

To: Leadership Board

On: February 23, 2022

Report by: Chief Executive

Heading: Paisley Museum Reimagined Ltd update

1. Summary

This report updates Leadership Board on the progress of Paisley Museum Capital Appeal, delivered by charitable trust Paisley Museum Reimagined (PMR) Ltd (SC049225), and the impact of Covid-19 on major gift solicitation. In addition, the report updates members on changes made to the Board of Trustees.

2. Recommendations

Members are asked to please note the report.

3. Background

- 3.1 PMR Ltd is an independent company (Charitable Trust), established by Renfrewshire Council in 2019 to drive the Capital Appeal for Paisley Museum and create a revenue income stream for the museum on re-opening. PMR Ltd was officially registered as a charity by OSCR on 16 April 2019.
- 3.2 A small fundraising team was recruited in January 2019, tasked with raising £5 million through a major gift campaign, now led by Fundraising and Capital

Appeal Manager Andy Robin and reporting to the Council's Head of Marketing and Communications. As previously reported to members, four Trustees were originally appointed to the Trust Board - Councillor Iain Nicolson, Marion White MBE, James Lang (Chair) Director, Scottish Leather Group Ltd and Jack McVitie CEO LEBC. The inaugural PMR Ltd board meeting was held on 29 May 2019.

- 3.3 In addition, and to help raise awareness of the Appeal, five patrons were recruited: John Byrne, Professor Frances Fowle, Dr Pam Hogg, Much Hon. Duncan Paisley of Westerlea and Dr Heather Reid. Three Appeal Ambassadors were also identified to help drive major gift donor profiling and cultivation - David MacLellan, Russell Crichton and Guy Stenhouse, with a further Ambassador Nick Kuenssberg OBE joining the team in 2020.
- 3.4 The Fundraising Strategy and Case for Support, two key documents required to drive the Capital Appeal, were approved by the Paisley Museum Reimagined Trustee Board in May 2019. The strategy identified over 600 prospective donors as well as 160 Trusts and Foundations who had the capacity to support the Appeal.
- 3.5 The Future Paisley Reimagined brand, PR strategy and dedicated website- www.reimagined.paisleymuseum.org went live in February 2020. Their purpose to raise the profile of the Appeal and maintain UK-wide interest in the refurbishment of Paisley Museum during its temporary closure.

4. Impact of COVID-19

- 4.1 Throughout 2019, the Fundraising team identified potential major donors and recruited trustees, patrons and ambassadors to cultivate major donor relationships. The inaugural cultivation event at Paisley Museum was scheduled for 26 March 2020, hosted by former Director of V&A Dundee, Philip Long OBE. The event was cancelled due to the Covid19 national lockdown.
- 4.2 The impact of Covid-19 has been significant for the Capital Appeal with all face-to-face cultivation of major donors paused. This has been particularly difficult for the campaign because donor relations were at an early stage, given the previous lack of philanthropy linked to Paisley Museum. During the initial stages of Covid-19, many Trusts and Foundations temporarily closed their application process.
- 4.3 Despite this delay to the Capital Appeal timeline, work continued to refine the Fundraising Strategy and develop a new Case for Support in response to the impact of the pandemic, and to design a corporate fundraising campaign and

begin the design of a public campaign, due in 2023. In addition, several Trust and Foundation applications were made, with two significant successes during the pandemic; the Wolfson Foundation (£200,000) and Reo Stakis Foundation (£100,000), with the CEO of the Wolfson Foundation, Paul Ramsbottom OBE stating Paisley Museum *'is a stand-out project in the UK'*. The revised fundraising strategy and timeline was approved by the Board of Trustees in January 2022.

- 4.4 The UK and International PR campaign has continued throughout the pandemic, generating 11.3 million opportunities to hear or see something positive about Paisley Museum and the Capital Appeal from 87 positive media articles. This has led to contact between prospective donors and the fundraising team. Publicity has included the museum's Syrian Glass collection, the Corozal Dredger, the 150th anniversary of Paisley Museum and successful grant awards.
 - 4.5 PMR Ltd trustees and patrons have continued to meet virtually during the pandemic and took part in a tour of the museum and the Secret Collection on 15 November 2021 prior to the restart of the Capital Appeal and before the re-introduction of Covid-19 restrictions. Given the recent relaxation in measures and further changes expected to be announced in February, in-person site visits with potential major gift donors will now recommence, with the first event planned for March 4, 2022.
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5. Income update

- 5.1 To date, £864,000 has been secured and pledged for the Capital Appeal (£806,000 from Trusts and Foundations and £58,000 from individual donors).
- 5.2 The success of applications to Trusts and Foundations has been very positive, and the Appeal remains on target to secure £1.5m from this income stream. London-based funders Garfield Weston Foundation and the Wolfson Foundation donated £300,000 and £200,000 respectively. Local funders the Hugh Fraser Foundation and the Reo Stakis Charitable Foundation pledged £200,000 and £100,000 respectively.
- 5.3 There are currently 7 mid-level grant applications pending and a major grant application has been submitted by invitation to the Foyle Foundation. The team continue to cultivate a range of suitable funders who have the capacity to make significant donations.
- 5.4 Siblings Adrian and Brian Coats and Professor Frances Fowle (PMR Ltd Patron) toured the museum in August 2019 and subsequently made a gift worth £51,300. Both this gift and the donation received from Andros Stakis (Reo Stakis Charitable Foundation), reinforces the importance of being able to

engage face-to-face with potential funders and support visits to the museum site and Secret Collection. Only then, can the scale of the ambition of the project and its impacts be fully realised.

- 5.5 We expect to reach targets for major donations (High Net Worth Individuals), corporate giving and the Public Campaign, now restrictions have lifted, and the Capital Appeal has restarted.
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6. Trustee Board

- 6.1 There have been some changes to the Board of Trustees, with new appointments agreed in consultation with Council Leader Iain Nicolson, Renfrewshire Council's Chief Executive and the Chair of the Trustee Board:

- In August 2019, Dr John Scally (National Librarian and CEO of National Library of Scotland) was appointed as a Trustee. Dr Scally retired from his NLS role on 1 October but continues in his role as PMR Ltd trustee.
 - Trustee Jack McVitie, CEO LEBC, passed away following a short illness in September 2020.
 - Bob Grant, CEO of Renfrewshire Chamber of Commerce was recruited as PMR Ltd as trustee in September 2021 and will support plans to cultivate leading corporates in 2022.
 - Approaches to join the Board of Trustees have been made with Flora Martin MBE and Sara Spiers, Managing Director at Spectrum Service Solutions Ltd.
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7. Next Steps

- 7.1 The re-activation of major donor cultivation is now a priority. Appeal Ambassadors met with the fundraising team on 16 November and bespoke plans have been agreed, with Appeal Ambassadors working to reviewed prospect lists.
- 7.2 Trusts and Foundations work is continuing with medium level funders targeted in the next 12-months. Seven applications are currently live, with a decision on the Foyle application expected in April 2022.
- 7.3 Introductory meetings with Renfrewshire's leading corporates will commence in early 2022.
- 7.4 The fundraising team will begin the planning process for the Public Campaign in 2022, with a view to going live 6 months ahead of museum re-opening.

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** - none
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **Cosla Policy Position** –not applicable

List of Background Papers:

Leadership Board paper: Paisley Museum Reimagined Ltd Update, June 19, 2019

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