

REALISING THE VISION

DELIVERING PUBLIC VALUE
THROUGH SCOTLAND'S
MUSEUMS AND GALLERIES

2015-2019

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**Museums
Galleries
Scotland**

Supporting Scotland's Museums

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EXECUTIVE SUMMARY

- **Realising the Vision: Delivering Public Value through Scotland's Museums and Galleries 2015-2019** is the second Delivery Plan for **Going Further: The National Strategy for Scotland's Museums and Galleries**.
- It covers a four-year period and offers a structured approach to achieving the Aims of the National Strategy, building on the progress of **From Strategy to Action: A Delivery Plan for Scotland's Museums and Galleries 2013-2015** with the objective of achieving a sustainable future for the sector.
- The Delivery Plan is a dynamic document that may be reviewed and adapted as required to take account of the sector's changing environment and needs.
- Extensive sector consultation and feedback over the last year has informed the high-level actions in this Delivery Plan. These actions and the anticipated outcomes are linked to the National Strategy Aims to provide a framework for the work of MGS and the sector during the period of the Plan.
- Museums and galleries across Scotland are increasingly delivering on a number of cross-cutting policy and social outcome areas, including health and education. This supports the key principles of prosperity, participation and equality, making a crucial contribution to economic growth, social cohesion and empowerment of Scotland's communities.
- Three clear themes for the next Plan period will particularly inform and drive the work of MGS as the National Development Body: advocacy, skills development and enterprise.
- MGS will produce a Business Plan that will clearly set out priorities and actions and include indicators to measure delivery progress. MGS will report periodically on this progress, ensuring that regular review maintains the focus and relevance of the Plan.

This is a call to action for all museums in Scotland to participate in every aspect of delivering the National Strategy, from alignment and investment to evaluation and advocacy. All museums are encouraged to review this new Delivery Plan and embed it in their existing and future activities.

INTRODUCTION

Going Further: The National Strategy for Scotland's Museums and Galleries is now in its third year and the first Delivery Plan, *From Strategy to Action: A Delivery Plan for Scotland's Museums and Galleries 2013-2015*, has run its course. Progress in line with the National Strategy has been positive, with both MGS and the sector progressing through the Delivery Cycle aligning activities with the Strategy Aims and core sector priorities; see 'Two Years On' (p7) which will help set the scene for delivery going forward.

It is now time to focus on the next phase of National Strategy delivery, the priorities that will be addressed and the outcomes that the sector and MGS would like to see over this period. It is critical to sector sustainability that museums and galleries maintain and enhance their relevance and deliver on desired social outcomes. It is also essential that museums operate as efficient businesses while meeting their objectives and delivering in line with the Aims of the National Strategy. This new Delivery Plan will concentrate on the next four years, from 2015-2019, with an MGS Business Plan, periodic review and regular reporting integral to its implementation.

Three clear themes are emerging for the next Plan period that will particularly inform and drive the work of MGS as the National Development Body: advocacy, skills development and enterprise. Advocacy is important at national, international and

cross-sectoral levels. This will raise the profile of the work of museums and galleries, highlighting achievements, emphasising their value to, and impact on, communities, and building alliances and spheres of influence. Skills development is a core area of work undertaken by MGS to support the sector to develop new skills and keep abreast of best practice. Enterprise in the context of this Plan means the sector exploring ambitious and innovative new models, both for delivery and for future funding. MGS will support this with research and develop innovative practice, brokering new partnerships such as PSPs, as well as diversifying its own income.

Over the next four years, MGS will develop its Business Plan in line with these themes and in the wider context of the Delivery Plan.

This Delivery Plan (see 'The National Strategy Delivery Plan 2015-2019', p20) specifies actions for MGS and also for the sector, with MGS influencing and facilitating delivery. All sector organisations should read the Plan and assess where their work and priorities align to the National Strategy Aims and Delivery Plan actions. It is also important that MGS is kept informed about progress in relation to the work museums are doing to help inform the National Development Body's focus and priorities, build greater cross-sector awareness and enable more effective advocacy on the sector's behalf.



The context in which this Plan sits is complex (also see 'Context', p4). The museums and galleries sector in Scotland is diverse and comprises a broad range of organisation sizes, governance models, challenges and priorities. There are a number of issues that museums have in common for example the strained and ever-changing funding environment, changes to governance models and limited capacity. Planning for future delivery and sustainability needs not only to reflect these challenges but also to be sufficiently flexible to accommodate additional demands that may arise.

MGS has consulted widely with museums throughout the development and roll-out of the National Strategy and through the Delivery Plan process, in addition to collecting information and evidence through visits, feedback at events and ongoing daily interaction. This Delivery Plan aims to reflect and respond to articulated sector needs and ambitions, whilst remaining sufficiently flexible and dynamic to take account of future challenges and opportunities.

Core to the delivery of the National Strategy is sustainability and resilience, and the sector continues to prove itself resilient in the face of ongoing challenges. MGS has limited resource, capacity and funding and it is therefore vital for museums to support each other wherever possible to help the sector achieve a sustainable future. MGS will also be looking to broker further partnerships to

enable delivery across the sector's broad range of needs in addition to exploring ways of diversifying income generation for the sector's benefit.

MGS will continue to support regional and subject-specific networks and forums, identify and establish skills sharing opportunities, develop opportunities for networking and sharing best practice and channel funding into the sector to support strategic priorities. In addition, the provision of more formal skills development opportunities, advice, signposting and ad hoc support will remain available when required. However, with such a large and geographically diverse sector, peer support between museums (eg. through networks and forums) is key to ensuring effective delivery.

Irrespective of the differences between museums' and galleries' local situations, challenges and ambitions, the National Strategy offers the opportunity for the whole sector to work towards the 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.

CONTEXT

SECTOR LANDSCAPE

Since the publication in 2013 of *From Strategy to Action*, the initial National Strategy Delivery Plan for 2013-15, there has been discernible progress not only in mapping the museum landscape in Scotland but also in gathering evidence of, and articulating the sector's contribution to, 'creating public value'. This has been achieved through measuring and monitoring the impact of activity in line with the National Strategy's Aims and with wider, cross-cutting agendas. The sector has achieved this against the challenging background of ongoing austerity, including severe funding pressures for many museums and galleries in a climate of public sector budget cuts. In this current context, the importance of partnership working and wider collaboration to maximise effective delivery has never been greater.

Recent research, commissioned by MGS from the Moffat Centre for Travel and Tourism Business, underlines that despite these significant challenges, the importance of the sector to Scotland's tourism and visitor economy is substantial. The *Visitor Attraction Monitor Report for Scottish Museums and Galleries 2014* highlights an upward movement in visitor figures, with museums and galleries accounting for 42% of visits to Scottish visitor attractions in 2014. The research estimates that 27.65 million visits were made to the 460 museums and galleries in Scotland in 2014 – a rise of 20%

when compared to data from 2012. There was a 16% rise in non-domestic tourist visits to museums and galleries when compared to 2012. The research also calculates that there were 14 million domestic tourism visits and approximately 4.6 million overseas visits to the museum and gallery sector in 2014. MGS will continue to monitor data collection on visitation and participation relating to museums in Scotland.

According to the report, the total induced economic impact of museum and galleries in 2014 was an estimated £891 million; this figure is 41% higher than 2012 estimates. The research also shows that 3,522 tourism-related jobs were attributable to museums and galleries in Scotland in 2014, adding that 4,725 people volunteered in museums and galleries across the country – approximately 56% of the museums' workforce.

The crucial contribution of volunteers to the museums sector in Scotland is further evidenced in additional research commissioned by MGS in 2014. *The Whole Picture: Understanding the Scope, Scale and Impact of Volunteering in Museums and Galleries in Scotland* reveals that 91% of volunteers and 84% of paid staff agreed that volunteering contributed to deepening the connections between museums and communities; 90% of volunteers and 88% of paid staff agreed that volunteering contributed to increasing



FIG. 1
STAGES OF THE DELIVERY CYCLE

cultural participation by maximising the number and range of people able to see collections, visit and enjoy museums; and 62% of volunteers and 70% of paid staff agreed that volunteering contributed to promoting wellbeing.

CROSS-CUTTING OUTCOMES

While not moving away from the traditional role of custodians of the past, museums and galleries across Scotland are increasingly delivering on a number of cross-cutting policy and social outcome areas, including health and education. This supports the key principles of prosperity, participation and equality, making a crucial contribution to economic growth, social cohesion and empowerment of Scotland's communities.

The Scottish Government's *Programme for Government* clearly sets out priorities for policy delivery and legislation for 2014-15 and will do so for subsequent years, with a current focus on the following themes:

- Creating more, better paid jobs in a strong, sustainable economy
- Building a fairer Scotland and tackling inequality
- Passing power to people and communities

The work MGS undertakes maps to these themes which, together with future directives, will inform and be factored into National Strategy delivery. Museums and galleries in Scotland are also currently delivering on these themes and the challenge is to raise the profile of how, where and what they are delivering.

NATIONAL STRATEGY DELIVERY

The publication of *Going Further: The National Strategy for Scotland's Museums and Galleries* in March 2012 heralded a new way forward for the Scottish museums sector backed by the Scottish Government through the Cabinet Secretary for Culture, Europe and External Affairs. Uniting the ambitions of the sector and Museums Galleries Scotland as the National Development Body under a shared vision, the National Strategy provides direction and structure for the work of museums and galleries over a 10 year period.

The National Strategy has been well received by the sector and the first two years of delivery have seen good progress across the Aims, with the majority of museums having incorporated the Aims and Objectives into their planning processes and operations.

Core to the delivery of the National Strategy has been the Delivery Cycle (see Fig. 1), which is structured around four key stages: alignment; investment; evaluation; and advocacy. An important function of the National Development Body is to facilitate every stage of the cycle.



With this in mind, and as part of the alignment stage of the cycle, MGS undertook a broad sector consultation in February 2013 in order to collect robust data on the breadth and depth of sector work, and on key priorities identified by the sector for their work going forward.

The resulting report, *Scotland's Museums and Galleries: Activities, Needs and Support*, made it clear that further work was required on alignment and that the focus for the sector's first Delivery Plan should be on those under-represented areas of activity and areas where the sector had highlighted specific development needs and priorities.

From Strategy to Action: A Delivery Plan for Scotland's Museums and Galleries 2013-2015 was published in May 2013 and expressed these requirements as 'delivery priorities' for the sector, ensuring these priority areas were addressed. As is illustrated in *One Year On: Turning Actions into Advocacy* – the report on the first year of the initial Delivery Plan published in June 2014 – there are great examples of success in relation to these five priorities.

An overview of progress on the first Delivery Plan is discussed in the next section and further illustrates the progression through the Delivery Cycle from alignment and investment to evaluation and advocacy.

To inform the next four years of National Strategy delivery, MGS has developed this Delivery Plan. While the spirit of the delivery priorities remain, it is appropriate going forward to use the Aims and Objectives of the National Strategy to structure the work of MGS and to map the work of the sector. In order to ensure the Aims and Objectives remain relevant and are articulated as practically as possible to inform and support delivery, their wording has been reviewed in line with sector feedback and evidence gleaned from the first two years of Strategy delivery. This Delivery Plan will therefore use the National Strategy Aims explicitly to provide a framework for MGS's work and to structure delivery for the coming four years.

TWO YEARS ON: WHERE WE ARE NOW

Two years on from the publication of the first National Strategy Delivery Plan, *From Strategy to Action: A Delivery Plan for Scotland's Museums and Galleries 2013-2015*, this section provides an overview of delivery in line with the Strategy Aims, setting the scene for moving forward over the next four years.

Headlines of note for 2013-15 include **over £2.76 million of investment funding** distributed by MGS into the sector, including £214k leveraged for sector-related support and projects. Specific funding was secured from the Scottish Government for **skills development** (£82k, supporting 18 projects benefitting 802 staff and volunteers throughout Scotland) and **WWI projects** (£132k, supporting 13 projects exploring the impact of WWI on local communities, many in collaboration with artists).

In addition to these investment streams, over £838k was secured from the Heritage Lottery Fund to run the **MGS Interns Programme** (2013/14) and the **Heritage Horizons Traineeship Programme** (2014/15) (see Aim 3).

1,872 sector volunteers, staff and interns benefitted from **skills development opportunities** over the period, either directly through attending training courses or by participating in bespoke events tailored to specific needs made possible by the Skills Development Fund.

A key strand of activity during the period was **advocacy**. In 2014 MGS contacted all MSPs to engage them with their local museums through accompanied visits. These visits encouraged MSPs to act as champions for museums and enabled them to experience organisations' work first-hand, gaining insight into museums' value to the local community, and their aspirations and challenges.

Other **profile-raising activity** included MGS partnering in the cultural programme for the 2014 Commonwealth Games through *GENERATION: 25 Years of Contemporary Art in Scotland*; promoting the sector to UK and overseas cultural partners, including the British Council; working with key tourism partners including VisitScotland to link in with national initiatives such as Homecoming; and participating in the 2015 European Museum of the Year Conference and Awards at the Riverside Museum to build relationships, share best practice with museums across Europe and begin the dialogue needed to broker future collaborations.

The following sections provide an insight into the type of work that has been carried out over the first two years of delivery. Case studies from the sector and MGS illustrate projects and programmes that meet and achieve the Aims and Objectives of the Strategy.

193

Scottish museums and galleries assessed under the 2011 Accreditation standard

43

Recognised Collections of National Significance, the most recently announced being East Ayrshire Leisure's collection of Historical Musical Instruments

KEY ACTIVITIES

Collections are central to the work of museums and galleries and ensuring these collections are cared for, maintained and developed is core to the sector's work. To maximise the potential of Scotland's collections they also need to be accessible and relevant to contemporary culture and society.

In 2014, a Collections and Engagement Focus Group facilitated by MGS identified digital development as a priority need across the sector. In response, the **Digital Transformation Network** was set up to explore how digital opportunities are changing roles, remits and expectations in museums and galleries, affecting relationships with audiences and visitors and offering new opportunities to open up collections. MGS will convene meetings of the group twice a year and agendas will be responsive, shaped by participants' needs and interests.

An MGS conference on **Digital Transformation: Supporting Culture Shift in Museums** in March 2015 explored enabling digital working practices within the sector. The programme included speakers from museums and associated organisations (including Tate, the National Library of Scotland and National Museums Scotland) who are already applying digital technologies and projects, and involved sharing their experiences and best practice to inspire and encourage organisational culture change in the sector in Scotland.

The development of links between museums and higher education institutions has included collaboration with SICSA on the **Smart Tourism Programme** (see Case Study, Aim 5). MGS has made connections with a range of potential Higher Education partners to encourage collaboration on research projects. **Collaborate: Museums and Higher Education** – a one day event attended by 55 participants and delivered by MGS in partnership with Perth & Kinross Museums and Galleries in April 2015 – brought museum staff and HE professionals together to share examples of collaborative work and connect with potential new partners interested in similar research topics.

Circa **£700k of MGS capital funding** – match funded by a further £669k – has supported 23 large-scale museum projects to maintain and develop buildings and facilities in ways that better support the strategic development of those museums and improve their capacity to deliver in line with the Aims of the National Strategy.



CASE STUDY

RRS DISCOVERY 3D VIRTUAL REALITY TOURS

Dundee Heritage Trust & Digital Surveys

Following on from an essential 3D laser survey to help to assess the condition of the RRS Discovery's hull, the Trust and its commercial partner are now hoping to create 'the world's most realistic 3D virtual tour app of an historic vessel' using video game technology. A prototype was produced in 2014, giving virtual visitors a glimpse of the ship's wardroom, and even a peek into Shackleton's sleeping quarters. The virtual tour will be conducted through the 'Oculus Rift' headset – where users can be immersed in a realistic 3D experience – along with a mobile device app version for those without headsets. The 3D laser scanning which enables this project was funded through the Recognition Fund.

How does it deliver?

Using cutting edge technology and recent innovations, the project has opened up the experience of visiting RRS Discovery to an entirely new audience – both geographically and demographically.

www.rrsdiscoveryscan.com

CASE STUDY

GENERATION: 25 YEARS OF CONTEMPORARY ART IN SCOTLAND

62 venues across Scotland with a range of funders and supporters (including MGS)

GENERATION was a hugely ambitious celebration of Scottish contemporary art, staged as the largest single project within the Commonwealth Games 2014 Cultural Programme.

Attracting over a million visits to 62 venues across Scotland, MGS partnered on GENERATION which was led by Glasgow Life, National Galleries of Scotland and Creative Scotland. The collaboration between Leisure and Culture Dundee and artist Nick Evans resulted in *The White Whale* presented at The McManus: Dundee's Art Gallery & Museum. The project introduced a new way to engage with museum collections, enriching the visitor experience and expanding interest and understanding of the past and present. Additional funding for public engagement from Creative Scotland enabled the McManus project to be one of five national co-production projects for young people. This led to the development of new methods of interpretation sited in The McManus family space including an interview with Nick Evans in his studio, a time lapse film of the exhibition installation and an interactive 'sculpture playroom', all filmed and curated by young people inspired by their visit to Nick's studio.

How does it deliver?

GENERATION helped to increase interest and focus on Scottish contemporary art, developing public interest in the artistic legacy of the past 25 years and in Scotland's historic and contemporary collections. The project also offered new opportunities for staff to work together and develop their confidence with collections.

generationartscotland.org



AIM 2

STRENGTHEN CONNECTIONS BETWEEN MUSEUMS, PEOPLE AND PLACES TO INSPIRE GREATER PUBLIC PARTICIPATION, LEARNING AND WELLBEING

210

Festival of Museums special events in 2014 & 2015

1st

Wikimedian in Residence for Scotland's museums and galleries

KEY ACTIVITIES

Opening up collections and increasing cultural participation are key to museums achieving the core vision of the National Strategy: to 'create public value'.

Museums strengthen connections and build participation in a number of ways. They engage communities by providing opportunities to explore issues of identity and sense of place, and to better understand their heritage; develop links with education and provide learning experiences for visitors; and engage across social agendas to ensure that the importance and relevance of collections and heritage is understood throughout society.

Over the past two years, the annual three-day **Festival of Museums** (see also Aim 5), coordinated and promoted by MGS, has gone from strength to strength. With nearly 100 events in the Festival calendar in 2014 and over 110 in 2015, the event enables museums to raise their profile, connect collections with communities in increasingly imaginative ways and attract new and lapsed audiences, broadening cultural participation (36% of those attending in 2014 had not visited the museum before).

A focus on digital development in the sector to increase connections between collections and communities has included the appointment of the first **Wikimedian in Residence** in the Scottish museums sector, working in partnership with Wikimedia UK and Glasgow Museums, with the aim of increasing digital access to museum

and gallery collections. In the first four months of the residency, 50% of Glasgow Museums' curators were trained to edit Wiki over five training sessions and a Wiki working group was established to ensure continuity and legacy. The remaining eight months of the residency, based at MGS, will focus on working with the wider sector in Scotland, primarily through the Recognised Collections, to encourage a culture of open knowledge. Museums will be encouraged to upload content, thereby increasing access to, and raising the profile of, Scotland's remarkable collections.

MGS partnered with Traditional Arts and Culture Scotland (TRACS) to hold a series of events around the topic of **Intangible Cultural Heritage** (ICH). The purpose of these events was to begin to build a network of people working in areas which contribute to ICH in Scotland; to raise awareness of the 2003 UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage; and to share MGS's work in redeveloping the ICH in Scotland website which will launch later in 2015. MGS continues to work with TRACS in this area.

Museums increasingly deliver on cross-cutting policy areas including health, education and regeneration, making crucial contributions to social cohesion, participation and the empowerment of communities. MGS works to highlight this delivery and connect to relevant initiatives. The Case Studies in this section offer insight into just two of the numerous examples in this vein over the last two years, and emphasis on this aspect of museums' work will continue and increase in the next delivery period.

CASE STUDY

WORKING TO UPSKILL YOUNG PEOPLE – SCOTTISH BOAT BUILDING SCHOOL (SBBS)

Scottish Maritime Museum

The only place in Scotland to offer City & Guilds qualifications in traditional boat building, the main objective of the SBBS is to deliver education in a real workshop environment to a range of young people. Eight pre-apprentices have just finished their first year, with four having secured employment locally, and a further two continuing as full apprentices at the SBBS for three years and completing their City & Guilds qualification in the subject. The museum is also aiming to work with The Tall Ship and the GalGael Trust in Glasgow and potentially the Scottish Fisheries Museum to facilitate the delivery of the City & Guilds to other apprentices and trainees.

How does it deliver?

As well as the obvious enjoyment, development and skills gained by the pre-apprentices and apprentices, this project has made the museum a focal point for other organisations, generated a real sense of involvement in those taking part and increasingly engages the community.

www.scottishmaritimemuseum.org

CASE STUDY

THE MUSEUMS ALIVE! INITIATIVE – REACHING OUT TO OLDER PEOPLE

Edinburgh Museums and Galleries & Health and Social Care Services

Jointly run by Edinburgh Museums and Galleries and Health and Social Care, *Museums Alive!* brings museum collections to older people who may be unable to visit museums and galleries independently. The programme targets activities to each particular group's needs and interests, and includes reminiscence, art, music, object handling and exhibition development. The project is delivered by a team of volunteers whose contribution has been recognised by several awards, including the Marsh Trust Award for Volunteers in Museum Education Regional (Scotland) award in 2014.

How does it deliver?

Those involved in this project would otherwise be unable to participate culturally and the project provides social contact for the participants. The programme offers friendship, meaningful activities and fun. Many volunteers have also moved on to paid work in education, museums and working with older people.

www.edinburghmuseums.org.uk



AIM 3

EMPOWER A DIVERSE WORKFORCE TO INCREASE THEIR POTENTIAL FOR THE BENEFIT OF THE SECTOR AND SOCIETY

802

staff and volunteers trained through 18 Skills Development Fund projects

100%

of feedback from participants in the Skills Development Programme in 2014 rated their course as good or excellent

KEY ACTIVITIES

Skills development, knowledge sharing, diversity within the workforce and succession planning have consistently been flagged by the sector as of primary importance to ensure success going forward, and over the past two years MGS has offered a major focus on these areas of delivery through a wide range of activity.

During 2013-15, the MGS **National Skills Development Programme** continued to provide a broad range of courses in line with the Aims of the National Strategy delivering training to 1,872 participants. The **Skills Development Fund**, launched in 2013 with additional funding from the Scottish Government and aimed at increasing access to good quality and affordable training for the sector, supported 18 different skills-related projects across Scotland and facilitated training for 802 participants. These included one-day conferences, projects enabling geographically remote networks and a six-month Management Development Programme, as well as support for seven regional forums, four subject specialist forums and three new partnerships. The fund will continue in 2015/16.

In addition to training and skills development as part of other programmes (such as Festival of Museums) and the development of MGS's online offer, opportunities to network and share best practice in 2013-15 have included the MGS Conference **Fortune Favours The Brave** on organisational sustainability (2013), the **Digital Transformation Network and Conference** (early 2015) and ongoing engagement with networks and forums. A sector-wide event for forums and networks in

March 2014 has resulted in the establishment of a new £200k MGS **Partnerships Fund**, launched in March 2015, to support partnerships across and beyond the sector that drive and increase sector resilience.

The **MGS Interns Programme** (second phase), funded by HLF Skills for the Future, concluded in September 2014 with all 20 interns successfully completing their internships, and 14 securing full time employment or enrolling in further education. This brings to 40 the total number of successful participants in both phases of the programme. A full evaluation of the scheme will be published later this year.

The MGS **Heritage Horizons Traineeship Programme** – also funded through HLF Skills for the Future and launched in early 2015 – is offering a ground-breaking, one-year traineeship programme for 18 non-graduates placed in host museums Scotland-wide. The programme's aims are to encourage diversity in the museum workforce, provide access to high quality training in a museum environment and enable participants to gain an accredited vocational qualification SVQ level 3 in Museums and Galleries Practice, devised by MGS (see Case Study).

MGS is also supporting two places on the UK **MA Transformers Programme**, aimed at mid-career museum professionals looking to implement innovative working in their museum. The programme includes peer-supported learning, residential courses and the chance to pitch for up to £3k in micro-funding to invest in change for the participants and their organisations. During 2014 MGS commissioned new

CASE STUDY

HERITAGE HORIZONS

MGS & 15 partner host museums Scotland-wide

Funded through the Heritage Lottery Fund and following on from the success and uptake of the MGS Interns Programmes run in recent years, Heritage Horizons aims to provide a high quality, work-based skills development opportunity to a cohort of 18 non-graduate entrants from a range of backgrounds. The cohort will work towards the first sector-specific SVQ, created by MGS, that provides the first vocational qualification of its kind in Scotland. The SVQ is already gathering interest from elsewhere in the sector.

How does it deliver?

Through a focus on non-graduates, this programme aims actively to diversify entrants into the sector, leaving a legacy of a more inclusive culture in Scotland's museums' and galleries' workforce. The programme has also addressed the sector's request for more formally accredited training. www.museumsgallerysscotland.org.uk/skills-and-training/heritage-horizons

CASE STUDY

MANAGEMENT DEVELOPMENT PROGRAMME

East of Scotland Museums Partnership (ESMP)

Following funding awarded through the MGS Skills Development Fund, the ESMP delivered a Management Development Programme for 11 of its emerging managers across the partnership. The programme consisted of facilitated training days, guest speakers, a follow up session and a 'next steps' option. Continuous support was provided via email and phone to participants with ongoing contact, additional reading and further information on topics offered. Line Manager support was also built in.

How does it deliver?

The programme was an excellent example of partnership working and skills sharing. In addition, it diversified the way in which skills development was delivered, offering a more flexible, supported option for participants.

research into the **scope, scale and impact of volunteering in museums and galleries** in Scotland. The findings from the study underlined the critical role volunteers play in ensuring the sustainability of the sector, showing that 94% of the museums and galleries who participated in the research used volunteers, and that around one third were reliant solely on them. The report also detailed the positive impact that volunteering activity has on individual volunteers and the museums where they volunteer.



254

Accredited museums in Scotland
– 14.7% of the total of those in
the UK-wide scheme

227

participants from 167 organisations
trained in fundraising through
Resourcing Scotland's Heritage

KEY ACTIVITIES

Sector sustainability relies on museums and galleries adopting efficient business practices and ensuring their operations continue to be fit for purpose. In addition, creative approaches to income generation, embracing new technologies and exploring fundraising and sponsorship opportunities will help to diversify the sector's approach to sustainability.

In direct response to these needs, MGS partnered with the Social Enterprise Academy in late 2014 to deliver the **SMART Sustainability Symposium** which encouraged participants to take a more entrepreneurial approach to running a museum. The symposium included sessions on risk taking and how to embrace challenges, as well as sharing success stories and best practice. Attendees were also offered priority places on a five-day 'Developing Smart Sustainability' training programme to develop these ideas in relation to their own organisations.

Building organisational resilience through developing fundraising skills – another priority area – is being delivered sector-wide through **Resourcing Scotland's Heritage (RSH)**, a three-year programme to upskill Scotland's heritage sector. The programme is led by Arts & Business Scotland working in partnership with Museums Galleries Scotland, Archaeology Scotland, Built Environment Forum Scotland and Greenspace Scotland. RSH is funded by the Heritage Lottery Fund's Catalyst scheme, and since its launch in July 2014 has delivered 25 events involving 227 participants from 167 organisations through an extensive programme of accessible training courses,

expert led events, networking opportunities and wide-ranging online forums and resources. External evaluation found that 89% of participants would recommend the programme to others. The 2015-2016 programme runs until April 2016, with 33 events planned.

At a more fundamental level, the **Accreditation Scheme**, as the primary standards scheme for the sector, ensures that museums and galleries have the business processes, procedures and policies in place to operate effectively. There are currently 254 Accredited museums in Scotland – 14.7% of the total of those in the UK-wide scheme. MGS continues to work with the other Accreditation managing organisations to update guidance and materials as well as to ensure that the needs of museums in Scotland are reflected in related activity.

CASE STUDY**GORDON HIGHLANDERS VENUE HIRE****Gordon Highlanders Museum**

As Aberdeen's only 5 star visitor attraction, The Gordon Highlanders Museum has made the most of its historic and unique surroundings and has positioned itself as a beautiful venue for entertaining, fine dining and conferences. Covering both corporate and private events, the museum caters to a broad range of clients with fixed price packages. The service and reputation are excellent and the income from these events helps towards the operational, maintenance and running costs of the museum.

How does it deliver?

The museum has worked to exploit its assets (surroundings, space and the formalities and traditions of regimental life) to set up a chargeable service that will help sustain its operations and premises. In addition, the high quality of these services is testament to the skills and competencies of their staff and volunteers.

www.gordonhighlanders.com

CASE STUDY**BRITANNIA & THE GREEN TOURISM BUSINESS SCHEME****The Royal Yacht Britannia**

Having initially joined the Green Tourism Business Scheme in 2008 (achieving a Bronze grading), the Royal Yacht has since achieved Silver and currently holds the Gold grading under the Scheme. The grading has been achieved by an evolving process of making small changes throughout the organisation and has resulted in some long-term cost savings through increasing awareness of, for example, energy consumption. The organisation even displays and explains its approaches to mitigating environmental impact on the visitor route around the yacht. Although the top grading has been achieved, the team are still seeking ways of further improving their green credentials.

How does it deliver?

The Royal Yacht has proved that working towards and achieving levels of environmental sustainability can happen incrementally, avoiding large-scale upheaval of operations. They have also managed to increase the financial sustainability of their organisation by making savings through monitoring and improving the energy efficiency of their operations.

www.royalyachtbritannia.co.uk



£200k

MGS Partnerships Fund
launched March 2015

200+

museums are members of the 9 existing
regional networks and forums; another
3 regional forums are in development**KEY ACTIVITIES**

Partnership and collaboration across and beyond the sector is key to museums and galleries achieving more and increasing their impact. Sharing resources, expertise and knowledge increases the capacity of individual museums to undertake more ambitious projects and programmes and enables them to take advantage of opportunities that arise.

The annual **Festival of Museums** (see also Aim 2) – which delivered 210 special events Scotland-wide over the Festival weekends in 2014 and 2015 – stimulates museums and galleries to think creatively to develop and deliver innovative, unusual and exciting events. This encourages entrepreneurial collaborations and emphasises identifying alternative income sources and working in partnership to harness expertise and capacity. In addition, MGS has partnered with Culture24 in their Museums at Night campaign, Nuit des Musées throughout Europe and Voluntary Arts Scotland (VAS) to broaden the publicity and engagement opportunities around the Festival.

MGS's ongoing work with **networks and forums** throughout the country helps extend reach and support effective delivery by ensuring a greater number of museum staff can be engaged and informed. Identifying the potential for new geographical or subject specific forums and facilitating their establishment has been a key aspect of MGS focus over the period, as has establishing a means to support increased partnership working.

In March 2014 MGS hosted an event attended by 40 representatives from regional networks and forums and those wishing to establish new networks. Offering opportunities for networking and knowledge exchange, the event also invited feedback on the collective needs of the forums and the type of support required from MGS. As a result MGS established the £200k **Partnerships Fund** in March 2015. The fund aims not only to promote the formulation and effective delivery of partnership projects, but also to raise the profile of museums sector collaborations. The emphasis of the fund is on more ambitious and longer-term projects, all of which are expected to demonstrate an intention to increase and drive sector resilience through partnership.

MGS sponsored the **Enterprising Museum Award** – part of the Arts & Business Scotland Awards, established to encourage and recognise innovative or entrepreneurial projects that have delivered ambitious, high impact museum experiences – for the third time in 2014. The winner was Abbot House, Dunfermline, whose innovative and enterprising creation of a 17th century brewery in an underused outbuilding allows visitors to view the brewing process first-hand before sampling the beer in the café – an added income source for the museum.

CASE STUDY

NORSEMEN FROM THE NORTH HIGHLAND COLLEGE INVADE CAITHNESS HORIZONS

North Highland College & Caithness Horizons

The museum worked with students from the college for their Homecoming 2014 'Year of Ancient Ancestors' festival. Students on the National Progression Award in Construction and Engineering (NPA) from North Highland College needed to undertake an enterprise project and wanted to do something different. Students fabricated a replica wooden long ship, a replica Norse helmet and other suitable props such as replica shields, swords and axes, all using the skills learned on their course.

How does it deliver?

The project offered very innovative and creative ways of augmenting and bringing the museum's collection to life. The collaboration with North Highland College was a new one which was mutually beneficial, allowing the museum access to skills and resource and the students to work on a project that benefitted the local community.

www.yearofancientancestors.co.uk

CASE STUDY

SMART TOURISM PROGRAMME

Scottish Informatics and Computer Science Alliance (SICSA) & MGS

The Smart Tourism Programme, led by SICSA, sought to address tourism and technology challenges by supporting collaboration between organisations that could contribute information on culture and heritage, SME's servicing the tourism sector and Higher Education professionals who could offer appropriate technological solutions. Of the final 15 Smart Tourism projects undertaken overall, 6 involved museums.

MGS collaborated with SICSA on call 7 of the Smart Tourism programme, aimed at enhancing visitor experience, in order to encourage more museums to take part. The call was open to museums and galleries of all sizes, types and locations. Supporting workshops were held in order to shape the call, and then to share learning from the project. This enabled a range of museums to make new contacts that could help in developing technology solutions for the challenges they face.

How does it deliver?

By working with those offering cutting edge technological solutions to challenges faced by museums around the visitor experience, the museum participants not only pursued collaborative approaches to increasing their impact, but also clearly developed innovative and creative ways of working.

smarttourism.apps-landl.net



4.6 million

overseas tourism visits to Scotland's museums and galleries in 2014

3,522

tourism-related jobs attributable to museums and galleries in Scotland in 2014

KEY ACTIVITIES

Developing relationships with partners worldwide helps Scotland's museums raise their profile, promote tourism visits and encourage international research and loans. Museums play a key role in Scotland's tourism offer, enhancing appeal for both domestic and international visitors, with 27.65 million visits made to Scotland's 460 museums and galleries in 2014.

MGS supports and contributes to the **role of culture in international development** and, increasingly since becoming the National Development Body, has taken a lead role in raising the profile of the sector internationally. In addition to MGS participation in the Edinburgh International Culture Summit in 2014, insights into the collaborative development of a National Strategy to unite a diverse sector have been shared with international audiences and policy-makers as wide-ranging as the Vietnam Museum Network (May 2013); a major Brazilian museum conference *Encontro Paulista de Museus*; museums in both São Paulo and Rio de Janeiro (June 2013), funded by the British Council's 'Transform' project; the Euro-Asia Economic Forum in China (September 2013); and various speaking engagements in Australia (October/November 2014).

These interactions have resulted in specific partnerships such as that between the Scottish Football Museum and the São Paulo Museu do Futebol (see Case Study), as well as stimulating international interest in best practice and models developed

in Scotland. This has highlighted the potential for international consultancy to be explored further in the context of diversifying income streams.

MGS continues to **work with cultural agencies** such as the British Council to build relationships with museums abroad and has assumed a mentoring role for a new museum sector organisation – ReReeti: Revitalising Museums – in Bangalore, India, which was inspired by a month-long secondment spent at MGS in November 2013 by its Founder-Director.

MGS is also taking a lead on the ICH Forum of NGOs, accredited by UNESCO to provide expert advice on the 2003 Convention on the Safeguarding of **Intangible Cultural Heritage**. MGS is one of the few UK representatives to have involvement in this Convention, ensuring a global profile for the ICH work being undertaken in Scotland. During 2013-14 MGS participated in Intergovernmental Committee meetings in Paris, and, remotely, in Baku, Azerbaijan, as well as presenting at an expert meeting in Korea hosted by ICHCAP.

In May 2015, MGS sponsored the **European Museum of the Year Awards** hosted by Glasgow Life (whose Riverside Museum scooped the award in 2013) in order to contribute to conference sessions, participate in the marketplace, address and network with international museum professionals and raise the profile of the Scotland-wide Festival of Museums held the same weekend.

CASE STUDY

BRAZILIAN STUDY AND PARTNERSHIP PROJECT

Scottish Football Museum, Glasgow & Museu do Futebol, São Paulo

With support from MGS, the Scottish Football Museum took part in the British Council's 'Transform' programme, developing links with the Museu do Futebol in São Paulo. This project has led to reciprocal visits to Scotland and Brazil by the staff from each museum, the Scottish Football Museum's participation in an international symposium hosted by their counterparts in Brazil, a partnership exhibition on Brazilian football at the Scottish Football Museum supported by research from the Museu do Futebol, and a visit by the Director of the State Secretariat for Culture in São Paulo to Glasgow.

How does it deliver?

As well as clearly offering the Scottish Football Museum the opportunity to showcase the importance of their collections on an international stage and promoting a greater understanding of Brazilian culture through this exchange, museum staff have also learned from the methods used by their colleagues in São Paulo in engaging their audiences and developing their collections.

www.scottishfootballmuseum.org.uk

CASE STUDY

MUSEUMS AS AGENTS OF CHANGE, MALAWI

National Museums Scotland and Museums of Malawi

The Museums as Agents of Change project was an 18-month partnership between National Museums Scotland and Museums of Malawi, funded directly by the Scottish Government and designed to deliver training in a variety of museum skills through practical implementation of joint projects. The projects offered opportunities for cultural exchange, with staff from both bodies visiting the other, and National Museums' staff offering training in taxidermy, exhibition and display development, audience engagement and collections care. Colleagues from Malawi assisted in the production of the major bicentennial exhibition on Dr David Livingstone at the National Museum of Scotland in Edinburgh. The result was enhanced exhibitions and collecting in both countries and improved displays and collections management at Chichiri Museum and stores in Blantyre, Malawi.

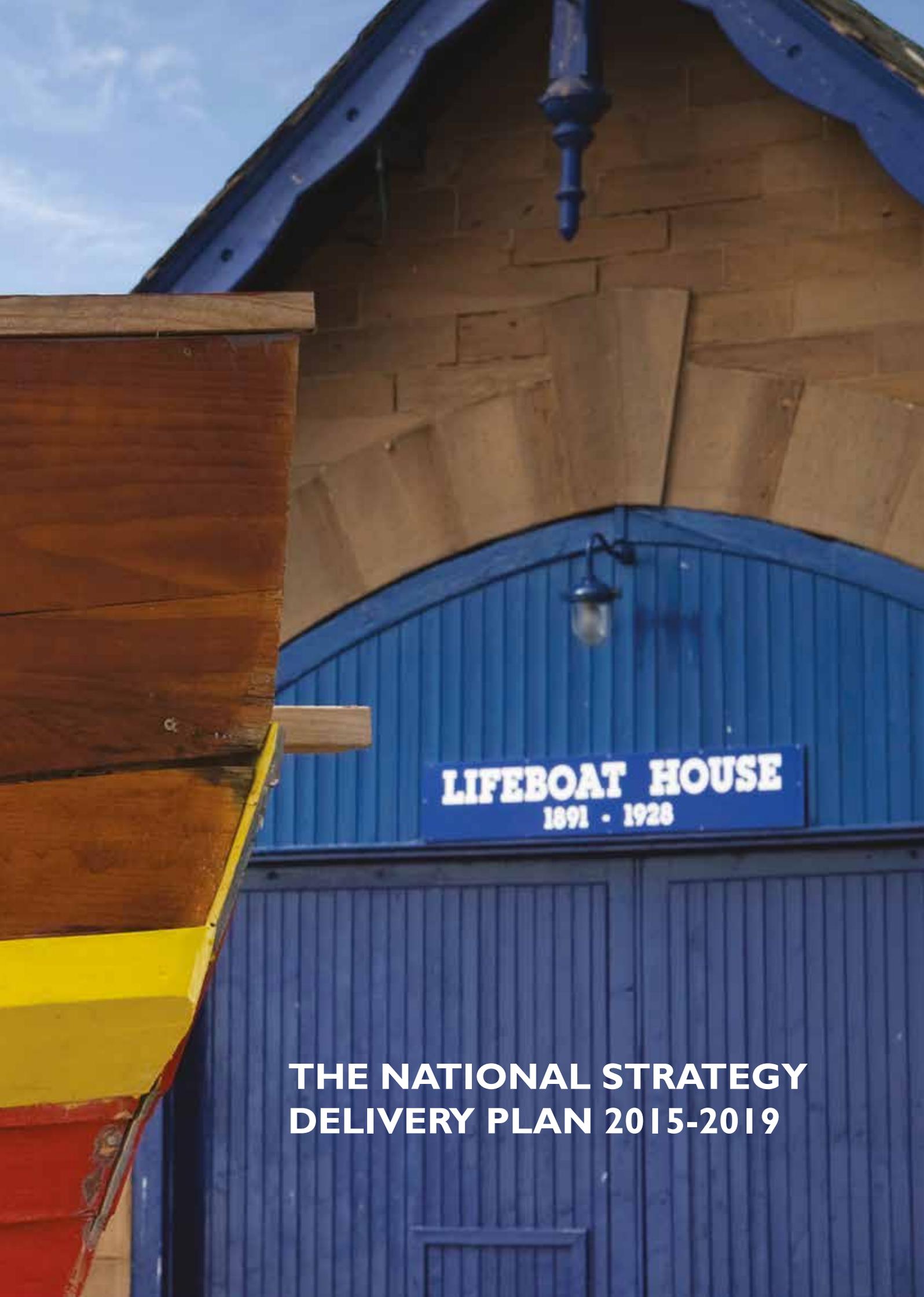
How does it deliver?

The two bodies continue to have a connection through shared history and collections and now operate with a better understanding of each other. The project methodology of using joint projects as the medium for skills transfer has been further adopted by National Museums Scotland and has assisted Museums of Malawi to produce forward plans for future projects that can utilise skills gained.

www.nms.ac.uk/connections







LIFEBOAT HOUSE
1891 - 1928

**THE NATIONAL STRATEGY
DELIVERY PLAN 2015-2019**

THE NATIONAL STRATEGY DELIVERY PLAN 2015-2019

RATIONALE AND PROCESS

The process of formulating this second phase of the National Strategy Delivery Plan has been based on consultation with, and feedback from, museums and galleries across Scotland as well as from wider stakeholders and sector representatives.

Over summer and autumn 2014, MGS visited 73 museums and galleries selected for their representative mix of type, size, geographical location and past interaction with MGS. The visits allowed MGS staff not only to learn about the work, projects and programmes underway around the country but also to identify particular issues, priorities and challenges faced by museums and galleries. Irrespective of size, location or type, all the museums and galleries visited demonstrated delivery in line with the Aims of the National Strategy.

In addition to sector visits, MGS ran workshops with the Board, Stakeholder Group, Recognised Collections and sector representatives in Inverness, Aberdeen, Edinburgh and Glasgow. MGS collated and analysed all feedback received and used the results as the basis for a major exercise to formulate the content of this new Delivery Plan.

To sense check the Plan and to provide an external perspective, MGS also invited colleagues from the Royal Commission on the Ancient and Historical Monuments

of Scotland to review its content, to ensure that those elements raised through sector consultation have been fairly reflected and incorporated.

This Delivery Plan outlines the priority areas of focus over the next four years and sets out top line delivery actions for MGS and the sector. It is designed to be a dynamic document, which may be reviewed and adapted as required to take account of the sector's changing environment and needs. It is action-based, with museums and galleries encouraged to work to their own priorities while identifying how these can align with and deliver the National Strategy Aims. The Delivery Plan also considers how MGS's work can inform and support the sector's endeavours.

The following information has been set out as logically as possible. However it should be noted that many activities undertaken both by MGS and the sector will cross-cut the Aims and Objectives of the Strategy, hitting two or more of the Aims – particularly larger, longer-term or more complex projects and programmes.

The Delivery Plan is summarised as a table, setting out the streamlined National Strategy Aims and Objectives, with actions linked to each Objective and the anticipated outcomes under each of the Aims. This provides clarity around what success will look like and what can be achieved collectively working with other organisations and networks. MGS's Business Plan will clearly set out priorities and actions and include indicators to measure delivery progress (see p26 'Monitoring and Evaluation'). MGS will report on this progress, ensuring that regular review maintains the focus and relevance of the Plan.

THE NATIONAL STRATEGY DELIVERY PLAN 2015-2019

AIM 1	
Maximise the potential of our collections and culture for future generations	
OBJECTIVE	ACTION
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	
<ul style="list-style-type: none"> • 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	
OBJECTIVE	ACTION
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	
<ul style="list-style-type: none"> • 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	
OBJECTIVE	ACTION
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	
<ul style="list-style-type: none"> 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	
OBJECTIVE	ACTION
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	
<ul style="list-style-type: none"> 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	
OBJECTIVE	ACTION
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	
<ul style="list-style-type: none"> • 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	
OBJECTIVE	ACTION
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	
<ul style="list-style-type: none"> • 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 	

MONITORING AND EVALUATION

This section sets out the approach to monitoring and evaluation in relation to the Delivery Plan 2015-2019 in line with the National Strategy. To define both terms:

MONITORING – tracking a situation, capturing performance and progress and a form of accountability.

EVALUATION – capturing the processes, outcomes and impacts of work in order for improvement to take place.

THE NEED FOR EFFECTIVE MONITORING AND EVALUATION

It is essential that delivery of the National Strategy is monitored and evaluated effectively to enable the impact and public value of the work of museums and galleries throughout Scotland to be captured and shared. As reflected in the stages of the Delivery Cycle – alignment, investment, evaluation, advocacy – this is vital for effective advocacy, which is integral to enhancing sector profile, building alliances and extending spheres of influence in order to demonstrate sector achievement and articulate the benefits that museums bring to their communities.

MGS gathers information on delivery in line with the National Strategy in order to make the strongest case for continued funding and support for the sector, as well as to disseminate to sector organisations to enable them to advocate on their own behalf. It is therefore critical that museums and galleries keep MGS informed about their work and achievements to help build and share a picture of success.

MONITORING AND EVALUATING THE DELIVERY PLAN

Monitoring the first Delivery Plan was challenging, due in part to the large number of measures included. Based on this experience, MGS has created a set of indicators which relate to specific actions in this Delivery Plan and which will be included in MGS's own Business Plan. MGS will continue to gather, aggregate and analyse the requisite data, and to evaluate specific projects and programmes, reporting periodically in line with the Strategy Aims.

MONITORING AND EVALUATING THE NATIONAL STRATEGY

Monitoring and evaluating sector-wide delivery in line with the National Strategy is complex, as the scope encompasses the work of museums and galleries throughout Scotland, which MGS cannot track in its entirety. In order to develop and maintain an essential sector-wide overview of progress – and equally to understand any barriers to progression – MGS needs to be kept informed about museums’ achievements and impacts.

Currently, one of MGS’s main sources of direct information is the reporting related to its investment streams. It is vital that museums complete end of funded project reports, as well as keeping MGS informed about other areas of their work, enabling MGS to report on outcomes and impact.

MGS is working closely with partners to fill gaps in useful data and information about the sector, including collating figures and textual information from the Scottish Household Survey and Accreditation application forms in order to share with the sector for planning and advocacy purposes. MGS has also improved its systems to obtain data sector-wide, which is vital for demonstrating impact and public value and will inform museums about how they can most effectively contribute to this process.



NEXT STEPS

‘Two Years On’ (p7) clearly shows the substantial progress that the sector and MGS have made towards achieving the Aims of the National Strategy over the period of the first Delivery Plan. The work of museums and galleries throughout Scotland forms the backbone of Strategy delivery, with activities across the sector delivering in line with the Strategy’s Aims and wider agendas, whilst concurrently addressing organisations’ own plans and priorities.

It is essential that this momentum is maintained, as only with continued commitment and input from the sector will the Aims and Vision of the Strategy be met. **This, therefore, is a call to action for all museums and galleries in Scotland to actively participate in every aspect of delivering the National Strategy from alignment and investment to evaluation and advocacy.**

MGS’s work supports and enables sector delivery in line with the National Strategy, brokering partnerships and providing the development opportunities, support, skills and funding museums need to work towards becoming more sustainable and resilient. As facilitator and enabler, MGS has a limited role in direct delivery, so the ongoing involvement and input of sector organisations is essential. Wherever possible, museums and galleries should align their work to the Strategy’s Aims, delivering public value and enhancing sector sustainability and meeting their own objectives.

Realising the Vision sets out the priorities and direction of work for the next four years. It provides an overview of MGS’s focus alongside areas of activity that museums and galleries across Scotland are encouraged to undertake. Many museums throughout the country have already worked the Strategy’s Aims and Objectives into their business and forward plans, and MGS proposes that those who have yet to take this practical step do so over the coming year. Museums and galleries are also encouraged to **review this new Delivery Plan** and consider how they will **embed it in their existing and future activities**, remaining mindful of the importance of contributing to positive social impacts and wider agendas.

Partnership and collaboration within and beyond the sector is vital to ensure that impact and opportunities are enhanced through sharing resources, expertise and best practice. Key aspects of extending partnership working include the **development of business and entrepreneurial practices** and **enabling sector delivery and impact in line with wider, cross-cutting agendas**. Museums already deliver a wide range of social impacts as part of their core activity and an **enhanced focus on working with education, health and wellbeing** and other partners over the next four years aims to increase this.

By working with – and enabling the activities and development of – **forums and networks** throughout the country, MGS can extend its reach and support a wider range of museums and galleries, enabling them to enhance their impact through collaborative working and sharing best practice and resources. Increased partnership working also serves to raise the sector's profile with a wider base of stakeholders and partners and informs and supports advocacy activity on the sector's behalf.

It is essential that **museums and galleries report regularly on their activities**. This enables MGS not only to build a **comprehensive overview of delivery and achievement across the sector**, but also to **develop evidence of impact with which to advocate on the sector's behalf** to stakeholders, government and the public.

MGS will provide guidance for museums as to how they can report most effectively and contribute to creating a compelling picture of delivery and impact. MGS will also **aggregate and analyse secondary data, commission research and develop case studies to demonstrate the positive social impacts** being delivered through museums, sharing information with the sector where it could prove useful.

MGS is committed to **supporting skills development, knowledge exchange and sharing best practice** across the sector and is actively **diversifying the ways in which training is offered** to ensure greater flexibility and ease of access, working with partners where possible to offer a wider range and level of training. This includes access to bespoke training through the Skills Development Fund and working with forums and networks to ensure access to skills development regionally, as well as gathering and sharing examples of best practice and enabling more informal networking. The sector should continue to access training as required and advise MGS of other subject areas in which skills development would be helpful.





Funding will remain a key challenge for museums and galleries throughout the next Delivery Plan period. MGS **funding will continue to support museum activity** but **diversifying income streams** is vital to increase resource within the sector. MGS continues to work to identify additional funding that may be available for museums and galleries, including EU funding, and museums are encouraged to proactively investigate potential alternative funding sources themselves to meet individual or specific needs.

MGS continues to support museums and galleries in achieving **Accreditation** and **Recognition**, which respectively offer the grounding organisations need to become sustainable and well-run businesses and the acknowledgement, care and profile they deserve for truly exceptional and unique collections.

MGS is currently developing a **continuous improvement framework** for museums and galleries linked to the National Strategy. This cornerstone of continued delivery will in due course serve as a vital tool in supporting a more sustainable future for the sector.

CONCLUSION

MGS has responded to sector feedback and developed this four-year National Strategy Delivery Plan building on the progress of the last one as set out in 'Two Years On'. The key areas identified going forward are skills development, enterprise and advocacy and these will be the focus of MGS resource and capacity.

It is anticipated that the next four years will hold major challenges for the museums and galleries sector, however by remaining focused and by continuing to work together, museums in Scotland will be better placed to meet these challenges, united by the shared vision of the National Strategy that

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

APPENDIX: RESEARCH STATEMENT

AIMS, ACTIVITIES AND FUTURE GOALS

This statement sets out the vision for MGS's future research for museums and galleries and its role in conducting, facilitating and supporting research initiatives. Over the next four years, research priorities will include impacts of museums and their collections: social, economic and regeneration; insights into sector skills needs; and visitor research.

THE VALUE OF RESEARCH

Museums form part of a dynamic cultural sector in Scotland, contributing to knowledge development, cultural awareness and identity. They play a significant role in the lives of individuals and communities and bring many benefits (including economic) to Scottish society. Research helps gather perspectives to better understand, increase and articulate the value of museums and galleries, is a vital basis for effective advocacy, and enhances the quality of decision-making for organisations.

Research is being conducted on museum collections all the time, with much untapped potential for use in creating exhibitions, digital content and future programming. In addition, social research has the potential to enrich understanding of a complex issue, challenge the status quo and existing approaches and confirm whether or not assumptions are correct. Perspectives from individuals working in the sector, museums, wider stakeholders, visitors and the general public can help inform and develop the sector at local and national levels.

RESEARCH PRINCIPLES

MGS works to a set of principles concerning research, and encourages the sector to adopt these in their own work:

- Support applied research with a specific purpose
- Conduct research in an ethical manner, obtaining informed consent
- Protect any sensitive information or data collected through research
- Support the use of different research methods – qualitative, quantitative, mixed and multiple – as appropriate to individual research projects
- Ensure analysis is well considered and executed
- Be transparent with regard to methodology and any limitations of the research
- Disseminate research findings through accessible channels, ensuring it is suitable for non-specialist audiences



MGS RESEARCH ACTIVITIES

MGS uses research across its activities, primarily for three specific purposes:

1. Informing MGS's work to develop the sector

MGS is committed to ensuring that its strategic decisions are supported by robust evidence in order to maximise the potential of the sector across Scotland to deliver public value.

2. Interpreting and disseminating findings

MGS undertakes research across disciplines including reviews, synthesis and social and economic analysis, and builds relationships with other organisations with overlapping research interests and agendas (eg. SCENe, Scottish Tourism and Culture Counts Research Groups). The majority of the research undertaken is likely to be of interest across the sector and findings are disseminated in a way that is relevant to individual museums and galleries.

3. Raising the profile of museums and galleries

MGS uses research findings to raise the profile of the sector with policy makers, the media, the government and ultimately the general public, using data to help develop responses to enquiries and linking research findings (and ultimately the work of the sector) to government policy agendas, priorities and strategies.

MGS research activities over the next four years will include:

- Keeping up to date with relevant research and findings published by third parties and identifying and sharing implications for the sector
- Horizon scanning for upcoming developments which have a bearing on the sector
- Outlining and translating relevant trends, rhetoric and policy developments to provide essential context
- Communicating findings from research that MGS conducts, commissions or supports
- Inputting to the development of, and contributing to, third-party surveys and evaluations, ensuring that the questions and ultimately findings are relevant to the museum sector
- Supporting museums working on their own research
- Publishing a series of research questions informed by the development of this Delivery Plan to help external researchers understand MGS's research focus



PROMOTING RESEARCH IN THE SECTOR

MGS encourages a culture of knowledge sharing and collaboration to ensure that the sector as a whole can derive wider benefit from research projects. As the capacity of individual organisations is frequently limited, having shared or complementary research goals can deliver greater benefits for the sector as a whole.

In order to facilitate research-focused projects, or research within projects, MGS welcomes research elements within applications for funding and will also publicise other Scottish, UK and Europe-wide research-related funding opportunities. MGS also helps broker relationships between museums and researchers – most recently to highlight the potential of mutually beneficial collaboration between museums and universities.

In addition, through collaboration with specialist support bodies, MGS aims to increase the skills of the museum workforce to maximise research potential and opportunities and further understand and develop research methodologies.

IMAGE CREDITS

page	
IFC	© MGS
3	Artist Damian Callan teaches at the National Gallery's easel sketching event as part of MGS's Festival of Museums. © NGS
6	Museums Galleries Scotland conference delegates. © MGS
9	Nick Evans: <i>The White Whale</i> at the McManus: Dundee's Art Gallery and Museum. © GSR Photographic
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24	The Lifeboat House on Johnshaven's harbour front, newly converted into a dynamic arts and heritage hub; image courtesy of Benholm and Johnshaven Heritage Society.
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33	The 'Shetland Bus' Memorial, Scalloway Museum. © Billy Moore

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