



DELIVERY PLAN FOR THE NATIONAL STRATEGY FOR SCOTLAND'S MUSEUMS AND GALLERIES

2020 - 2022



Great North of Scotland Railway
Class F Locomotive No.49 "Glen"
Built 1920

MAKING
The locomotive was built by the Glasgow Works of the Great North of Scotland Railway. It was one of a class of 100 built between 1919 and 1922. The locomotive was built to haul passenger and freight trains on the railway's main line between Edinburgh and Aberdeen.

RUNNING
The locomotive was used for passenger and freight services on the Great North of Scotland Railway. It was one of the most powerful locomotives in the railway's fleet and was used to haul heavy freight trains and passenger trains. The locomotive was retired in 1962 and is now preserved in the Glasgow Works.

USING
The locomotive is used for special passenger services on the Great North of Scotland Railway. It is used to haul passenger trains between Edinburgh and Aberdeen. The locomotive is also used for freight services on the railway's main line.

Significance
The locomotive is a fine example of a Class F locomotive and is one of the most powerful locomotives in the railway's fleet. It is a significant part of the railway's history and is a popular sight for passengers and freight services.

Survival
The locomotive is preserved in the Glasgow Works and is available for viewing by the public. It is also used for special passenger services on the Great North of Scotland Railway. The locomotive is a fine example of a Class F locomotive and is one of the most powerful locomotives in the railway's fleet.

THE NATIONAL STRATEGY JOURNEY

In 2012 *Going Further*, a 10-year strategy for Scotland's museums and galleries, was launched with a compelling vision to unite the sector in purpose to work towards a more sustainable future.

Seven years into the strategy, a huge amount has been achieved by the sector under two delivery plans. In 2019, Museums Galleries Scotland (MGS) published *Realising the Vision Together*, a report that celebrates the sector's achievements.

Since the National Strategy was developed there have been major changes to the context in which Scotland's museums and galleries operate. New challenges and new opportunities have emerged, yet the six aims of the National Strategy remain a valid and strong context to shape our work. This third and final delivery plan has been developed in collaboration with the sector and, mindful of the current context, sets out the aspirations and priorities identified to deliver the strategy for 2020-2022.

A Culture Strategy for Scotland, recently launched by the Scottish Government, sets out a vision of Scotland as a place where culture is valued, protected and nurtured. Culture is woven through everyday life, shapes and is shaped by society, and its transformative potential is experienced by everyone. Scotland's rich cultural heritage and creativity of today is inspired by people and place, enlivens every community and is celebrated around the world.

This overarching Culture Strategy provides a framework within which strategies for museums and galleries, the historic environment, arts and creative industries guide and support sector activity. There is a strong synergy between the aims of *Going Further* and the ambitions of the Culture Strategy: Strengthening culture; Transforming through culture; and Empowering through culture.

This Delivery Plan builds on the achievements of the sector while responding to current needs and opportunities. The sector faces significant challenges due to resourcing pressures and will need to work creatively and collaboratively to respond.

Delivering the National Strategy for Scotland's museums and galleries is a collective effort. Each organisation will have different areas of focus and will respond to the Delivery Plan in its own way. We have set out on pages 6-7 MGS's role in the delivery of this work – in some areas we have a leadership role and in others we will support the activity of others. MGS will maintain an overview of activity and monitor challenges and opportunities to ensure our work is directed where it can have most impact.

We look forward to sharing the next steps of the journey with you.

IMAGE:

Museum of Scottish Railways, Bo'ness
Photo credit: David Queenan

THE DELIVERY PLAN 2020 – 2022

The six Aims of the National Strategy, *Going Further*, provide a framework for the ten-year period 2012 – 2022. The priority objectives to deliver these Aims for the final three years of the strategy are:

AIM 1	Maximise the potential of our collections and culture for future generations
1a	Grow collections and curatorial capacity and knowledge through peer exchange and subject specialist networks
1b	Facilitate research and collections management for public benefit
1c	Increase digital skills and infrastructure to preserve and share collections

AIM 2	Strengthen the connections between museums and galleries, people and places to inspire greater public participation, learning and wellbeing
2a	Collaborate with communities and across sectors to create progressive thriving places
2b	Understand audiences to create accessible engagement programmes
2c	Advocate the social and economic impact of our sector on Scotland's communities

AIM 3	Empower a diverse workforce to increase their potential for the benefit of the sector and beyond
3a	Create routes to accredited vocational learning and recognition of skills gained through work experience
3b	Provide professional training in partnership with Scotland's museums and galleries and beyond
3c	Develop resilience through strong governance and organisational planning

AIM 4	Forge a sustainable future for sector organisations and encourage a culture of enterprise
4a	Take responsibility for our environmental sustainability – both in our actions and as places for developing understanding and debate
4b	Develop financial sustainability through sound business planning and exploring new ways of working
4c	Advocate the cultural, economic and social value of museums locally, regionally, nationally and internationally

AIM 5	Foster a culture of collaboration, innovation and ambition
5a	Highlight innovative practice to inspire ambition
5b	Increase collaboration, skills sharing and capacity through geographic forums and special interest groups
5c	Work with partners outside the cultural sector, ensuring that the work of museums and galleries contributes to the cross-cutting agendas of the National Performance Framework

AIM 6	Develop a global perspective using Scotland's collections and culture
6a	Celebrate the international diversity of our collections with communities locally, nationally and internationally, promoting dialogue and partnerships
6b	Work with partners to maximise tourism opportunities and advocate our impact on tourism
6c	Share experience and expertise to build capacity for international working and engagement

MUSEUMS GALLERIES SCOTLAND'S ROLE

Building on our development role and the current needs of the sector, we have identified how we will work and defined areas of focused activity for the Delivery Plan period 2020 – 2022.

HOW WE WORK



SECTOR PARTNERSHIPS

The need to work in partnership with others was a dominant theme throughout the consultation. To create opportunities to grow and improve our chances of success we will work collaboratively and develop partnerships within the sector and with other organisations with related goals. MGS will:

- » Deliver the Forum Connections project to support and establish geographic forums to share practice, resource and impact, maximising opportunities for training, audience development, funding and advice
- » Partner with Historic Environment Scotland, Creative Scotland, Highlands and Islands Enterprise, Volunteer Scotland, National Lottery Heritage Fund and others on delivery of shared initiatives
- » Encourage Recognised Collections to achieve and aspire through knowledge sharing, strategic leadership and directed funding



FUNDING

We will distribute grants to the sector to support action around the Delivery Plan and in response to the sector's needs. We will:

- » Work with museums and galleries to ensure that our grants are targeted and accessible
- » Support the development and delivery of projects that align with identified Delivery Plan priorities



ADVISING AND KNOWLEDGE SHARING

We will actively support the sector through advice and signposting to:

- » Facilitate knowledge sharing across the sector including through special interest groups, working with organisations to share best practice
- » Manage the Accreditation scheme in Scotland, supporting the sector to achieve the industry standard



IMPACT AND ADVOCACY

We will advocate on behalf of museums and galleries, gathering evidence and data, and championing the multiple impacts of the sector. We will:

- » Support museums and galleries to advocate their impact to policy makers and other stakeholders, including social, economic and environmental impacts
- » Engage with market leaders to quantify the impact of Scotland's museums and galleries on tourist markets

OUR AREAS OF FOCUS

To address the current needs of Scotland's museums and galleries, MGS has developed four areas of specific strategic focus for 2020-2022, and will support these through the targeted approaches illustrated below.



DEVELOP SECTOR RESILIENCE

- » Support partnership approaches and shared resources through funding, advice and training
- » Promote strong governance and organisational planning through training and knowledge sharing
- » Deliver leadership development programmes for the cultural sector in Scotland



WORKFORCE DEVELOPMENT

- » Create Vocational Pathways in partnership with sector organisations
- » Develop diversity and skills in volunteer practice
- » Embed the learning from past MGS programmes, including Skills for Success, delivering SVQ and Modern Apprenticeship qualifications to the sector through the MGS Skills Academy
- » Develop specialist museum and gallery skills in partnership with sector experts, working with partners to identify gaps and develop training to build capacity through MGS Knowledge Exchange



RESPOND TO THE CLIMATE EMERGENCY

- » Promote and provide funding support for greener alternatives and approaches to capital projects and building management
- » Work with sector experts to share best practice to operate greener museums and measure environmental impact
- » Promote the role of the sector in engaging the public through education and action in response to the climate emergency



INCREASE DIGITAL CAPACITY

- » Work with partners to build digital literacy in Scottish museums and galleries
- » Support the digital infrastructure through funding
- » Encourage shared knowledge through peer learning for Scotland's museums and galleries

MUSEUMS GALLERIES SCOTLAND'S ACTIONS AGAINST THE DELIVERY PLAN

As the national development body for Scotland's museums and galleries, MGS has a key role to play in realising the Delivery Plan. In some areas we will lead, in some we play a supporting role, while in others our contribution is to share good practice from the sector and to advocate on its behalf.

AIM 1	Maximise the potential of our collections and culture for future generations	
1a	Grow collections and curatorial capacity and knowledge through peer exchange and subject specialist networks	MGS will support and share best practice and standards in collections research, storage, documentation and conservation. MGS will promote the role of Scotland's Recognised Collections in leading sector development
1b	Facilitate research and collections management for public benefit	
1c	Increase digital skills and infrastructure to preserve and share collections	MGS will support the development of digital literacy, capacity and infrastructure in Scottish museums and galleries through funding and training
AIM 2	Strengthen the connections between museums and galleries, people and places to inspire greater public participation, learning and wellbeing	
2a	Collaborate with communities and across sectors to create progressive thriving places	MGS will support the sector to engage with diverse audiences and communities through funding, skills development and sharing of good practice
2b	Understand audiences to create accessible engagement programmes	MGS will gather and share data and work with partners to evidence the contribution of the sector across the National Performance Framework
2c	Advocate the social and economic impact of our sector on Scotland's communities	
AIM 3	Empower a diverse workforce to increase their potential for the benefit of the sector and beyond	
3a	Create routes to accredited vocational learning and recognition of skills gained through work experience	MGS will create a Skills Academy to build on its successful skills development programmes and will continue to promote sector workforce diversity
3b	Provide professional training in partnership with Scotland's museums and galleries and beyond	MGS will deliver accredited vocational learning opportunities for paid staff and volunteers and will work with partners to build the professional capacity and resilience of the Scottish museums and galleries sector
3c	Develop resilience through strong governance and organisational planning	

AIM 4 Forge a sustainable future for sector organisations and encourage a culture of enterprise		
4a	Take responsibility for our environmental sustainability – both in our actions and as places for developing understanding and debate	Acting on the Climate Emergency, MGS will promote environmental sustainability by supporting behavioural change and knowledge building across Scotland’s museums and galleries
4b	Develop financial sustainability through sound business planning and exploring new ways of working	MGS will work with the Scottish sector to highlight our impact across the National Performance Framework
4c	Advocate the cultural, economic and social value of museums locally, regionally, nationally and internationally	

AIM 5 Foster a culture of collaboration, innovation and ambition		
5a	Highlight innovative practice to inspire ambition	MGS will support geographic forums and communities of interest, encouraging partnership work to share knowledge and maximise resource
5b	Increase collaboration, skills sharing and capacity through geographic forums and special interest groups	
5c	Work with partners outside the cultural sector, ensuring that the work of museums and galleries contributes to the cross-cutting agendas of the National Performance Framework	MGS will support museums and galleries to develop partnerships with organisations outside the cultural sector to illustrate our impact across the National Performance Framework

AIM 6 Develop a global perspective using Scotland’s collections and culture		
6a	Celebrate the international diversity of our collections with communities locally, nationally and internationally, promoting dialogue and partnerships	MGS will work in partnership to promote cross-cultural engagement, including decolonisation with Scotland’s collections, representing identities across communities and borders
6b	Work with partners to maximise tourism opportunities and advocate our impact on tourism	
6c	Share experience and expertise to build capacity for international working and engagement	

CONTINUING THE NATIONAL STRATEGY JOURNEY

Museums and galleries are a crucial part of the cultural landscape that gives Scotland its vibrancy. They represent the collective memory of communities, building towards an inclusive national story and identity.

MGS will work with and for the sector to ensure that these stories are told. This Delivery Plan addresses how we ensure that the essential core work of museums is supported. It also charts how MGS will work with museums, galleries and partners across Scotland and beyond to celebrate impact, develop skills, nurture progression and reinforce aspiration.

It ensures that the nation's past continues to be relevant today and informs planning for the future, building ambition and capacity and setting a course for the next National Strategy.

SHARE YOUR WORK

MGS will draw together an overview of sector activity against the Delivery Plan and share that work with others.

Tell us about your projects that align with the National Strategy Delivery Plan.

Email inform@museumsgalleriesscotland.org.uk



IMAGES FROM LEFT TO RIGHT:

1. Border Reivers at Dumfries Museum
2. Kirkcudbright Galleries event for Festival of Light
3. Testing the EMOTIVE digital storytelling tool in the Hunterian Museum.
Photo credit: © University of Glasgow Photographic Unit

ACKNOWLEDGEMENTS

This Delivery Plan has been written with the sector following a national consultation in 2019 on the priorities and aspirations of Scotland's museums and galleries.

MGS's Stakeholder Group was extensively consulted on the plan's development to support partnership working to deliver shared priorities to maximise the impact of our work. The Stakeholder Group includes representatives from the Association of Independent Museums, the Museums Association, University Museums in Scotland, the Association of Military Museums, VOCAL, the Scottish Museums Federation, Industrial Museums Scotland, the Institute of Conservators, National Museums Scotland, National Galleries of Scotland and Glasgow Life.

We would like to thank everybody who has given their time and creative energy to help us develop a Delivery Plan that will shape all our work.



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Front cover image: The David Livingstone Birthplace Project team examining collection from friendships made between Livingstone and people of Sub-Saharan Africa.



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