THE NATIONAL STRATEGY DELIVERY PLAN 2015-2019
## Aim 1

Maximise the potential of our collections and culture for future generations

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th><strong>Action</strong></th>
</tr>
</thead>
</table>
| 1a Improve the long term sustainability of collections through care, conservation and responsible acquisition and disposal | 1a(i) The sector & MGS to review collections according to collections development policies and ethical practice  
1a(ii) MGS to develop contingency planning guidance for the museum sector  
1a(iii) The sector & MGS to expand the network of partners who can work together to maximise the potential of collections and culture  
1a(iv) The sector & MGS to develop approaches and structures supporting more effective sharing of subject specialist knowledge and expertise  
1a(v) The sector & MGS to use insight from standards and continuous improvement schemes to develop focused activity |
| 1b Develop and share collections knowledge in order to ensure continued relevance and importance of collections | 1b(i) MGS to develop and deliver museum standards schemes eg. Recognition, Accreditation  
1b(ii) The sector & MGS to work together with selected partners to embed a digital culture for sharing collections and expertise |

### Outcomes

- High standards of collections care are maintained  
- Better knowledge of collections and collections care is developed and shared  
- The importance, relevance and potential of museum collections in Scotland are widely understood

## Aim 2

Strengthen connections between museums, people and places to inspire greater public participation, learning and wellbeing

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th><strong>Action</strong></th>
</tr>
</thead>
</table>
| 2a Work across wider policy/social agendas to increase and embed positive social impacts | 2a(i) The sector & MGS to demonstrate and advocate the value of the sector to the community and to wider policy agendas  
2a(ii) The sector & MGS to work with education, health, wellbeing and other partners to increase the positive social impacts delivered through museums |
| 2b Increase, broaden and diversify museum audiences and participants to be more reflective of society | 2b(i) The sector & MGS to share best practice in broadening and diversifying audiences  
2b(ii) The sector & MGS to use insight from audience research to develop focused activity  
2b(iii) The sector & MGS to encourage a digital approach to inclusive content creation, sharing and use |
| 2c Nurture a strong sense of local living heritage in places across Scotland | 2c(i) The sector & MGS to demonstrate the contribution of tangible and intangible heritage to place-making and community cohesion |

### Outcomes

- Museums contribute to wider policy or economic and social agendas  
- Delivering social outcomes is embedded across museum practice  
- Increased, more diverse and engaged museum audiences  
- Barriers to access are removed  
- Museums supporting community cohesion and development in their local areas
### AIM 3

**Empower a diverse workforce to increase their potential for the benefit of the sector and society**

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>ACTION</th>
</tr>
</thead>
</table>
| 3a Attract paid staff and volunteers from diverse backgrounds and with a wide range of skills | 3a(i) The sector & MGS to use knowledge and insight to shape skills development support and improve succession planning  
3a(ii) The sector & MGS to widen access to volunteer opportunities in order to diversify the volunteer workforce |
| 3b Share and develop skills for the future in the existing workforce | 3b(i) MGS to develop and deliver the National Skills Development Programme through partnerships and funding  
3b(ii) MGS to develop and deliver programmes of Board & governance development and leadership  
3b(iii) MGS to create and develop online resources to support skills development  
3b(iv) The sector & MGS to develop infrastructure and opportunities for effective sharing of skills, knowledge and expertise across the sector |

### OUTCOMES

- Demographics of populations are more accurately reflected in the museum workforce
- Museum workforce is more sustainable and resilient
- Skills development is valued and supported

### AIM 4

**Forge a sustainable future for sector organisations and encourage a culture of enterprise**

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>ACTION</th>
</tr>
</thead>
</table>
| 4a Improve economic and environmental sustainability throughout the sector | 4a(i) MGS to support museums and galleries to harness alternative revenue sources  
4a(ii) The sector & MGS to bring in business and entrepreneurial practices from outwith the sector through partnership  
4a(iii) MGS to help forge partnerships so museums can benefit from economies of scale  
4a(iv) The sector & MGS to work with partners to find ways museums of all sizes can reduce environmental impacts  
4a(v) The sector & MGS to use insight gleaned from horizon scanning activity to inform planning for future work |
| 4b Develop robust business practice and enterprise through continuous improvement | 4b(i) MGS to introduce a sector-wide system of continuous improvement, supporting the long term sustainability of museums |

### OUTCOMES

- Resources into the sector are diversified and increased
- Appropriate business models are developed and applied
- Sector has a reduced environmental impact
- A culture of continuous improvement is embedded throughout the sector

---

*MGS leads on these actions  
MGS works with the sector to deliver these actions*
### AIM 5

**Foster a culture of collaboration, innovation and ambition**

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>ACTION</th>
</tr>
</thead>
</table>
| 5a Improve the infrastructure for collaborative working | 5a(i) MGS to support establishment and effectiveness of networks and forums across the sector in Scotland  
5a(ii) The sector & MGS to develop cross-agenda collaborative working opportunities  
5a(iii) The sector & MGS to develop research collaborations with Higher Education |
| 5b Develop braver, innovative museum practice | 5b(i) The sector & MGS to encourage and support a culture of risk-aware, braver, innovative practice  
5b(ii) The sector & MGS to celebrate, share and promote innovative and ambitious practices with public, private and third sector agencies |

**OUTCOMES**
- Sector makes effective use of networks and forums across Scotland
- Stronger, longer-term partnerships outwith the sector to aid innovation and ambition within the sector
- Museums inspire each other with innovative and ambitious practice

### AIM 6

**Develop a global perspective using Scotland’s collections and culture**

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>ACTION</th>
</tr>
</thead>
</table>
| 6a Increase the visibility and profile of the Scottish museum sector internationally | 6a(i) MGS to raise awareness of the 2003 UNESCO Convention for the Safeguarding of Intangible Cultural Heritage amongst Scottish museums and on the international stage  
6a(ii) MGS to assist the development of partnerships to explore potential of EU funding and research opportunities  
6a(iii) The sector & MGS to support the development of international working, including digital projects and touring programmes  
6a(iv) MGS to engage tourism bodies such as VisitScotland with Scotland's museums and galleries offer for mutual benefit  
6a(v) MGS to ensure museums and galleries are factored into international policy and development initiatives |
| 6b Promote greater understanding of other cultures through collections | 6b(i) The sector & MGS to raise awareness of the potential of museums and galleries to contribute to intercultural dialogue and best practice |

**OUTCOMES**
- ICH best practice in Scotland to be showcased internationally
- Museums have increased confidence and expertise in accessing and developing international opportunities
- The importance of the role of museums in international policy development and international cultural practice is recognised
- Recognition of the valuable role of museums in Scotland’s tourism offer.  
- Recognition of the role of museums in intercultural dialogue