumptions and validating key variables.

Number of participants

6–12 participants, depending on the scope and depth required. Smaller groups (4–6) work well for detailed financial modelling sessions.

### Time it takes

- › Overall pathway: 1–3 days (split into short sessions).
- › Assumption identification and laddering: 1–2 hours.
- › Financial modelling: 1–2 days.
- › Iceberg Method workshop: 1–2 hours.
- › Synthesis and review: 1 hour.

### Approach

This pathway blends analytical, reflective and systemic methods. Expect iterative refinement—testing often reveals deeper assumptions requiring further work.

### Suggested steps

- › Generate a broad list of assumptions related to the issue
- › Organise and assess the assumptions using the Ladder of Assumption
- › Test key assumptions with the What If? Financial modelling tool
- › Use the Iceberg method to explore deeper systemic assumptions
- › Validate, challenge or replace assumptions
- › Summarise insights and agree any actions.

## Questions to ask before you start

Am I looking for a broad strategic tool or do I want to focus on a specific area e.g. finance, idea generation, change etc?

What do I want this activity to address?

How much time do I have to dedicate to this?

Who else needs to be involved?

What resources do I need?

Can I afford not to do this?

Do I want to make it a team activity or a personal reflection?

Is it an activity or can I listen to a podcast/watch a video?

Is there a deadline?

Am I ready for whatever actions might result?



# Section A: Pathways to flourishing

A series of tools designed to help your museum move towards flourishing.



Image 4. V&A East Storehouse (Alchemy)

# Flourishing review

## What is it all about?

Building on the flourishing framework this tool is aimed at prompting discussion around where your museum might be positioned. It helps identify areas of strength and where you might want to make improvements.

## What is it for?

It is a self-assessment tool to encourage you to step back and review how your museum is doing. It is designed to help stimulate conversation, open communication and new ideas for areas you might want to change.

## Using the tool

- › Using the [flourishing template](#) assess where you would position your museum using the following criteria for each characteristic.
  1. First Steps: just beginning to put in place
  2. Early Progress: basic elements in place but inconsistently applied
  3. Developing: improvements are in place but may be inconsistent or lack integration
  4. Established: operating well in the relevant area
  5. Strong: Consistently delivering high-quality results across diverse and complex contexts.
  6. Very Strong: Demonstrating excellence and innovation.

## What next?

- › Develop an action plan focused on areas for improvement
- › Celebrate areas of success!
- › Share your assessment with your governing body and stakeholders if appropriate
- › Take it in small steps, if there are several areas to work on don't try and address them all at once
- › Agree who is responsible for any areas of improvement.

## Top tips

- › Be as honest and open in your assessment as possible
- › If you are working with your team involve as many people as possible
- › You may feel given your size or focus that some of the areas are not easy to achieve or are not relevant to you. That's fine. Work with those characteristics that feel like the best fit or are most appropriate
- › Remember and remind others that this is a tool for discussion and is not intended to be a definitive scoring mechanism
- › It is highly likely you will be doing better in some areas than others
- › Think about your goals for undertaking the self-assessment. Don't strive for perfection or under recognise your strengths.

See also: [Other Resources - Flourishing Pathways](#)

# Enterprise business case

## What is all about?

Developing a clear and coherent case for a business/development proposition. The left hand side is related to process while the right hand side is related to outcomes and impact. Both sides are connected and supported by the clarity of your opportunity.

## How does it work?

It provides a visual map of your business case on a single page in order to encourage clarity. The Canvas should enable you to sketch, develop and test alternative business cases rapidly in an accessible, collaborative and hopefully enjoyable way. When exploring your solution, try and think in terms of three factors:

- › **Desirability:** is it something that your customer or constituencies really need? This tests for whether your solution is solving the right problem/addressing the right opportunity
- › **Feasibility:** are you building on the strengths of your current capabilities and capacity? Feasibility tests for whether you are strengthening your museum
- › **Viability:** does this support a sustainable business model? This tests for whether the solution is viable longer term

## Using the tool

[Follow the prompts for each section on the template.](#) Try not to censor yourself, this is about idea generation, fill in the things that come to mind. Once the canvas is completed you can review and edit.

## What next?

- › Decide if you are taking the business case forward
- › Build the case into a narrative report
- › Present the case to your decision making body
- › If the case is approved, agree the project roll out plan.

## Top tips

- › Use the template either non-digitally on big sheets of paper or use an online whiteboard so more people can contribute
- › Treat it like a canvas – scribble, sketch, make marks, cross out
- › Cut it into sections, fill them in, rearrange them, reassemble them
- › Use very short phrases, a couple of words in each box, keep it concise and high level
- › Try and put something in every box, exploring or one or two ideas and keeping it simple is fine
- › Once you have identified the opportunity try developing multiple canvases with different solutions. You can then choose your desired approach
- › If you use it on your own find someone to test your ideas with
- › Make sure all the boxes are connected, as that helps build a coherent case. If any items seem standalone rethink them.

# What if? Financial models

## What is it all about?

Using what if modelling involves creating financial models that enable you to ask 'what if'. What if ...

- › Our visitor numbers change by x%
- › Our energy costs change by x%

These simple spreadsheet models allow you to experiment with different scenarios quickly in ways that allow you to explore relationships and impact.

## What is it for?

What if analysis allows you to understand the financial risk or upside of possible changes in key variables such as visitor numbers, energy costs or contribution to core costs from project funding. It can be used to model how an existing financial model works or to explore how a new offer might work financially.

## Using the tool

This tool can be used at many levels from an individual project to a whole organisation and from a time period of months to several years.

[The worked example illustrates how it can be used](#) to explore the impact of variable visitor numbers on financial performance in terms of contribution to overheads (direct income less direct costs) and the overall surplus or deficit.

## What next?

- › Start small. Identify one area of significant financial risk/uncertainty or a new venture you are considering. Build a simple model and share it. Ask for feedback and refine it.
- › Once you are comfortable with the technique, move onto more complex and larger models.

## Top tips

- › What If analysis is as much an art as a science. Think creatively as well as critically. Be willing to ask apparently basic or 'dumb' questions.
- › Focus on a small number of key financial variables. Too many variables create confusion instead of clarity. Remember the 80/20 rule.
- › This type of analysis is a tool to aid decision making, it is not an end in itself so do only what you need to give you the information that you need.
- › If the financial relationships you have modelled do not work in real life as you envisaged (and some will not), try to understand why so your next what if model will be better.



# Three Horizons

## What is it about?

The Three Horizons framework helps organisations explore the present and future simultaneously. It divides thinking into four “horizons”:

- › Horizon one (H1) - Here and now: The core business today
- › Horizon two (H2) - transition and change: Emerging opportunities, innovations and growth areas.
- › Horizon three (H3) - aspirations: Long-term vision, transformational change and future possibilities.
- › Horizon three in horizon one: Signs of the future:

In working across these horizons, you can balance short-term performance with long-term transformation and identify likely changes that are needed.

## What is it for?

Identifying innovations, trends, and emerging opportunities. It helps to encourage systemic thinking about change over time, including possibilities for future growth.

## How to use the tool

1. Define your focus: are you working on the museum as a whole or do you want to explore a particular area such as programme or collection?
2. [Complete the template](#)

3. Map Horizon three: it may seem counter-intuitive to start in the distant future but it can help with not getting too bogged down in present challenges. Try to imagine transformative ideas or future possibilities beyond current constraints
4. Map Horizon two: Highlight emerging trends, innovations, or growth opportunities
5. Map Horizon One: Identify core activities, products, or practices to sustain and what is needed to move your museum from H1 to H2 and H3
6. Identify the H3 factors in H1: what are the things you are doing now you're keeping quiet, feel left field or you'd like to do more of?
7. Plan actions: Prioritise experiments, investments, or strategies across the horizons.

## What next?

- › Create plans for research and development and prototyping. Agree low risk ways to test your ideas
- › Allocate resources (time, funding, and people) to initiatives across all three horizons
- › Update the horizons regularly as conditions change and new insights emerge
- › Share horizon mapping with stakeholders to build understanding and alignment.



## Top tips

- › Use visuals, charts, whiteboards, or digital boards to make it easier to see overlaps and transitions
- › Involve diverse perspectives to help generate new insights and ideas
- › Don't ignore or get stuck on H1. Sustaining the current core business is essential while exploring future horizons
- › Be bold in your thinking about horizon three. This horizon is about transformative possibilities, not just incremental changes.
- › Identify actions that bridge today's business to the future vision
- › Iterate over time. The horizons can shift quickly as markets, technologies, and capabilities evolve.

See also: [Other resources - Futures Thinking](#)

# Flourishing prompts

## What is it all about?

The Flourishing Prompts are a set of reflective questions and prompts designed to help teams and organisations explore strengths, opportunities, and potential for growth. They encourage thinking beyond problem-solving to focus on wellbeing, resilience, innovation and purpose. These prompts can be applied individually, in teams, or at organisational level to spark reflection, dialogue, and action.

## What is it for?

Assessing your museum's health and wellbeing as an organisation. The prompts are intended to help inspire positive change, innovation, and strategic thinking as well as supporting team reflection and alignment around purpose, values, and culture.

## Using the tool

1. Choose a focus area, e.g., culture, innovation, wellbeing, learning
2. Select the prompt/s relevant to your context or goals.
3. Reflect individually or in teams
4. Record insights, examples, and ideas
5. Facilitate discussion. Share perspectives and explore common themes

6. Capture outputs. Document insights for planning, improvement, or follow-up actions.

## The prompts

- › List the ways your current structure supports your purpose or vision
- › Re-evaluate your processes for decision making
- › Design your ideal governance structure
- › Outline your ideal financial model for the next three years
- › Plan as if continuous learning is at the core of your museum
- › Define the patterns/processes at work in your museum that best support your vision, where are your bright spots?
- › Review how your museum responded to a recent challenge or criticism
- › List who thrives and who doesn't in your museum right now
- › Agree as a team where you experience flourishing internally and what feeds it
- › Describe how you and your team would like to define success (forget the requirements of funders).

## What next?

- › Turn insights gained from the prompts into concrete initiatives
- › Decide on your priorities, determine which areas will have the most impact if addressed
- › Embed relevant findings into your strategy, culture, or performance practices
- › Track progress on initiatives inspired by the prompts



- › Use the prompts iteratively to assess progress and discover new opportunities
- › Design your own prompts.

### Top Tips

- › Encourage openness by creating a safe space for honest reflection without fear of judgment
- › Include team members from different roles or departments for richer insights
- › Balance reflection on challenges with what is already working well
- › Keep it practical. Link the prompts directly to actions or decisions that can be taken
- › Make reflection part of a continuous improvement culture rather than a one-off exercise.

### Podcast

The Human CEO Podcast: Empathy, empowerment and excellence: Matt Lesser on building flourishing organisations (gets more interesting about 18 mins in.)

# Section A: Reflective practice



Image 5. Towner, Eastbourne exterior (Jim Stephenson)

# Sparking serendipity

## What is it all about?

Research suggests that organisational innovation is closely linked to increasing serendipitous occurrences. The Sparking Serendipity tool is designed to help you step out of your usual routine and make space for unexpected connections, insights and opportunities. It works by gently disrupting habits, encouraging curiosity, and prompting exploration; making sure you're more likely to stumble upon something new, useful, or delightful.

## What is it for?

Supporting creative thinking and opening up your networks to generate new ideas or activities. It has the potential to spark unconventional solutions by looking at issues from unusual angles. Being deliberate about seeking serendipity can help cultivate openness, playfulness, and a sense of discovery in everyday life.

## Using the tool

- › Pick one of the spark prompts (or devise your own)
- › Act on it quickly. The key is small, real-world experiments, not overthinking
- › Capture your reflections: note what happened and what you might do as a result, what surprised you? What did you notice? Did it lead anywhere?

## Prompts

- › Arrange for a coffee with someone new
- › Take a different route home. What three things did you notice?
- › Show and tell
- › Hold a small gathering
- › Share your work
- › Bring the team together in random ways
- › Ask great questions
- › Practice reframing
- › Swap one of your regular tools for something different – keyboard for pen, sketching for writing etc
- › Send a message to someone whose work, writing, podcast inspires you
- › Pretend you are someone else (a child, a poet, a scientist) to approach a problem
- › Exploit serendipity hooks: share information on your interests
- › Open a random book or article. Connect a line to your current issue or challenge
- › Ask someone else what is inspiring them
- › Use only metaphors to describe a problem you are working on
- › Google a random word you hear today and see where it leads.



## What next?

- › Follow the thread. If the spark leads to something interesting follow it further
- › Share your experience with others, it might help spark their serendipity
- › Build a habit. Try doing it regularly, so chance encounters and fresh insights become part of your routine
- › Create a card deck of prompts you can select at random
- › Take a look at other examples e.g.: [the V&A example Designing for Serendipity in the museum](#)

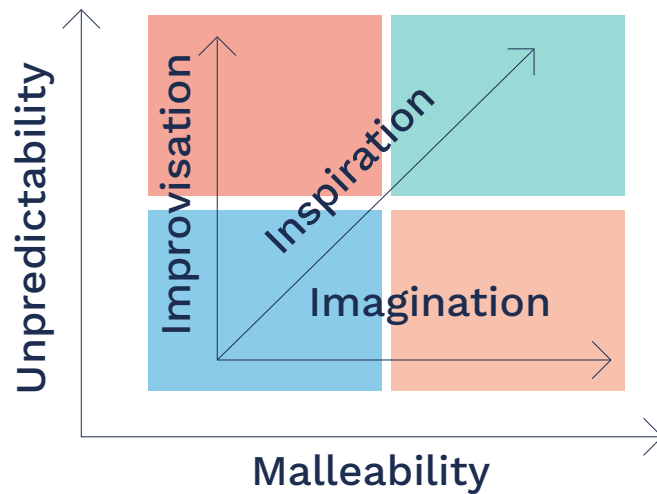
## Top tips

- › Keep it playful, don't force outcomes
- › Mix it up. Try sparks in different areas (social, creative, practical)
- › Embrace 'failed' sparks. Sometimes nothing obvious happens, but the practice builds openness
- › Collaborate. Using the tool with others multiplies the chances of serendipity
- › Stay curious. Ask, 'What's interesting about this?' instead of dismissing it
- › Make time for serendipity.

See also: [Other resources - Reflective practice](#)

# Serious play

## Why we need play



Sources: Henderson (1970), Lockridge (1981), Nadler & Tushman (1994, 1995), Abell (1999), Whitbank et al. (2006) and Reeves et al. (2011, 2012, 2015)

## What is it all about?

Play is said to have three core features:

1. It has a goal of fun or challenge
2. It requires enthusiasm and absorption
3. It is highly interactive

When teams are playful, they are more likely to be proactive, develop new ideas and challenge the status quo.

## What is it for?

Encouraging a playful and experimental approach to work and designing activity. Generating new ideas and improving job satisfaction.

## Using the tool

In a group or on your own play with patterns and connections. Try and generate four or five connections for each of the following pairings.

- > A sea urchin and a coat
- > A swan and the internet
- > A chair and a piece of cheese
- > An ocean wave and an airplane
- > A joke and a tree
- > The game of chess and a stick of celery
- > A leaf and a bowl of soup
- > Laughter and a car

You could collect a series of random photographs, perhaps from your collection, and arrange them in random pairs and do the same exercise. You don't have to have a particular outcome just play the game. If some concrete ideas emerge that's great but don't feel pressured to produce something.



## What next?

Consider introducing ‘games’ sessions or appointing a ‘play’ lead.

- › Create a play inclusive culture, endorse and model playfulness and experimentation
- › Give permission to play and create playful spaces, props and tools, create psychological safety, enable individuals to feel confident that they won’t be embarrassed or rejected for speaking up
- › Support diverse hobbies in the team and create spaces to share
- › Gamify learning
- › Design for fun (e.g. The Judge’s Lodging Museum) internally and externally
- › Suspend goals. There are times to be goal focused and times to let things roam free
- › Start with the personal
- › Have patience with play.

## Quick tips

- › Work quickly
- › Try and suspend judgement
- › Make time
- › Make play a regular part of your work routine
- › Avoid saying ‘yes, but’ during play

# Breathing space

## What is it all about?

Breathing Space is more of an approach than a single tool. It is about making room where things feel tight. It's not about breathing per se, but about perspective. When life or work becomes crowded with tasks, expectations, or noise, Breathing Space gives you permission to expand the edges, loosen the pressure, and invite in something unexpected. Think of it as opening a window in a stuffy room, you don't remove the room, but you change how it feels to be inside it.

## What is it for?

It is designed to encourage you to create some distance, however small, from pressing issues to help you gain new perspectives. It is also intended to soften intensity and make space for compassion, for yourself and others. It can also remind you there's always more room than it first seems.

## Using the tool

1. Step back metaphorically: Imagine zooming the camera out on your current situation
2. Name the space: Ask yourself, 'What's pressing in on me right now? And what space could I create around it?'
3. Shift scale: Try exaggerating the problem (make it huge), then shrinking it (make it tiny, ant-sized). Notice what changes
4. Add a gap: Insert a pause between input and output. Instead of replying, deciding, or acting immediately, wait. See what arises in the quiet
5. Fill the space: Ask, 'What could grow here if I stopped crowding it?'

## What next?

- › Create deliberate emptiness: Leave parts of your schedule, your ideas, or your conversations unfinished, see what rushes in to fill the gap.
- › Let go of perfection: Breathing Space thrives in rough drafts, sketches, and half-formed thoughts.
- › Return often: Each time you use the tool, you'll notice different ways space shifts your perspective.

## Top tips

- › Use metaphors, clouds drifting, a balloon expanding, doors opening, images help create room in the mind
- › Resist the urge to fill every silence; sometimes the richest insights emerge there
- › Share Breathing Space in groups or schedule Breathing Space session: invite everyone to pause before jumping into discussion, it can change the tone
- › Own your time
- › Create reflection rituals
- › Allow yourself space for experimentation
- › Start an ideas journal/notebook
- › Build a culture of 'thinking'.



## What is it about?

Small Change is about incremental, low-risk interventions designed to test ideas, improve practices, or introduce innovation gradually. Rather than attempting large-scale transformation at once, these methods focus on small, manageable experiments that can reveal what works, build confidence, and create momentum for bigger changes.

## What is it for?

Encouraging experimentation and learning in museums or teams through reducing the risk and resistance associated with large-scale change. It can help generate quick wins that build confidence, agency and motivation. Small Change can build adaptable cultures that embrace learning and ongoing improvement.

## Using the tool

1. Identify a focus area: Choose a process, behaviour, or practice to improve
2. Design a small change: Create an experiment that is low-risk, simple, and testable
3. [Complete the template](#): fill in the first box with your idea, now make it smaller and complete the second box, repeat and complete the third box. That is your small change commitment
4. Implement: Carry out the change on a small scale.

5. Observe and collect feedback: Monitor outcomes, challenges, and successes
6. Reflect and adapt: Decide whether to scale up, adjust, or move on to a different small change
7. Iterate: Repeat the process to build cumulative improvement.

## What next?

- › Scale successful changes to the wider team/s or organisational practices
- › Share learnings across the organisation to encourage a culture of experimentation
- › Integrate into your planning cycles for continuous improvement
- › Adjust based on feedback to refine approaches and increase impact.

## Top Tips

- › Start tiny, keep it simple; even very small adjustments can reveal insights and build confidence
- › Track your results to learn what works and what doesn't
- › Keep a simple record to support reflection and sharing
- › Small changes are safe spaces for experimentation; mistakes are insights and learning
- › It helps to say it out loud and share it with others, find an accountability buddy who can help you keep on track

# Ladder of assumption

## What is it about?

The Ladder of Assumptions is a reflective thinking and decision-making tool designed to help individuals and teams examine how beliefs, assumptions, and interpretations influence actions. It encourages you to visualise the mental steps from raw data or observations to decisions or actions, highlighting the assumptions and conclusions drawn along the way.

## What is it for?

It helps increase self-awareness by surfacing how assumptions influence our decision making. Building constructive dialogues about underlying assumptions can help avoid misunderstandings and clarify motives by making implicit beliefs explicit.

## How to use it

1. Start with observations – List the raw data, facts, or events at the bottom rung
2. Identify patterns – Note the interpretations or conclusions drawn from the data
3. Surface assumptions – Make explicit the beliefs or assumptions influencing interpretations
4. Reflect on decisions – Examine how assumptions guide actions or decisions at the top rung
5. Challenge and test assumptions – Ask “What else could this mean?” or “What if this assumption is wrong?”

## What next?

- › Review any need to adjust decisions or actions based on identified assumptions
- › Share insights with the team to align thinking and reduce miscommunication
- › Document assumptions to revisit and test in future scenarios
- › Before you start a new project or programme hold an assumptions testing session
- › Incorporate into learning cycles to improve organisational reasoning and strategy.

## Top Tips

- › Start from facts, not opinions. Keep the bottom rungs of the ladder grounded in observable reality
- › Write down assumptions rather than leaving them verbal
- › Question at every rung of the ladder. Encourage yourself/your team to ask “How do I know this?” or “Why do I believe this?”
- › Different perspectives help uncover hidden assumptions.
- › Don't rush the process. Climbing the ladder deliberately uncovers deeper insights and reduces bias
- › Ensure that testing assumptions leads to tangible changes or learning.

# Reflective prompts

## What is it about?

This tool is designed to guide personal reflection through structured prompts. It helps you explore your thoughts, emotions, goals, and experiences to gain clarity, self-awareness, and insights. It's suitable for journaling, coaching, or personal development exercises.

## What is it for?

It helps increase self-awareness by surfacing how assumptions influence our decision making. Building constructive dialogues about underlying assumptions can help avoid misunderstandings and clarify motives by making implicit beliefs explicit.

## How to use it

1. Select a prompt from the prompts list.
2. Reflect and respond: Write or think through your answer in a quiet, uninterrupted space.
3. Review: After completing a few prompts, review your responses for patterns or insights.
4. Repeat: Use this daily, weekly, or whenever you need clarity.

## Prompts list

- › Talk to someone who has inspired you in the past
- › Observe a meeting that you would normally speak a lot in

- › Consult another source
- › Think of a time you changed your assumptions
- › Review something you have unlearned
- › Write down 100 ideas for how your museum can be a dynamic part of your communities
- › Think of a piece of feedback that changed you or your team the most
- › List any events or feedback that have helped you grow professionally in the last 12 months
- › Take a ten minute reflective walk
- › Write a start, stop, keep list.

## What next?

- › Identify themes in your responses to recognize patterns in thoughts, emotions, or behaviours
- › Define small actions based on insights gained (e.g., improving a habit, exploring a passion, repairing a relationship)
- › Revisit older prompts to track personal growth over time
- › Add your own prompts.

## Top tips

- › Be honest with yourself; reflection only works if you're genuine
- › Don't overthink your answers; write freely
- › Regularly schedule reflection time to make it a habit
- › Mix prompts from different areas (emotions, growth, relationships, goals) to get a holistic view.

## Section B: Signposting other useful tools

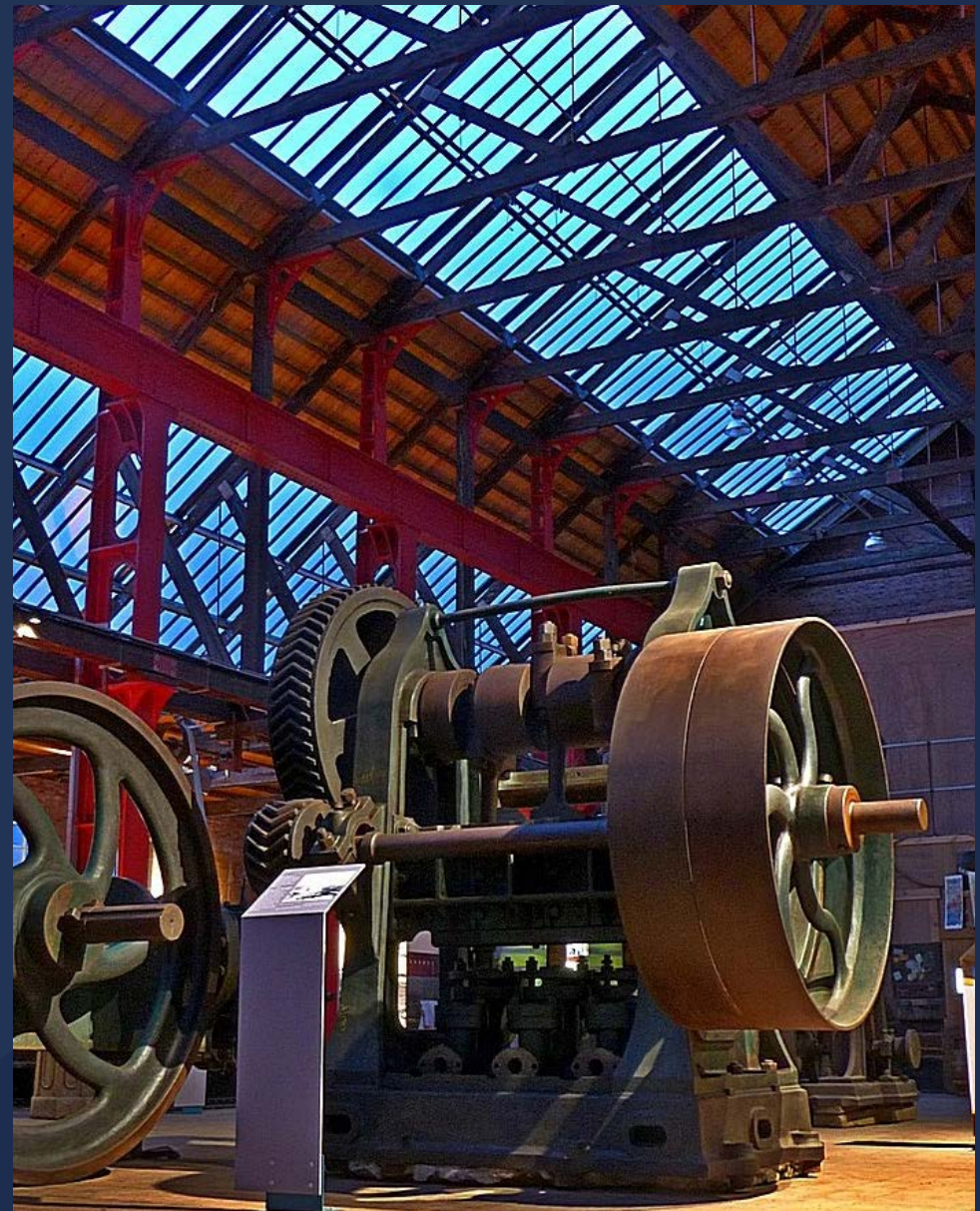


Image 6. Scottish Maritime Museum interior



## Leadership Practices Inventory

### What is it all about?

The inventory is based on five leadership practices that align well with the flourishing framework. The approach is based on the conviction that leadership is a skill to be learnt and a relationship to be nurtured.

### What is it for?

Mapping your leadership approach against the identified five key practices:

1. Model the way
2. Inspire a shared vision
3. Challenge the process
4. Enable others to act
5. Encourage the heart

It has been well researched and found to be a robust instrument for use in a variety of contexts.

### Where can I find it?

Unfortunately, it is a paid for inventory but the sample report and book give you an insight into the tool and its potential value.

Shows a sample report <https://www.leadershipchallenge.com/LeadershipChallenge/media/SiteFiles/resources/sample-reports/tlc-lpi-self-report-v5-2021.pdf>

<https://www.leadershipchallenge.com/five-practices>

Leadership Challenge Book: <https://www.leadershipchallenge.com/five-practices/books>

### Top tips

- > Answer the inventory as honestly as possible
- > Approach it with a spirit of openness and curiosity
- > Consider sharing the results with others for sense checking
- > Create a personal action plan
- > If you are not able to afford the inventory try reading the book or doing a self-assessment based on the five practices.

## Strengths wheel

### What is it all about?

Taking a positive approach to identifying where things are going well.

### What is it for?

Helping to facilitate honest conversations about your museum. It is intended to surface your strengths and develop ways to build on them. We have a tendency to focus on the negatives during review discussions so this encourages you to switch perspectives.



## Where can I find it?

It is part of an Appreciative Inquiry Facilitator's pack

<https://bigbangpartnership.co.uk/wp-content/uploads/2020/03/Appreciative-Inquiry-for-Facilitators-Idea-Time-Academy.pdf>

## Top tips

- › Make a big visual of the strengths wheel template that everyone can see and add to
- › Ask people to complete their own versions before you meet as a group. This can help you get to areas of alignment quickly
- › Be as honest as possible. Create a discussion session that feels safe for people to constructively discuss different viewpoints
- › Be ready for occasions when people might disagree
- › Model keeping positive and focussing on strengths
- › Be ready to ask the 'so what?' question at the end. What has the discussion shown us and how can we move it into action
- › Run several sessions with different groups and/or test out your findings on others who were not there.

## Seven questions

What is it all about?

It is a set of questions to help identify the possible strategic issues of the future that might affect your museum. It can help gain useful insights and build engagement across your team and stakeholders.

## What is it for?

The seven questions can help you develop your strategic planning by starting with high-level insights. It helps outline the key drivers and uncertainties shaping the future of your museum and how you might address long term possibilities.

## Where can I find it?

<https://www.samiconsulting.co.uk/techniques/techniques-seven-questions>

## Top tips

- › Not everyone is comfortable answering big, open ended strategy questions. Think of some more focused questions that can help lead people to the bigger ideas
- › Answering the first two questions in as broad a way as possible is important. This sets the direction for the rest of the questions
- › Consider using example drivers to help support the discussion
- › Involve people with a wide range of expertise and backgrounds
- › This can be a good activity to do with your governing body
- › Use open and critical thinking and
- › Collect as much reliable data as you can.



## Business model canvas

### What is it about?

The Business Model Canvas (BMC), developed by Alexander Osterwalder, is a strategic visual tool for designing, describing, and analysing business models.

It breaks a business into nine key building blocks, displayed in a one-page canvas.

By mapping these elements visually, you can see how the components of a business fit together and identify areas for innovation or improvement.

### What is it for?

It can be used for evaluating existing strategies or designing new offers. It can help to honestly assess how different facets of your business model are contributing to your core offer and purpose. It is a good way to test hypotheses for future developments.

### Where can I find it?

[Strategyzer.com](https://strategyzer.com) offers the original canvas, templates, and guides.

### Top tips

- › Start with your customers. Identify those customers who are making the greatest contribution to your bottom line
- › Use sticky notes or digital tools so ideas can be moved around easily.
- › Treat the canvas as a living document, not a fixed plan. Iterate as often as you can

- › Identify key hypotheses and assumptions and test them with real-world data
- › Keep it concise. One clear idea per block keeps the canvas readable and actionable.

## Budget setting

### What is it all about?

Most people learn to set budgets on the job and often learn only one way of doing it. This tool summarises alternative approaches (traditional, activity based, value proposition and zero based) as well exploring different modes of engagement (imposed, negotiated and participative).

### What is it for?

It can help people to imagine different ways to budget that encourage new and critical thinking about a process that can often be an unwelcome but important chore.

### Where can I find it?

Managing financial difficulties guide and toolkit <https://www.artscouncil.org.uk/managing-financial-difficulties-guide-and-toolkit>

### Top tips

- › Budgets are only ever your best guess at a point in time. Aim for good enough not an unobtainable perfection.



- › All budgets are based on assumptions. Record, test and share your assumptions.
- › Don't budget income and costs separately. Focus your time on understanding the relationships between costs and revenues, particularly in the areas of highest risk and greatest financial impact.
- › Involve key staff as fully as possible. Your budget will be more robust and overall financial literacy will grow.

## Governance wheel

### What is it about?

The Governance Wheel is a framework for reflecting on and improving governance practices in organisations, partnerships, or community groups. It presents governance as a set of interconnected dimensions (such as purpose, accountability, decision-making, participation, transparency, and learning). The “wheel” metaphor encourages balance — if one area is weak, the wheel cannot turn smoothly.

### What is it for?

Helping boards, teams, or networks assess the strengths and gaps in how they govern:

- › Supporting conversations about roles, responsibilities, and values.
- › Providing a visual and structured way to look at governance holistically.
- › Guiding capacity-building and improvement plans.

### Where can I find it?

NCVO <https://www.ncvo.org.uk/help-and-guidance/governance/board-basics/tools-and-guidance/governance-wheel/>

### Top tips

- › Use it collaboratively – Fill in the wheel with your group to spark dialogue and shared ownership
- › Be honest – The tool is most useful when gaps are acknowledged openly
- › Prioritise actions – Don't try to fix everything at once; focus on areas that will make the biggest difference
- › Revisit over time – Repeat the exercise periodically to track progress
- › Adapt it – Modify the dimensions or language so it resonates with your organisation's culture.

## Mapping your story: organisational timeline

### What is it all about?

Mapping your journey is a process for capturing some of the key events in your museum's history, they might be major projects, significant grants, capital refurbishment, changes in leadership and other milestones. Setting events out in chronological order can help you understand the key moments and influences that have shaped (and may still be affecting) your museum. It should help build insights into some of your mythologies and ways of doing things.



### What is it for?

Helping you and your team to:

- › Identify key contextual issues
- › Put achievements and challenges into context
- › Spot patterns and connections
- › Understand where there has been energy and blockages in the past
- › Understand changes, such as social norms, and their influences over time.

### Where can I find it?

- › <https://www.peoplepiece.com/our-insights/weave-your-organizations-timeline>
- › <https://www.fsg.org/wp-content/uploads/2021/08/Guide-to-Timeline-Mapping.pdf>
- › Other information: <https://hbr.org/2012/12/your-companys-history-as-a-leadership-tool>

### Variation

Add a third section at the bottom of your timeline and record some of the key external events that happened at the same time such as changes in government, launch of the National Lottery etc.

### Top tips

- › Try not to spend too long on one or two events, make sure you fill the timeline
- › Make sure everyone gets a chance to contribute, if they are relatively new encourage them to ask questions
- › Ensure you allow enough time to reflect on your timeline

- › Create an action plan from what you have learned.

## The Deck of Brilliance

### What is it about?

The Deck of Brilliance is a creativity and brainstorming tool made up of a set of cards, each representing a different idea-starter or creative technique. By drawing a card, individuals or teams are prompted to explore new angles, challenge assumptions, and generate innovative solutions. The deck gamifies the creative process, making ideation feel more playful and less pressured.

### What is it for?

It is designed to help spark ideas and encourages divergent thinking. It provides structured prompts that guide creativity without being restrictive. It helps teams explore multiple perspectives before converging on solutions.

### Where can I find it?

<https://deckofbrilliance.com/>

### Top tips

- › Don't overthink things. Respond quickly to the prompt; the point is to spark ideas, not perfect them.
- › Sharing interpretations of a card often multiplies the creativity.
- › Combine two or more cards to push ideas further.
- › Let different people draw and read cards to keep energy fresh.
- › Make sure you capture every response. Even half-formed or "wild" ideas can become valuable later.



## The Double Entry Aha Method

### What is it about?

The Double Entry Aha Method (DEAM) is a simple but powerful reflective tool designed to deepen understanding while exploring issues, problems or opportunities. It involves using two pieces of paper. On one you write your topic of interest. On the other sheet you write your response; thoughts and comments that arise as you're writing on the first sheet.

### What is it for?

It helps encourage critical thinking and develop deeper understanding, by making connections between new information and prior knowledge.

### Where can I find it?

<https://winwenger.com/resources/cps-techniques/double-entry-a-ha-method/>

### Top tips

- › Use prompts. On the reflection side, ask yourself: Why is this important? How does it connect? What questions does this raise?
- › Stay concise. Capture key ideas in your own words to improve recall
- › Review your entries later to see how your understanding has grown or changed
- › Adapt the format to suit. Digital versions (like tables or apps) work well.

## Iceberg technique

### What is it about?

The Iceberg Technique is a visual and reflective method used to explore deeper layers of a problem, situation, or idea. Like an iceberg, what is visible on the surface (behaviours, events, or statements) is only a small part — beneath lies the underlying beliefs, assumptions, patterns, and systemic causes. The technique helps uncover root causes rather than just addressing symptoms.

### What is it for?

Iceberg analysis helps with understanding underlying motivations, and hidden factors such as beliefs, and systemic patterns. It helps uncover root causes of why events happen as they do. It encourages you to explore factors that may not be immediately obvious.

### Where can I find it?

<https://untools.co/iceberg-model/>

### Top tips

- › Start with observable facts. Begin by listing the visible events or behaviours.
- › Ask “why” multiple times. Dig deeper to reveal patterns, structures, and mental models underneath.
- › Separate layers clearly. Visibly distinguish surface issues from deeper causes in your diagram.



- › Use collaboratively. Different perspectives help uncover assumptions or hidden dynamics.
- › The goal is understanding and improvement, not assigning fault.

## Process chunking

### What is it about?

Process Chunking is a method of breaking a complex task or workflow into smaller, manageable steps or ‘chunks.’ Instead of tackling a process as a whole, each chunk focuses on a single part, making it easier to plan, execute, and track progress. This approach is widely used in project management, learning and productivity systems.

### What is it for?

It can help simplify complex processes so they become less overwhelming. Chunking can also help with understanding interdependencies and sequencing of tasks or activities. It encourages the development of iterative processes that are manageable and achievable.

### Where can I find it?

<https://insidebe.com/articles/chunking/#>

### Top tips

- › Identify natural steps. Break the process where logical handovers or milestones occur
- › Focus on outcomes. Each chunk should have a clear goal or deliverable
- › Visualise the flow. Use diagrams, flowcharts, or boards to see how chunks fit together
- › Ensure chunks are ordered in the most effective workflow
- › Review and refine. After completing chunks, adjust the process for efficiency and clarity.

# Section C: Local authority asset transfer

Delivery Model Assessment Considerations

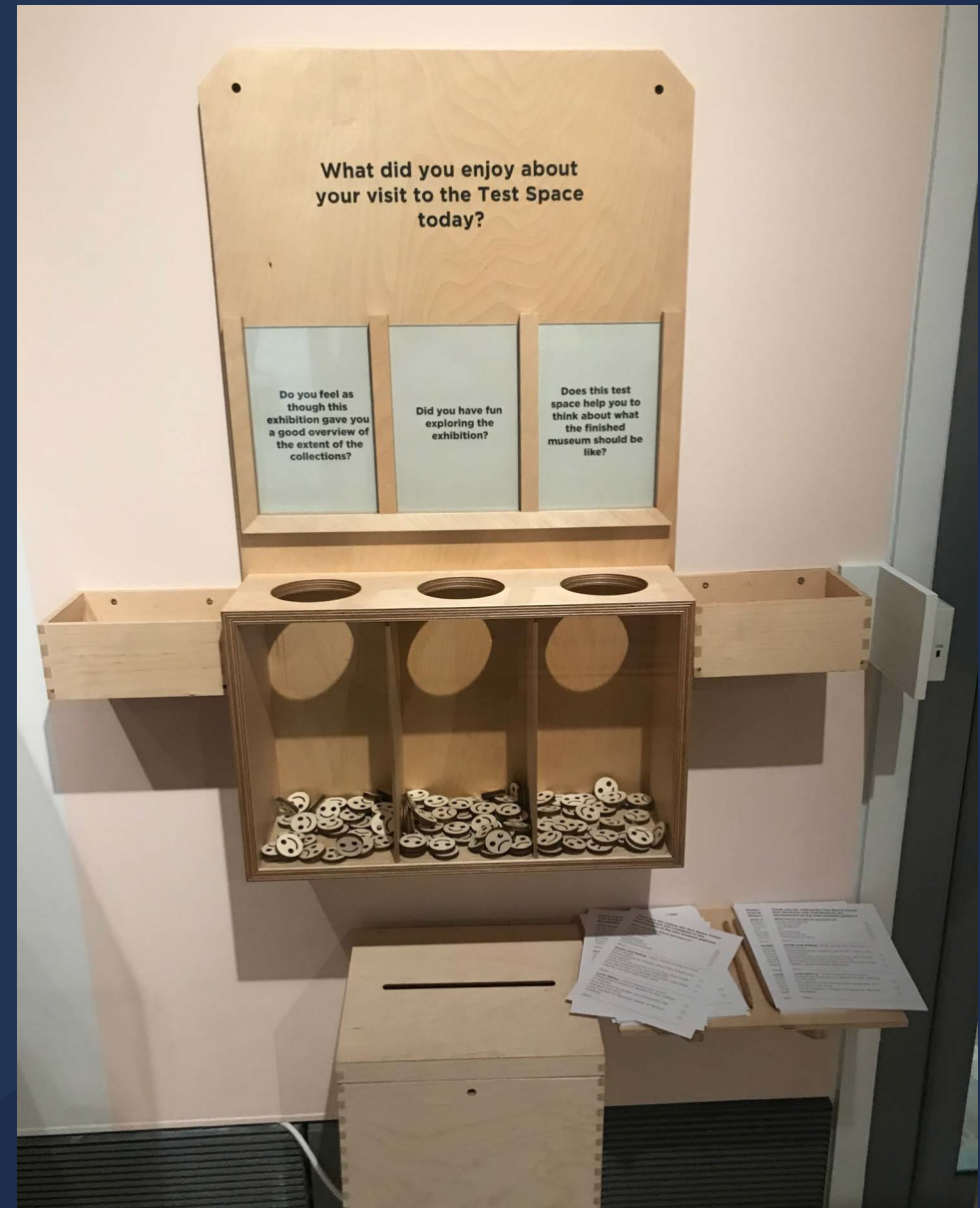


Image 7. Cheltenham Museum visitor preference (Anna Dinnen)



## Why this?

Asset transfer is included in the Flourishing Museums Toolkit because ownership and stewardship models play a crucial role in shaping the long-term sustainability, relevance and resilience of museums and cultural assets. As local authorities and communities explore new ways of managing heritage buildings, collections and cultural spaces, understanding the options for asset transfer becomes essential.

It enables museums, whether locally operated, independently run, or community-led, to assess how different governance and delivery models can unlock investment, support community engagement, strengthen financial viability and ensure that cultural assets remain vibrant, accessible and well-cared for into the future.

## Structured assessment for spin out trusts

The selection of an organisational model for a spun out trust must be the product of a rigorous, structured assessment, rather than a pre-determined decision. The principle that “form follows function” is paramount. A council must first define the core purpose of the service, its strategic objectives, and the desired outcomes before considering the optimal legal and governance structure. This process is a foundational step in ensuring the new entity is fit for purpose and positioned for long-term success.

While there is no single, codified 'Delivery Model Assessment tool,' a comprehensive methodology can be synthesised from good practice guidance and the principles of good governance.

This assessment must be multidimensional, moving beyond a simple financial analysis to consider the full range of strategic, operational, and cultural factors.

The process begins with a formal business case, which is a mandatory requirement for any council embarking on a trading operation. This document must be a realistic appraisal of financial performance and risks. The financial analysis should focus on 'avoidable costs' of the in-house service, those costs that would genuinely be eliminated by the new delivery model, rather than simply the full cost, which may include overheads that remain with the council. It should also incorporate a present value analysis to properly evaluate long-term cash flow and return on investment.

The assessment should also consider the council's own capacity. The decision to spin off a service transfers a significant portion of risk and responsibility, but it also creates a new management burden.

The council must assess whether it has the internal management capacity and specialised skill sets to oversee a new, independent entity. This includes the ability to manage a formal contract, as well as the capacity to serve as an effective shareholder, voting member or trustee.

The following table outlines the key criteria that might be addressed as part of a comprehensive assessment framework, providing a structured approach to inform the 'make or buy' decision.



## Suggested assessment criteria

Assessment criterion	Key questions for consideration
<b>Strategic fit</b>	How does this model align with the council's wider place-making strategy and its long-term objectives for the community? Does it help shape local markets or achieve wider economic and social benefits?
<b>Financial viability</b>	What are the full "avoidable costs" of the current in-house service? What are the projected revenue streams, and are they realistic? What is the full cost of capital, including potential tax liabilities and loan terms?
<b>Governance and control</b>	What level of operational autonomy is required for the new organisation to be agile? What level of strategic oversight does the council wish to retain, and can this be balanced with the need for freedom?
<b>Organisational and cultural readiness</b>	Does the council have the internal skills to act as an effective commissioner, shareholder, or trustee? Are staff prepared for the transition, and is the culture of the organisation conducive to entrepreneurship?

Assessment criterion	Key questions for consideration
<b>Legal and regulatory compliance</b>	Does the chosen legal structure comply with the UK's Subsidy Control and Procurement regimes? Are the conditions for a Teckal exemption met, and what are the limitations of this model?
<b>Stakeholder engagement</b>	What is the impact on staff, service users, and the wider community? How will the new model affect employee morale, pay, and pension rights? What is the level of public opinion on the change?

## Other resources



Image 8. Derby Museum and Art Gallery (Susan Royce)



## Resources (hyperlinks)

### Flourishing pathways

[AIM Hallmarks](#)

[Business Planning Guidance](#)

[Managing Financial Difficulties guide and toolkit](#)

[Useful tools for Nonprofit strategic planning: Bridgespan](#)

[Alchemy Research & Consultancy: Toolkit](#)

[Strong Non profits Toolkit \(Wallace\)](#)

[NCVO toolkits](#)

### Reflective practice

[Reflectors' Toolkit](#)

[Models of reflection - Reflective Practice Toolkit - LibGuides at University of Cambridge Subject Libraries](#)

[4 Appreciative Inquiry Tools, Exercises and Activities](#)

[Appreciative Inquiry: Guide for workshop facilitators](#)



## Resources (hyperlinks)

[How to develop a reflective practice - thinking museum](#)

[New Metaphors creative toolkit](#)

[The Reframing Matrix - Using Creative Perspectives to Solve Problems](#)

[Design Thinking toolkit](#)

## Futures thinking

[Gov. Office for Science: The Futures Toolkit](#)

[Actionable Futures Toolkit: Observatory for Public Sector Innovation](#)

[The Thing from the Future: Situation Lab](#)

[A Fieldguide to Ethnographic Experiential Futures](#)

[Our Futures: Nesta](#)

[Systems Mythology Toolkit: List for the Future](#)

[The Future is Ours: Save the Children](#)



## Resources (hyperlinks)

[Pleasure, Connection, Purpose: How museums can leverage emotions to build greater public support](#)

### General

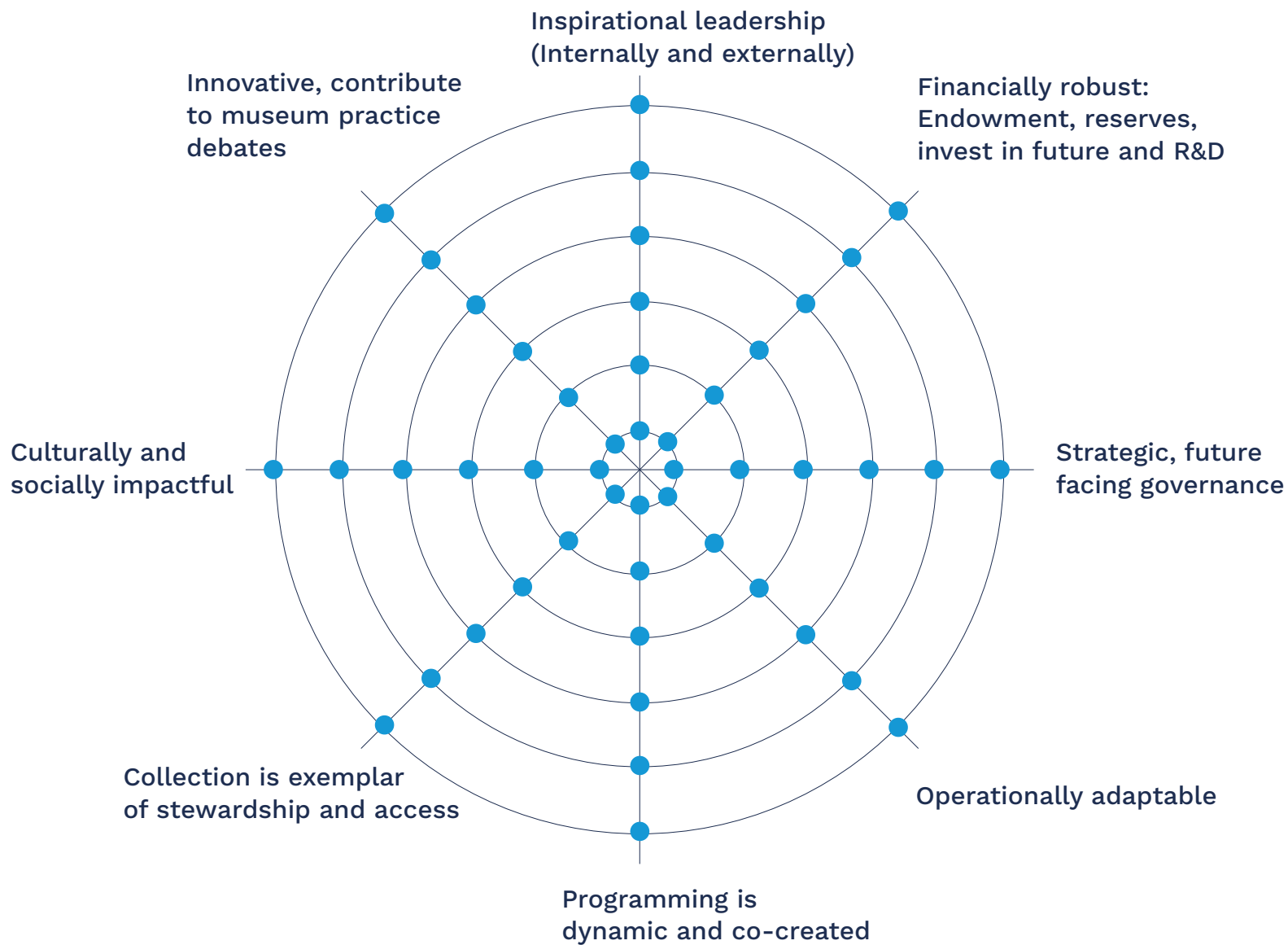
[AIM success guide: Local authority Museums in Wales considering different operating models](#)

[Delivery model assessments: Guidance note \(Government Commercial Function\)](#)



Image 9. The Story Museum (Susan Royce)

# Flourishing characteristics



# Enterprise business case canvas (with prompts)

Business Case Canvas for:				
<b>Context/Background</b> Key elements of your current situation including external environment				
<b>Timeline</b>  What are the key milestones?	<b>Implementation</b> What will the overall process look like? Why did you choose this approach? How will you manage the process?	<b>Opportunity or problem</b>  What is the opportunity or problem? Why are you addressing this now? Why are you well placed to do this?	<b>Risks</b> What are the key risks? How will you manage these risks?	<b>Solution</b>  What is the solution? What goals will it help you achieve? Why is this solution the best one?
	<b>Capacity and capability</b>  What resources do you need? What resources do you have available?		<b>Stakeholders</b> Who needs to be involved? Who should be informed? Who else cares about this?	
<b>Estimated costs</b>  What do you estimate the costs to be - both one-off and recurring? What changes will you need to make to how you work?			<b>Anticipated benefits</b>  What benefits, one-off and recurring, do you anticipate being able to deliver? How will you measure the benefits?	

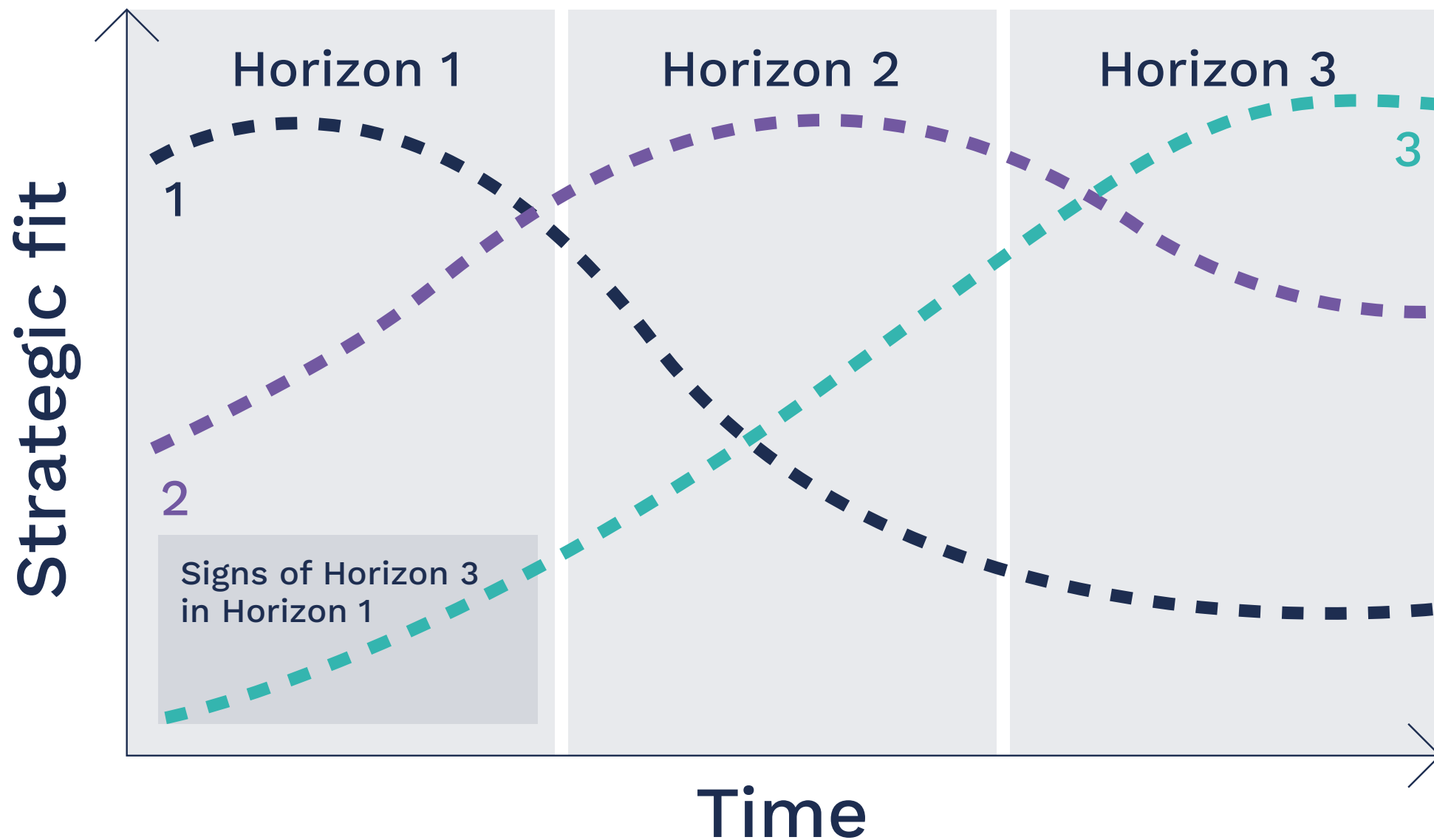
# Business case canvas (template)

Business Case Canvas for:				
<b>Context/Background</b>				
<b>Timeline</b>	<b>Implementation</b>	<b>Opportunity or problem</b>	<b>Risks</b>	<b>Solution</b>
	<b>Capacity and capability</b>		<b>Stakeholders</b>	
<b>Estimated costs</b>			<b>Anticipated benefits</b>	

# What if? worked example

Current data					
Visitors numbers	25,000				
Average admission fee	£ 5.00				
Average secondary spend per head	£ 1.50				
Gross margin on secondary spend	45%				
Total overheads including staff	100,000				
<b>What if analysis</b>	<b>Current position</b>	<b>Fall in visitor numbers</b>		<b>Increase in visitor numbers</b>	
		-15%	-30%	10%	25%
Admission fees	<b>125,000</b>	106,250	87,500	137,500	156,250
Contribution from secondary spend	<b>16,875</b>	14,344	11,813	18,563	21,094
Total contribution	<b>141,875</b>	120,594	99,313	156,063	177,344
Less: overheads	<b>(100,000)</b>	(100,000)	(100,000)	(100,000)	(100,000)
Net surplus/(deficit)	<b>41,875</b>	20,594	(688)	56,063	77,344

# Three horizons





# Small change

My small  
change  
commitment  
is...

# Media resources and references

## For viewing or listening

- › Business model canvas and other tools - the Strategyzer channel: <https://youtu.be/9JGfIEfnDM4?si=AfsEBTyjtX7mjhfY>
- › Building a strong business case financial model: <https://youtu.be/yYDiOsGO0hg?si=aUhMCSrjd1GvFwit>
- › HR People Pod – <https://www.cipd.org/uk/knowledge/podcasts/hr-people-pod/>

## A few suggested episodes:

- › EP 37: Leading under pressure - Prof. Kevin Fong
- › EP 30: Enabling High Performance Working: a growth mindset with Matthew Syed
- › EP 28: Hilary Scartlett Special - Neuroscience for organisaitonal change

## Museum based

- › [Making the Museum\(podcast\)](#)
- › [Museum Up \(podcast\)](#)
- › [Museums and Chill \(podcast\)](#)
- › [This Being Human \(podcast\)](#)
- › [We the Museum \(podcast\)](#)

## Third sector and social enterprise

- › [Awarepreneurs](#)
- › [Small Business Snippets \(podcast\)](#)
- › [Third Sector Lab \(YouTube\)](#)

- › [Third Sector Magazine \(YouTube\)](#)
- › [Charity People \(Podcast\)](#)

## Digital

- › [Your Undivided Attention \(podcast\)](#)
- › [The Artificial Human \(podcast\)](#)
- › [The Digital Human \(podcast\)](#)

## Other

- › [Growth Mindset Psychology \(podcast\)](#)
- › [How small changes can make a big difference \(YouTube\)](#)
- › [The Fundraising Bright Spots Podcast](#)

**Please note:** These resources are provided to support further exploration and learning. They are offered for reference only, and inclusion does not imply endorsement of their content, perspectives or recommendations. You should review each resource critically and determine its relevance and suitability for your own context and needs.

## References

Latham, K. F., & Cowan, B. (2023). Flourishing in museums: towards a positive museology. Taylor & Francis.



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