Going Further: The National Strategy for Scotland’s Museums and Galleries, published in March 2012, aims to unify the sector to work towards a shared vision, that:

“Scotland’s museums and galleries will be ambitious, dynamic and sustainable enterprises: connecting people, places and collections; inspiring, delighting and creating public value.”

At the heart of the Strategy is public value, with participation an integral part of museum delivery, sustainability key to the future of the sector and collaboration and partnership working vital to success.

This Delivery Plan provides a structured approach towards achieving the aims and objectives of the Strategy, setting out actions both for the sector and for Museums Galleries Scotland (MGS) as the National Development Body. It draws on the consultation exercise carried out in 2012 and other research MGS has undertaken to identify development priorities in line with the Strategy.

The Delivery Plan is a dynamic document which will be regularly reviewed and updated. It will form the basis of two-way reporting between MGS and the sector on progress in achieving the aims of the Strategy. Crucially, it addresses the priorities and needs cited by the sector and will enable museums to participate in delivering the aims of the National Strategy at a level appropriate to them.
**EXECUTIVE SUMMARY**

- The Delivery Plan provides a structured approach to achieving the aims and objectives of *Going Further: The National Strategy for Scotland’s Museums and Galleries*.

- The priorities and specific actions included have been developed from the findings of the consultation report *Scotland’s Museums and Galleries: Activities, Needs and Support*, published in February 2013, as well as consideration of the broader challenges and opportunities for the museums sector.

- The detailed Delivery Plan including the priorities and outline of roles for both MGS and the sector can be found in section 5.

- The key priorities for the sector are summarised opposite in Fig.1, including the associated anticipated outcomes and alignment to the aims of the National Strategy.

- Delivery of the actions outlined in the Delivery Plan relies on the involvement of MGS, the sector and key partners.

- To ensure the sector has a real say in how Strategy delivery is shaped and developed, a **stakeholder group** is being formed, comprising representatives from sector organisations and umbrella bodies with whom museums and galleries already engage.

- In addition, time-limited working groups will be formed on pertinent areas of activity drawing on the knowledge and experience within the sector and further involving museums and galleries with delivery.

- Using both monitoring (comprising measurement against a ‘statistical baseline’ of Key Performance Indicators compiled from existing information) and evaluation of particular projects, MGS will track the progress of and evaluate delivery, providing regular information about development, progress and performance.

- Next steps will include the development of partnerships and relationships with key organisations to develop services for the sector, and engaging further with museums and galleries throughout the country in order to discuss delivery, resources and support.

- MGS will be working to roll out its key projects and programmes, including investment streams, the National Skills Development Programme and the MGS Conference.

<table>
<thead>
<tr>
<th>Delivery priority</th>
<th>Main activity</th>
<th>Anticipated outcome</th>
<th>National Strategy aims</th>
</tr>
</thead>
</table>
| A) Knowledge and skills development | • Establish and build the National Skills Development Programme  
• Deliver the Skills Development Fund | • A highly skilled and equipped sector  
• A robust and fit for purpose skills sharing network established | Aim 3  
Aim 4  
Aim 5 |
| B) Funding and investment | • Deliver and continue to develop the MGS investment streams  
• Attract additional funding into the sector  
• Develop skills in this area | • A sustainable sector  
• Increased funding into the sector  
• Resources invested efficiently and effectively | Aim 4  
Aim 5 |
| C) Sector profile: Marketing and advocacy | • Develop and maintain key relationships  
• Participate in national projects and programmes | • A high profile  
‘visible’ sector  
Museums as contributors to multiple agendas | Aim 5  
Aim 6 |
| D) Standards and planning for sustainability | • Develop and embed standards throughout the sector  
• Develop organisational planning and governance | • A fit for purpose, business-like sector  
A sustainable sector | Aim 3  
Aim 4 |
| E) Collections and engagement | • Develop and implement robust collections-based policies and practices  
• Increase and diversify museums audiences and visitors | • High quality museums services  
Relevant and sustainable collections  
Increased participation | Aim 1  
Aim 2  
Aim 5  
Aim 6 |
There are over 400 museums and galleries in Scotland. MGS is continuing work on a definitive mapping exercise which is likely to reveal a substantially higher number.

There are clearly wide variations in size and performance across the sector but it is notable that:

- 263 institutions in Scotland meet the Accreditation standard which constitutes 15% of the entire Accredited UK museum population.
- 138 institutions participate in the VisitScotland Quality Assessment Scheme and have an average star rating of 3.65 (out of 5), slightly higher than the 3.63 average rating for Scotland as a whole.
- Public sector funding of circa £100 million helps to support a sector with an economic contribution estimated at around £1 billion (an estimated ‘turnover’ of the sector of £271 million and visitor spend of £662 million).

However museums and galleries are still experiencing funding challenges which in turn create challenges around sustainability of services.

There are nevertheless clear needs and opportunities to increase visits and extend participation:

- The Scottish Household Survey indicates that in 2011 31% of adults in Scotland visited a museum or gallery in the previous 12 months – no significant increase since 2007 when the figure was 30%. In contrast, the Scottish Household Survey shows that in 2011, 87% of adults engaged in culture (either attended a cultural event or participated in a cultural activity) in the previous 12 months giving an indication of the potential for museum and gallery audiences to expand.
- According to the Scottish Index of Multiple Deprivation, 23% of people living in the most deprived areas of Scotland visited a museum or gallery in 2011 compared with 42% of people from the least deprived areas.

This is in the wider context of an increase in the proportion of domestic tourism versus UK and international tourism:

- In 2010 64% of those visiting Scottish museums and galleries were resident in Scotland, compared with 52% in 2007;
- 21% of those visiting in 2010 were from other parts of the UK, compared with 29% in 2007;
- Those visiting from overseas have fallen from 19% in 2007 to 15% in 2010.

Given that ‘public value’ lies at the heart of the National Strategy, and that the Scottish Government indicator of ‘increased cultural engagement’ aligns most closely to the activities of the museums sector, there is a significant opportunity to increase the proportion of the Scottish population who visit and use museums.

There will be many ways by which this can be achieved, whether it is by adding value to existing tourism visits, better promotion of the sector to key audiences, increasing engagement in activities or by working with marginal or excluded communities to increase the diversity of visitors.

MGS is working with the Moffat Centre for Travel and Tourism Business Development, the Scottish Government and other partners to improve the range and quality of statistical data on visits and participation so that museums have a strong information base on which to plan. In this context it will be crucial that museums and galleries are fully involved in the process of helping to improve the quality of statistical information by committing to full, accurate and timely completion of the Visitor Attraction Monitor and other annual returns. Further information on monitoring and evaluation can be found in section 6.
The National Strategy
Delivery Plan

03

DELIVERY PRIORITIES

The work carried out by MGS and the sector over the past twelve months has been directed towards achieving the first stage in the Delivery Cycle: aligning organisations’ current activities and future plans with the aims and objectives of the National Strategy.

Further to the broader sector issues outlined in section 2, the consultation carried out in 2012 enabled a start to be made on scoping the Delivery Plan. The consultation report Scotland’s Museums and Galleries: Activities, Needs and Support, published in February 2013, highlighted the more specific challenges facing the sector and also helped to define a number of baseline factors against which future progress can be measured.

The responses identified the sector’s key strengths, weaknesses and needs in relation to delivering the Strategy. The main needs identified were:

- funding and fundraising support
- skills development
- capacity
- online, digital and IT help
- partnerships and networking.

In addition, museums emphasised the importance of maintaining and developing standards including Accreditation, and 92% of museums said they could offer support to their peers in key areas.

The expectations museums and galleries have for the role of the National Development Body, all underpinned by advice and support, are:

- funding, fundraising and investment
- skills development
- partnership, networking and collaboration
- advocacy
- research and evaluation
- accreditation and standards
- online, digitisation and social media
- collections and engagement.

The Delivery Plan for 2013-15 has been developed with these findings in mind. The actions have been grouped under the priorities that were identified through consultation while remaining clearly linked to the aims and objectives of the Strategy. Given the broad scope of priorities throughout the sector, it is important that the Plan is a flexible, active document that responds to the changing and developing environment in and for the sector. The content is primarily action-based and measures for monitoring and evaluation are built in.
To ensure that partnership and collaboration lie at the heart of delivery of the National Strategy, and that the sector has a real say in how Strategy delivery is shaped and developed, a **stakeholder group** is being formed. This group will comprise representatives from sector organisations and umbrella organisations in which museums and galleries already participate. It will develop ideas for future collaborations both within the sector and further afield and act as an incubator for partnerships, projects and funding ideas as well as supporting the development of the Delivery Plan in the future.

In addition to the stakeholder group, and to further ensure sector organisations are at the heart of Strategy delivery, time-limited **working groups** on pertinent areas of activity will also be formed. Participants will be selected based on their knowledge and experience in relevant areas. The scope of work for each group will involve identifying key issues and challenges, considering solutions and developing projects or programmes to tackle these challenges. **MGS Board members** will have an important hands-on role in setting up and leading the first working groups.

In order for the Delivery Plan to be taken forward it will be essential for the sector and MGS to share information and work together. This will enable MGS to better support and be an effective advocate for the sector, complementing the role of museums and galleries, raising the profile of the sector while still being realistic about the resources that are available.

MGS as the **National Development Body** will support alignment of the sector’s business and forward plans with the National Strategy through an ongoing programme of engagement and support and will facilitate the building of networks and partnerships to share knowledge and expertise.

MGS will also ensure that the information gathered from and about museums and galleries through evaluation and research is used to measure development in line with the Strategy’s aims and objectives as well as to promote the sector and its work to the Scottish Government, key partner organisations and funders.

To reflect the sector’s expectations for the National Development Body, MGS has included six specific objectives in its business plan:

- To facilitate sector development in partnership with key stakeholders
- To undertake focused investment which delivers impact and change
- To raise standards across the sector
- To develop effective communications with the sector and advocate on its behalf
- To develop a high-quality and robust evidence base for the sector and to inform and support MGS’s business operations and service offer
- To ensure the National Development Body is an organisation fit for purpose to lead the sector.

To ensure that partnership and collaboration lie at the heart of delivery of the National Strategy, and that the sector has a real say in how Strategy delivery is shaped and developed, a **stakeholder group** is being formed. This group will comprise representatives from sector organisations and umbrella organisations in which museums and galleries already participate. It will develop ideas for future collaborations both within the sector and further afield and act as an incubator for partnerships, projects and funding ideas as well as supporting the development of the Delivery Plan in the future.

In addition to the stakeholder group, and to further ensure sector organisations are at the heart of Strategy delivery, time-limited **working groups** on pertinent areas of activity will also be formed. Participants will be selected based on their knowledge and experience in relevant areas. The scope of work for each group will involve identifying key issues and challenges, considering solutions and developing projects or programmes to tackle these challenges. **MGS Board members** will have an important hands-on role in setting up and leading the first working groups.
The purpose of this Delivery Plan is to ensure that museums and galleries are working towards a more secure, robust and fit-for-purpose sector with the goal of sustainability firmly underpinning all activity.

The Delivery Plan has been designed so that museums and galleries can work towards their own priorities while still fulfilling the aims and objectives of the National Strategy in priority areas. The proposed sector role and actions are in line with delivery priorities and by offering suggestions for broad areas of work, it is anticipated that each organisation will be able to play to their own strengths, work on their own challenges and participate in delivery at a level that is appropriate to them.

MGS’s role in delivery has been determined by the needs and priorities of the sector considered in the context of the National Strategy aims; the actions outlined here will be reflected in MGS’s Business Plan for 2013-15.

The actions contained in the plan are not exhaustive. As work plans progress and opportunities arise, other projects and programmes will inevitably develop. It is hoped that every museum, regardless of size or resources, should be able to move towards completion of at least one area of work within each of the priority delivery areas for 2013-2015 in some capacity.

Priorities

The Delivery Plan is structured around the priorities identified through consultation while remaining firmly linked to the aims and objectives of the Strategy. These take into account:

- The areas in which the sector identified particular needs in order to deliver their work programmes effectively
- The areas in which the sector required specific development support and guidance from MGS
- The aims of the Strategy under-represented by museums’ current and planned work.

Partnership, networking and collaboration, research and evaluation, and online, digital and social media were themes raised throughout the consultation process. They have been treated here as elements that underpin delivery and are therefore incorporated across the range of Delivery Plan priorities.

The priorities are:

Knowledge and skills development

Skills development underpins all museum activity. Specific themes that arose from the consultation were the need to up-skill in transferrable business skills; curatorial training; succession planning; marketing; and digital skills. Alternative models for skills development – beyond traditional training – were suggested, including skills banks, skills sharing and mentoring.

Skills development was a main area in which museums and galleries felt the National Development Body could support them and the third highest development need cited in the consultation report.

Funding and investment

This was one of the most significant themes discussed at the consultation roadshows and was rated as the highest development need for museums. Finding more diverse sources of funding and up-skilling in this area were at the forefront of discussion. Funding, along with skills, can also be seen to underpin museums’ work and therefore facilitate development across the aims of the Strategy. It was also another main area cited by the sector in which MGS could support museums and galleries.

Sector profile: Marketing and advocacy

Raising the profile and championing the interests of museums and galleries was another theme that arose through the consultation. Framed as a ‘participatory’ relationship between museums and MGS, the need to influence decision makers, as well as linking to key organisations such as VisitScotland, was seen as the ‘top thing’ for the National Development Body to deliver. The sector acknowledged the need for general skills development around marketing and advocacy, and linking in to other national programmes was seen as a way to build the sector’s profile.

Standards and planning for sustainability

The consultation showed that Accreditation, standards and benchmarking were seen as important by museums and galleries, while at the same time highlighting that there was particular development required in the areas of business planning and environmental sustainability. The need to advocate standards to governing bodies and for MGS to continue to monitor and develop standards were seen as particularly important.

Collections and engagement

Collections are core to the museum offer and the need to maintain them and ensure they are sustainable came through clearly from the consultation. With increased expectations of museums to provide more diverse services, it is essential that collections are not sidelined in favour of broader activities. Instead, collections should be used to engage audiences and visitors. The accessibility of collections and using digital media to increase engagement were particular issues raised, with MGS having a key role in advocating collections.

Measures, outputs and processes have been proposed to ensure activity is measurable. These will be reviewed with the sector to determine their feasibility and cost-effectiveness. In addition, MGS has been carrying out research to establish a sector baseline against which progress can be measured – see section 6.
# MGS role

## Delivery priority A) KNOWLEDGE AND SKILLS DEVELOPMENT

### 1. Develop, deliver and raise the profile of the National Skills Development Programme.

- Identify and attend relevant courses
- Develop & roll out own skills development programmes with MGS support (advice, Skills Development Funding) as appropriate
- Give feedback on effectiveness & impact

<table>
<thead>
<tr>
<th>Sector role</th>
<th>Timescale</th>
<th>Outputs, processes and measures</th>
<th>National Strategy aims</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Identify gaps in existing skills development opportunities offered by MGS and suggest additional topics/areas</td>
<td>Ongoing, with regular review</td>
<td>• Number of partnerships brokered</td>
<td>Aim 3 Aim 5</td>
</tr>
</tbody>
</table>

#### 1.1 Develop overview of the skills landscape throughout the sector - identify gaps and needs and produce a ‘skills map’ of the sector

- Carry out internal skills audits to build a picture of organisational skills requirements
- Report back organisational requirements to MGS to help build a picture of sector-wide skills landscape

#### 1.2 Identify appropriate partners and broker relevant training for the sector – particularly around digital, business skills and marketing

- Identify gaps in existing skills development opportunities offered by MGS and suggest additional topics/areas

#### 1.3 Gather evaluation data on the impact of skills development activity

- Feedback on effectiveness of MGS training and skills development
- Share information on effectiveness of other skills development work including those delivered by suppliers and through the Skills Development Fund

#### 1.4 Provision and development of hints and tips workshops; best practice sharing – events and online

- Report back on effectiveness
- Identify gaps and suggest additional topics/areas for consideration

<table>
<thead>
<tr>
<th>Timescale</th>
<th>Outputs, processes and measures</th>
<th>National Strategy aims</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-2015</td>
<td>• At least 100 museums to have fed back information on skills by 2015 (approx 25% of known sector), including information from the Skills Development Fund</td>
<td>Aim 3 Aim 4</td>
</tr>
</tbody>
</table>

### 2. Roll out the Skills Development Fund

- Review skills development needs

<table>
<thead>
<tr>
<th>Timescale</th>
<th>Outputs, processes and measures</th>
<th>National Strategy aims</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-2014</td>
<td>• Project evaluation in line with evaluation of investment streams</td>
<td>Aim 3 Aim 4</td>
</tr>
<tr>
<td>2014-2015 funding dependent on uptake</td>
<td>Number of:</td>
<td>Aim 5</td>
</tr>
<tr>
<td>• applications received</td>
<td>• awards made</td>
<td></td>
</tr>
<tr>
<td>• people trained</td>
<td>• training courses /programmes delivered</td>
<td></td>
</tr>
<tr>
<td>2013-2015</td>
<td>• Project evaluation in line with evaluation of investment streams</td>
<td>Aim 3 Aim 5</td>
</tr>
<tr>
<td>MGS role</td>
<td>Sector role</td>
<td>Timescale</td>
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<tr>
<td><strong>Delivery priority A) KNOWLEDGE AND SKILLS DEVELOPMENT (continued)</strong></td>
<td></td>
<td></td>
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<tr>
<td>2.2 Support development of relevant skills development programmes and</td>
<td>• Develop projects to apply to Fund to improve skills development</td>
<td>2013-2015</td>
</tr>
<tr>
<td>applications to the Skills Development Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Signpost museums and galleries to resources, networks and provide</td>
<td>• Identify and use appropriate networks for skills sharing</td>
<td>Ongoing, with regular review</td>
</tr>
<tr>
<td>support for skills development</td>
<td>• Feed back to MGS on successes</td>
<td></td>
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<td></td>
<td>• Highlight gaps and needs</td>
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<tr>
<td>3.1 Develop and make available training materials and resources</td>
<td></td>
<td>2013</td>
</tr>
<tr>
<td>3.2 Research volunteering throughout museums and develop resources and</td>
<td>• Implement volunteer management and development policies and practices</td>
<td>2013-2014</td>
</tr>
<tr>
<td>support for volunteer management and development</td>
<td></td>
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<tr>
<td>4. Help to establish and maintain a sector 'skills bank'</td>
<td></td>
<td>Ongoing, with regular review</td>
</tr>
<tr>
<td>4.1 Scope, develop and implement a sector skills bank based on existing</td>
<td>• Identify which skills are required organisationally (through skills audit)</td>
<td>2013-2015, then maintenance</td>
</tr>
<tr>
<td>successful models of good practice (e.g. SHARE)</td>
<td>• Contribute available skills to the skills bank</td>
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<tr>
<td>4.2 Work with the sector to set up regional or other appropriate support</td>
<td>• Offer services to networks where appropriate</td>
<td>2013-2015 with further</td>
</tr>
<tr>
<td>networks to share experiences and provide advice</td>
<td></td>
<td>development 2015-2017</td>
</tr>
<tr>
<td>5. Develop and implement skills development as part of wider programmes</td>
<td>• Make use of training strands/skills development materials from programmes</td>
<td>As appropriate to each</td>
</tr>
<tr>
<td>e.g.</td>
<td></td>
<td>programme</td>
</tr>
<tr>
<td>• MGS Interns Programme Phase 2</td>
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<tr>
<td>• Festival of Museums</td>
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<tr>
<td>6. Delivery, evaluation and legacy of the MGS conference 'Fortune</td>
<td>• Participate in conference and/or engage with related materials and</td>
<td>2013</td>
</tr>
<tr>
<td>Favours the Brave'</td>
<td>development opportunities</td>
<td></td>
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</tbody>
</table>
## MGS role

### Delivery priority B) FUNDING AND INVESTMENT

### 1. Work with the Government at a national and local level to ensure appropriate/ optimum funding is made available to the sector

- Work with local government to attract additional funding into the sector

### 2. Deliver the MGS investment streams

- Sector to apply, take up offers of funding and evaluate projects in line with National Strategy aims

### 2.1 Support the development of improved projects through advice and information

- Make use of available advice and information before submitting an investment application
- Ensure robust project planning has been carried out prior to application

### 2.2 Gather evaluation data on the impact of funding for reporting and continued development

- Feedback on effectiveness of MGS funding and investment
- Share information on effectiveness of other funding and investment including those delivered by other organisations

### 3. Research, develop and signpost diversified funding streams for the sector

- Identify and broker relationships with key funding organisations to investigate funding opportunities for museums

### 3.1 Broker partnerships with key funding organisations to investigate funding opportunities for museums

- Identify and broker relationships with local, regional or other appropriate funding organisations

### 4. Develop and offer specific advice and training on funding criteria, money management and funding applications

- Make use of training and advice available

### 4.1 Identify partners that can offer advice and training to the sector

- Identify and exploit opportunities to work in partnership to attract funding and increase impact

### Outputs, processes and measures

- Funding into museums year on year
- Additional funding into sector from local and central Government (in addition to core funding)
- Use of Government Finance Statistics

### National Strategy aims

- Underpins all

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### Timescale

- Ongoing, with regular review
- Ongoing, with regular review

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### National Strategy aims

- Underpins all
- Underpins others
- Aim 3
- Aim 4
- Aim 5
<table>
<thead>
<tr>
<th>MGS role</th>
<th>Sector role</th>
<th>Timescale</th>
<th>Outputs, processes and measures</th>
<th>National Strategy aims</th>
</tr>
</thead>
</table>
| **Delivery priority C)**  
**SECTOR PROFILE: MARKETING AND ADVOCACY**  
1. Develop and maintain key relationships at a national, UK-wide and international level to advocate for museums and galleries | • Develop and maintain relevant key relationships at a local and regional level | Ongoing, with regular review | • Press coverage of museum and gallery issues  
• Track parliamentary questions mentioning museums  
• Track motions and debates in parliament mentioning museums | Aim 2  
Aim 4 |
| 1.1 Work with local authorities and other partners to ensure museums and galleries are included in wider agendas | • Work in partnership to ensure museums and galleries are included in Local Authority agendas and Community Planning Partnerships throughout the country | Ongoing, with regular review | Number of:  
• local authority Community Planning Partnerships to include museums services  
• service level agreements in place between museums and local authorities  
• representations on museums to VOCAL and COSLA | Aim 4 |
| 1.2 Work with key tourism and marketing partners nationally (e.g. VisitScotland, Scotland’s Heritage) | • Work with regional tourism businesses to promote museums and galleries as part of tourism offering  
• Ensure MGS is kept up to date with museums and collections information and events and activities calendars to use in promotion and advocacy | Ongoing, with regular review | • Information on events programmes from at least 25% of museums to use in advocacy  
• Increased visitors to museums and galleries  
Number of:  
• museums involved in the VisitScotland Quality Assurance Scheme  
• museums involved in tourism initiatives | Aim 1  
Aim 2  
Aim 4  
Aim 6 |
| 1.3 Ensure effective communication of museums’ contribution to Scottish life and maintain sector profile on a national basis, including involvement in national projects and programmes | • Ensure MGS is kept up to date with museum projects, events calendars and activities  
• Participate in national programmes and initiatives as appropriate | Ongoing, with regular review | • Numbers of museums involved in National Initiatives | Aim 1  
Aim 2  
Aim 4 |
| **2. Develop strategic guidance, advice and support materials for the sector** | | Ongoing, with regular review | • Feedback from sector  
• Downloads/uptake of materials | Aim 3 |
| 2.1 Develop a strategic advocacy plan and advocacy toolkit for the sector | • Build advocacy into organisational planning processes  
• Refer to toolkit and tailor to own requirements  
• Share good practice and lessons learned | 2013-2015 | • Parliamentary questions, motions and debates mentioning individual museums  
• Museums’ involvement/mentions in Single Outcome Agreements and Community Planning Partnerships  
• Toolkit downloads/uptake | Aim 2  
Aim 4 |
<table>
<thead>
<tr>
<th>MGS role</th>
<th>Sector role</th>
<th>Timescale</th>
<th>Outputs, processes and measures</th>
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<tbody>
<tr>
<td><strong>Delivery priority C)</strong>&lt;br&gt;SERCTOR PROFILE: MARKETING AND ADVOCACY (continued)</td>
<td></td>
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</tr>
<tr>
<td>2.2 Provision of information and guidance on wider policy and national agendas through relevant channels</td>
<td>• Ensure MGS is kept informed of any regional or local policy issues</td>
<td>Ongoing, with regular review</td>
<td>• Visits to relevant pages/stories on MGS website&lt;br&gt;• Downloads/uptake of guidance</td>
<td>Aim 4</td>
</tr>
<tr>
<td>2.3 Set up specialist training and advice suppliers for marketing skills</td>
<td>• Contact and where appropriate work with audience development, advocacy and marketing organisations regionally&lt;br&gt;• Make suggestions on suppliers to MGS</td>
<td>2013-2015</td>
<td>• Sector feedback&lt;br&gt;• Gaps in provision filled&lt;br&gt;• Number of suppliers put in place</td>
<td>Aim 1, Aim 2, Aim 3, Aim 4</td>
</tr>
<tr>
<td>3. Offer support to appropriate networks and partnerships for museums and galleries</td>
<td>• Carry out internal marketing audits to ascertain levels of current knowledge and information and future plans for organisation e.g. visitor figures and demographic</td>
<td>2013-2015</td>
<td>• 65% of museums and galleries to have marketing information and plans in place by 2015</td>
<td>Aim 4, Aim 5</td>
</tr>
<tr>
<td>4. Promote museums’ and galleries’ involvement in national projects and programmes</td>
<td>• Identify appropriate other institutions and organisations to work with to enhance impact of marketing/advocacy&lt;br&gt;• Identify where marketing and advocacy skills lie in organisations and form regional or other appropriate groups for marketing/advocacy purposes&lt;br&gt;• Identify appropriate key decision makers/funders in regions&lt;br&gt;• Identify appropriate partners/mechanisms by which to influence</td>
<td>2013-2015</td>
<td>• Numbers of museums involved in partnerships/ networks&lt;br&gt;• Gaps in provision filled&lt;br&gt;• Sector feedback</td>
<td>Aim 1, Aim 4, Aim 5, Aim 6</td>
</tr>
<tr>
<td>4.1 Plan, promote and deliver MGS-led programmes and projects such as the Festival of Museums to deliver optimum sector profile</td>
<td>• Factor Festival of Museums and other MGS-led programmes into business and engagement plans, considering opportunities for raising organisational profile and up-skilling staff</td>
<td>As appropriate to each event</td>
<td>• Media and marketing evaluation of event&lt;br&gt;• Number of: museums taking part&lt;br&gt;• attendees</td>
<td>Aim 1, Aim 2</td>
</tr>
<tr>
<td>4.2 Work with key partners to involve museums in the planning and development of national events and programmes (such as WW1)</td>
<td>• Participate in national programmes where appropriate&lt;br&gt;• Work in partnership with other regional partners to deliver events, projects or programmes</td>
<td>Ongoing, with regular review</td>
<td>• Uptake on programmes&lt;br&gt;• Media monitoring where appropriate&lt;br&gt;• Number of: 'joint publicity' materials produced&lt;br&gt;• press cuttings indicating joint promotion</td>
<td>Aim 1, Aim 2, Aim 5</td>
</tr>
<tr>
<td>MGS role</td>
<td>Sector role</td>
<td>Timescale</td>
<td>Outputs, processes and measures</td>
<td>National Strategy aims</td>
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</tr>
<tr>
<td><strong>Delivery priority D)</strong> <strong>STANDARDS AND PLANNING FOR SUSTAINABILITY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. <strong>Monitor, review and develop standards for the sector</strong></td>
<td></td>
<td>Ongoing, with regular review</td>
<td>• Standards put in place</td>
<td>Aim 4</td>
</tr>
<tr>
<td>1.1 Continue to manage and develop the Accreditation Scheme in Scotland</td>
<td></td>
<td>Ongoing, based on Accreditation roll out schedule</td>
<td>• 270 museums and galleries to achieve Accreditation by April 2015 • 100% of museums already in the scheme to have been re-assessed under the new standard by April 2015</td>
<td>Aim 4</td>
</tr>
<tr>
<td>1.2 Work in partnership with other Accreditation managing organisations in the home countries to promote and develop the Scheme</td>
<td>• Ensure adoption of the new Accreditation Standard when appropriate • Accredited museums to act as mentors to those working towards the Standard • Accredited museums to act as advocates for the Accreditation Standard</td>
<td>Ongoing, with regular review</td>
<td>• Uptake of new standard throughout sector (+ 10 new applicants by end of 2014) • Meeting of targets and deadlines for overall scheme • Feedback from Accreditation applicants • Increase the number of Museum Mentors within the Accreditation Scheme by 20% by end of 2015</td>
<td>Aim 4 Aim 5</td>
</tr>
<tr>
<td>1.3 Work to communicate the importance of the Accreditation Standard to key partners and funders</td>
<td>• Work to communicate the importance of the Accreditation Standard to key partners and funders</td>
<td>2013-2015</td>
<td>• Development of an Accreditation advocacy plan • Analysis of the Scottish Accreditation data shared with sector</td>
<td>Aim 4</td>
</tr>
<tr>
<td>1.4 Establish a standards baseline for the sector</td>
<td>• Feed in baseline stats when required</td>
<td>2015-2017</td>
<td>• Ability to measure required activities</td>
<td>Aim 4 Underpins all</td>
</tr>
<tr>
<td>1.5 Explore the further development of QIS as a continuous improvement model</td>
<td></td>
<td>Ongoing, with regular review</td>
<td>• Feasibility study and risk assessment</td>
<td>Aim 4 Underpins all</td>
</tr>
<tr>
<td>1.6 Highlight and signpost other appropriate standards to the sector and promote their use</td>
<td>• Develop in line with appropriate other standards such as the VisitScotland Quality Assurance Programme etc.</td>
<td>Ongoing, with regular review</td>
<td>• Measurement against standards • Numbers of museums involved in schemes</td>
<td>Aim 4</td>
</tr>
<tr>
<td><strong>2. Facilitate skills development in planning and organisational best practice</strong></td>
<td></td>
<td></td>
<td></td>
<td>Aim 4</td>
</tr>
<tr>
<td>2.1 Develop specific training in business and project planning with key partners</td>
<td>• Take up training opportunities as relevant and appropriate</td>
<td>2013-2015</td>
<td>• Sector satisfaction • Number of organisations involved</td>
<td>Aim 4</td>
</tr>
</tbody>
</table>
## Delivery priority D) STANDARDS AND PLANNING FOR SUSTAINABILITY (continued)

<table>
<thead>
<tr>
<th>MGS role</th>
<th>Sector role</th>
<th>Timescale</th>
<th>Outputs, processes and measures</th>
<th>National Strategy aims</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Develop strategic business guidance advice and development resources for the sector</td>
<td>• Internal audits on policy, governance, documentation and leadership</td>
<td>2013-2015</td>
<td>• Downloads/uptake of resources</td>
<td>Aim 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• A map of museum sector governance and business planning</td>
<td>Aim 4</td>
</tr>
<tr>
<td>3.1 Explore options for partnerships with relevant organisations to offer business planning, governance and policy advice</td>
<td></td>
<td>2013-2015</td>
<td>• Gaps in provision Number of: • partnerships formed • referrals</td>
<td>Aim 4</td>
</tr>
<tr>
<td>3.2 Explore options for sustainable business models</td>
<td>• Best practice examples to be provided and shared as part of scoping</td>
<td>2013-2015</td>
<td>• Downloads/uptake of materials • Numbers of best practice examples provided</td>
<td>Aim 4</td>
</tr>
<tr>
<td>3.3 Provide advice, resources and guidance on business intelligence and planning</td>
<td>• Ensure all appropriate business planning and documentation is in place</td>
<td>2013-2015</td>
<td>• Sector feedback • Number of downloads/requests for information • 65% of museums to have a business/ forward plan in place by 2015</td>
<td>Aim 4</td>
</tr>
<tr>
<td>3.4 Explore options to secure access to legal advice for museums and galleries</td>
<td></td>
<td>2013-2015</td>
<td>• Feasibility study</td>
<td>Aim 4</td>
</tr>
<tr>
<td>4. Work with partner agencies to explore ways to reduce the carbon footprint and environmental impact of the sector</td>
<td></td>
<td>Ongoing, with regular review</td>
<td></td>
<td>Aim 4 Aim 5</td>
</tr>
<tr>
<td>4.1 Develop sector policies on reducing environmental impact</td>
<td>• Engage with policies and introduce changes where possible</td>
<td>Ongoing, with regular review</td>
<td>• 65% of museums to have an environmental sustainability policy in place by 2015 • 25% of museums and galleries to be involved in the VisitScotland Green Tourism Business scheme by 2017</td>
<td>Aim 4</td>
</tr>
<tr>
<td>4.2 Provide advice, resources and guidance on improving environmental sustainability</td>
<td></td>
<td>2013-2015</td>
<td>• Downloads/uptake of advice resources • Sector feedback</td>
<td>Aim 4</td>
</tr>
<tr>
<td>4.3 Develop partnerships with key environmental organisations to provide advice and guidance on environmental issues</td>
<td></td>
<td>2013-2015</td>
<td>• Downloads/uptake of advice and guidance</td>
<td>Aim 4 Aim 5</td>
</tr>
</tbody>
</table>
## Delivery priority E) COLLECTIONS AND ENGAGEMENT

### MGS role | Sector role | Timescale | Outputs, processes and measures | National Strategy aims
--- | --- | --- | --- | ---
1. Ensure collections development and care remains central to activities | Ongoing, with regular review | | | Aim 1

1.1 Ensure collections expertise is available to all museums throughout the sector | Ongoing, with regular review | Downloads/uptake of advice resources | Number of: | Aim 1
| museums taking part in collections care or other specialist training | Aim 3
| investment applications made | Aim 4
| museums with a research policy or agenda in place | Aim 5

1.2 Set up specialist training and advice suppliers for core collections skills | Ongoing, with regular review | Sector feedback | Number of museums taking part in collections care or other specialist training | Aim 3
| Number of museums with a research policy or agenda in place | Aim 4

1.3 Support museums and galleries to develop and implement appropriate collections-based policies and practices | 2013-2015 | Number of museums involved in subject specialist networks | | Aim 1
| 70% of museums to have up to date collections development and associated plans and procedures in place by 2015 | Aim 3
| Aim 4
| Aim 5

### Sector role

- Develop relationships with those with collections-based expertise regionally
- Ensure core staff are trained in collections expertise or that appropriate collections care is in place
- Identify research priorities for collections and ways in which research can be supported

- Make suggestions to MGS of suppliers

- Work with forums and Subject Specialist Networks to share expertise and knowledge around collections
- Develop, implement and review collections management planning, sharing policies and practices
- Ensure succession planning is at the core of collections policies and practices

### Timescale

- Ongoing, with regular review
- 2013-2015

### Outputs, processes and measures

- Downloads/uptake of advice resources
- Number of museums taking part in collections care or other specialist training
- Investment applications made
- Museums with a research policy or agenda in place
- Sector feedback
- Number of museums with a research policy or agenda in place
- 70% of museums to have up to date collections development and associated plans and procedures in place by 2015
- % of schools visits in regard to overall visits
- Number of museums to have up to date learning policies and procedures in place by 2015
- Number of museum projects delivered for schools
- Number of museums to have up to date learning policies and procedures in place by 2015

### National Strategy aims

- Aim 1
- Aim 2
- Aim 3
- Aim 4
- Aim 5
<table>
<thead>
<tr>
<th>MGS role</th>
<th>Sector role</th>
<th>Timescale</th>
<th>Outputs, processes and measures</th>
<th>National Strategy aims</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Delivery priority E) COLLECTIONS AND ENGAGEMENT (continued)</strong></td>
<td></td>
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</tr>
<tr>
<td>2.3 Work with key partners to engage audiences, increase participation and diversify museum visitors, e.g. Kids in Museums Take Over Day</td>
<td>• Take part in wider regional and national programmes to promote museums to broader and more diverse audiences</td>
<td>Ongoing, with regular review</td>
<td>• Number of key partnerships developed</td>
<td>Aim 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Scottish Index of Multiple Deprivation % change</td>
<td>Aim 2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Increased visitors to museums and galleries</td>
<td>Aim 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Number of museums taking part in wider programmes</td>
<td>Aim 5</td>
</tr>
<tr>
<td>3. Carry out an evaluation of the Recognition Scheme and fund, developing the role of the collections and Recognition committee</td>
<td>• Recognised collections to act as centres of excellence for collections care and access</td>
<td>2013-2016</td>
<td>• Report published</td>
<td>Aim 1</td>
</tr>
<tr>
<td></td>
<td>• Recognised collections to advise and support the sector to deliver in these areas</td>
<td></td>
<td>• Recommendations implemented</td>
<td>Aim 4</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Number of:</td>
<td>Aim 5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• partnership projects involving Recognised collections</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Recognised collections offering skills/advice to other museums</td>
<td></td>
</tr>
<tr>
<td>4. Help to increase and diversify audiences and visitors to museums and those engaging with collections</td>
<td>• Introduce, develop and review access policies and procedures based on equality and diversity</td>
<td>Ongoing, with regular review</td>
<td>• Number of visits to museums and galleries</td>
<td>Aim 2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Scottish Index of Multiple Deprivation % change</td>
<td>Aim 2</td>
</tr>
<tr>
<td>4.1 Provide advice, resources and guidance on accessibility, audience development and interpretation</td>
<td></td>
<td>2013-2015</td>
<td>• Sector feedback</td>
<td>Aim 4</td>
</tr>
<tr>
<td></td>
<td>• Introduce, develop and review access policies and procedures based on equality and diversity</td>
<td></td>
<td>• Downloads/uptake of guidance</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>65% of museums to have up to date access plans and policies in place by 2015</td>
<td>Aim 4</td>
</tr>
<tr>
<td>4.2 Signpost and provide guidance around diversity, access and other relevant legislation</td>
<td>• Ensure legislation is factored in to operations and planning</td>
<td>2013-2015</td>
<td>• Downloads/uptake of information and guidance</td>
<td>Aim 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Number of museums with equality and diversity policies in place</td>
<td></td>
</tr>
<tr>
<td>4.3 Encourage the use of technology to broaden engagement with collections</td>
<td>• Develop online collections/digital resources where appropriate</td>
<td>Ongoing, with regular review</td>
<td>• Number of museums with digital access policies in place</td>
<td>Aim 1</td>
</tr>
<tr>
<td></td>
<td>• Work in partnership to develop broader online/digital resources for visitors</td>
<td></td>
<td>• % of each museum’s collection online by 2015</td>
<td>Aim 2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Number of digital resource projects undertaken, especially in partnership</td>
<td>Aim 5</td>
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<td>Aim 6</td>
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</tbody>
</table>
MONITORING AND EVALUATION

MGS is developing a Monitoring and Evaluation Programme for the Scottish museums sector to capture and provide regular information about development, progress and performance in implementing the delivery priorities outlined in section 5, as well as measuring overall progress on delivery of the Strategy aims. Assessing the impact of the Delivery Plan in meeting the aims and objectives of the National Strategy will be critical to providing evidence of the contribution and effect of public investment. It is essential that museums and galleries engage with this process of continuous improvement and monitoring and evaluation to ensure there is a shared understanding of what is working, what is not working and where improvements can be made to increase impact and value-for-money. Monitoring and evaluation will enable:

• Generation of the ‘bigger picture’ of the sector’s work
• Use of evidence and information for advocacy and promotion purposes
• Increased sector profile with Scottish and local government, key partners and funders
• Communication of the value of the sector to local and Scottish government through appropriate channels and using appropriate language
• Provision of information to enable the sector to make their case to key partners
• Measurement and communication of progress against delivering the Strategy’s aims

MGS will provide clear guidance on the nature of the monitoring and evaluation required, implementation methods and organisations’ particular responsibilities. To ensure the process is not an unnecessary burden on the sector the process will be as light-touch as possible, drawing on existing sources of information such as Accreditation and the Visitor Attraction Monitor.

6.1 Monitoring – Key Performance Indicators
MGS has carried out research into existing information available on museums and galleries from key sources. The findings are being used to develop a ‘statistical baseline’ and a set of Key Performance Indicators against which progress can be measured. The KPIs will continue to be developed as further relevant information becomes available.

6.2 Evaluation
In addition to measuring the specific activities outlined in section 5, it is essential that robust evaluation of ongoing programmes is undertaken. Four key programmes have already been identified:

National Skills Development Programme –
Evaluation of this programme will be undertaken through a commissioned approach and in partnership with the sector as various projects start to be implemented. This will ensure relevant information is captured, disseminated and can be used for evaluation. Elements to measure and assess include the long term impact of skills development on sector organisations, the relative effectiveness of a range of skills development activities and techniques, and overall sector satisfaction with skills development themes and areas of expertise.

MGS Investment Programme –
An evaluation system is being developed to capture comparative data on the different investment streams. Additional information can also be extracted from the supporting materials submitted by those applying to the programme, thus reducing duplication of information required from museums and galleries.

Recognition Scheme and Fund –
This successful scheme, launched in 2006, celebrates, promotes and invests in the nationally-significant museum and gallery collections around Scotland held outside the nationally-run institutions. A review and evaluation of the progress of the scheme and associated Recognition Fund, and the subsequent review of the status of each of the collections, will be undertaken in the context of the National Strategy. The role of the Recognised Collections in contributing towards the aims and objectives of the Strategy and as centres of excellence within the sector will be considered.

The Accreditation Scheme, managed by MGS in Scotland, has recently undergone a review and the revised Standard is being rolled out over the next three years. The information and supporting materials submitted through application to the Scheme cover many of the measures included in the Delivery Plan actions, and represent another means by which MGS can gather data without additional effort on the part of museums and galleries.

Further evaluation of key projects and programmes will be undertaken when appropriate to ensure that the impact of activities can be measured and delivery against the Strategy’s aims can be further mapped.
To take forward the actions in this Delivery Plan effectively, it is essential to work collaboratively in line with the aims of the National Strategy. All should endeavour to identify and develop opportunities for partnership working for sector benefit.

MGS will engage with the sector in the coming months through existing networks and forums and will develop networking opportunities and convene special meetings to discuss delivery implementation, support and monitoring and evaluation. The stakeholder group drawn from the sector, which is being developed to help inform the Delivery Plan and related process, will meet for the first time in June and working groups are being scoped to focus on pertinent key areas of activity drawing on the wide range of knowledge, experience and expertise in the sector.

The sector will be actively encouraged to take up funding opportunities in line with Strategy aims, for example MGS’s new Skills Development Fund, and to develop and submit applications. Skills development will be a key focus with opportunities for developing joint sector training and sharing best practice. Alternative funding sources will also be researched, explored and shared for sector benefit.

Clearly, museums working together and with partner organisations, with clarity of focus and consistency of purpose towards meeting the aims of the Strategy, will result in enhanced impact of activity and a greater chance of success. Effective feedback, monitoring and evaluation of activity and delivery will contribute to advocacy and greater visibility for the sector.

Working together, we can better achieve the Vision of the National Strategy:

“Scotland’s museums and galleries will be ambitious, dynamic and sustainable enterprises: connecting people, places and collections; inspiring, delighting and creating public value.”

CONCLUSION
AND NEXT STEPS

ANNEX I
NATIONAL STRATEGY
AIMS AND OBJECTIVES

AIM ONE
MAXIMISE THE POTENTIAL OF OUR COLLECTIONS AND CULTURE

OBJECTIVES
a. Improve and ensure the long-term sustainability of collections through care and conservation, and responsible acquisition and disposal.
b. Inspire and deliver new forms of audience engagement through research, interpretation and effective use of digital and emerging technologies.

AIM TWO
STRENGTHEN CONNECTIONS BETWEEN MUSEUMS, PEOPLE AND PLACES TO INSPIRE GREATER PUBLIC PARTICIPATION, LEARNING AND WELL-BEING

OBJECTIVES
a. Increase the impact of museums and galleries on Scotland’s learning culture by providing a wider range of experiences for enjoyment, development and learning.
b. Increase cultural participation, maximising the number and range of people who see collections and visit and enjoy museums.
c. Deepen the connections between museums and communities, sharing knowledge and promoting well-being and understanding.

AIM THREE
EMPLOY A DIVERSE WORKFORCE TO INCREASE THEIR POTENTIAL FOR THE BENEFIT OF THE SECTOR AND BEYOND

OBJECTIVES
a. Attract and nurture talent, share and develop the skills and competencies of all parts of the workforce including volunteers, and plan more effectively for succession.
b. Develop leadership to inspire and drive change and foster and promote good governance.

AIM FOUR
FORGE A SUSTAINABLE FUTURE FOR SECTOR ORGANISATIONS AND ENCOURAGE A CULTURE OF ENTERPRISE

OBJECTIVES
a. Develop efficient and entrepreneurial business practices through enhancing the skills and competencies of museum leaders and staff.
b. Increase the financial sustainability of sector organisations by exploiting a wider range of income sources and new ways of working.
c. Become more environmentally sustainable and responsible.

AIM FIVE
FOSTER A CULTURE OF COLLABORATION, INNOVATION AND AMBITION

OBJECTIVES
a. Encourage innovative and creative ways of developing collections, workforce and enterprises.
b. Develop collaborative approaches to achieve shared ambition, increase impact and enable an agile and adaptable sector to aim higher.

AIM SIX
DEVELOP A GLOBAL PERSPECTIVE USING SCOTLAND’S COLLECTIONS AND CULTURE

OBJECTIVES
a. Increase the ways in which the sector can share Scotland’s collections and culture with visitors to Scotland and people abroad.
b. Promote greater understanding of other cultures through collections.