



Museums Galleries Scotland

Business Plan 2020-2023

Preface

In early March 2020 we launched the Delivery Plan for the National Strategy for Museums and Galleries 2020-22, the third and final delivery plan for the 10-year strategy: *Going Further* published in 2012.

Within a fortnight of the launch, Scotland was in lockdown in response to the Covid-19 pandemic and all of Scotland's museums and galleries were closed.

This 3-year Business Plan, which sets out in more detail how Museums Galleries Scotland will lead the activity set out in the Delivery Plan, was prepared pre-Covid19. The period from March to May 2020 saw MGS focus on an emergency response to the crisis, reprioritising our funding, advocating for support for the sector and building partnerships to support the sector through this extraordinary challenge.

As the focus returns to forward planning we have reviewed this 3-year plan and find that the Delivery Plan's four strategic priorities identified pre-Covid are as relevant to the recovery of the sector as they were before:

Develop Sector Resilience, Workforce Development, Respond to the Climate Emergency and, Increase Digital Capacity.

The National Strategy is a collaborative endeavour. The scale of the challenges facing us all has grown enormously and there are still many unknowns which will require MGS as the National Development Body to be agile in responding and supporting the sector in the years to come. This Business Plan provides a framework for that response within which we will plan and monitor sector needs to inform our activity. We will publish an annual review of delivery against the sector's Delivery Plan and our organisation's Business Plan.

About Us

Museums Galleries Scotland (MGS) is the National Development Body for the Scottish museums sector. We support 412 museums and galleries, through strategic investment, advice, advocacy, skills development and other means. We are the lead body for the delivery of *Going Further: The National Strategy for Scotland's Museums and Galleries*.

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

Our Values: Collaboration, Integrity, Passion for museums and galleries, Courageousness

MGS is an independent charity. We receive core funding from Scottish Government, which also provides funding to distribute via grants directly to the museums and galleries sector. MGS is governed by a Board of Trustees.

A Three Year Plan

In March 2020 we launched the third Delivery Plan for the National Strategy 2020-22, establishing objectives for the sector and four priority themes for MGS: Sector Resilience, Responding to the Climate Emergency, Workforce Development and improving Digital Capacity. This Business Plan provides more detail on how MGS will lead the implementation of the Delivery Plan. The plan establishes priorities for MGS which respond to the sector's identified priorities, but also allows us to be agile and responsive to the changing context. We will publish an annual report each year to share our progress.

Our people and partners

We are a small dedicated team. Our people strive to enable efficient and creative ways to lead and support activities that maximise positive impact for the museums and heritage sector.

We are passionate about establishing open and collaborative partnerships, both within the museum and galleries sector and with other organisations with shared ambitions.

We are an agile organisation with a proven track record in delivering high quality projects.

2019/2020 at a glance

£1.1m
awarded
across
95
projects

National partnership...
**MAPPING
ICH**

with HES, TRACS,
Creative Scotland

**MUSEUMS
SPARK...**

86%
of Skills for
Success learners
are in a positive destination

SOMETHING NEW!

Let's try embedding a
GEOGRAPHICAL
approach



MUSEUMS SHOWCASED AT
**Parliamentary
event**

**SQA
ASSESSMENT
CENTRE**

11
Museums taken to
Accreditation Panel
in 2019

**3RD
DELIVERY
PLAN
LAUNCHED**

WINNER!

Creative Choices
Awards
Creative & Cultural
Skills

CRM
MGSONline

50th | **Recognised Collection**

BENCHMARKING
T&C's

▲ 581
L&D hours invested by staff

How we work

We are committed to supporting the museums and galleries sector through our core activity.



FUNDING

- We distribute grants to the sector to achieve the aims of the National Strategy and Delivery Plan and in response to the sector's needs. We will ensure that our grants are targeted and accessible.
- We will provide focused funding to support sector resilience; response to the climate emergency, workforce development and increasing digital capacity in line with our thematic priorities.
- We will also continue to support the core work of museums in caring for collections, creating engaging exhibitions, inspiring greater participation, learning and wellbeing, in line with our grant outcomes.



IMPACT & ADVOCACY

- We will advocate on behalf of museums and galleries, gathering evidence and data, and championing the multiple impacts of the sector across national and local government policy agendas.
- We will support museums and galleries to advocate their impact to policy makers and other stakeholders, including social, economic and environmental impacts.
- Engaging with market leaders, we will work to promote and quantify the impact of Scotland's museums and galleries on tourist markets.



PARTNERSHIPS

- Collaboration will be at the heart of how we work. MGS will actively seek partnership approaches to delivering public value, sharing skills, experience and resources as appropriate to maximise benefit to the sector.
- We will create, promote and facilitate opportunities for museums and galleries to work in partnership, both within the sector and with those sharing related ambitions, working to ensure a sustainable future through collaboration to promote innovation and enterprise.



ADVISING & KNOWLEDGE SHARING

- We will actively support the sector through advice and signposting to facilitate knowledge sharing, including through special interest groups and communities of interest, working with partners and the sector to share best practice through our Knowledge Exchange programme.
- We manage the Accreditation scheme in Scotland and will actively support the sector through training, mentoring and bespoke advice to ensure that museums and galleries achieve their potential against the industry standard.
- On behalf of the Scottish Government, MGS manages the Recognition Scheme, celebrating and supporting Scotland's distributed Collections of National Significance. We will support these collections to be sector leaders, sharing knowledge, advice and best practice with colleagues.

Our priorities for 2020-2023

The strategy context for Scotland’s museums and galleries is rich and complex. The museums and galleries sector’s own strategy, *Going Further*, sits within a wider context of the new *Culture Strategy for Scotland* and within the Scottish Government’s National Performance Framework. It works alongside *Our Place in Time*, the strategy for the historic environment and other related strategies both within the cultural sector and beyond.

Within this rich landscape and within the structure of the third Delivery Plan for the National Strategy, MGS has identified four priority areas of strategic focus for 2020-2022 to meet the specific challenges for our sector. These are shown in the graphic below.

These priorities align with and will be supported by core activity and enable us to prioritise our resources to maximise impact for the sector.



Our **Resilience** and **Workforce Development** priorities build on work that is already under way and will run throughout the 3 year period. Our work on responding to the **Climate Emergency** is developing rapidly and will be an important focus in the lead up to COP26 and beyond, with full roll out in years 2 and 3. We are developing our approach to enhancing **Digital Capacity** through scoping activity leading to detailed actions in years 2 and 3.

Beyond 2022

Going Further, the 10 year strategy for the sector was published in 2012. In 2021 we will start the planning process for the future strategy in collaboration with the sector and stakeholders.



RESILIENCE

We will support the sector to develop sustainable models and adapt to new ways of working

ACTIONS

Monitor sector resilience, respond to emerging issues and make the case for museums and galleries

- Gather and monitor sector data to inform MGS support and advocacy work
- Develop and deliver a responsive programme of advocacy activity to engage target audiences
- Support the sector to advocate the impact of their work

Support partnership approaches

- Support geographical museum forums to provide peer support, delivering training through forums as an effective distributed model, through the Forum Connections project
- Collaborate with Highlands Islands Enterprise and others to expand Xpo North to support partnerships between museums and creative industries
- Contribute to Scottish Government Themed Years activity: Year of Coasts and Waters 2020 and Year of Scotland's Stories 2022 using these shared platforms to boost the sector
- We will prioritise funding applications that adopt a collaborative approach

Promote strong governance and organisational planning

- Deliver a suite of business support training including governance, strategic and financial planning, leading the delivery of Surviving to Thriving: Supporting Sustainable Heritage Businesses (in partnership with built environment and greenspace organisations)
- Encourage sharing of practice and experience through our Knowledge Exchange programme and through sharing case studies online.

Support personal resilience of museum workforce

- We will support the wellbeing of the museum sector workforce

Support museums at risk

- We will support museums at risk, including through advocacy and advice and where appropriate through funding

Broaden engagement with and views of culture

- We will work to ensure that Scotland's museums are open spaces for dialogue and transparency and will actively support the sector to tell diverse and inclusive stories from our collections.

IMPACT MEASURES

1. Increase partnership applications for MGS funding by 50%
2. Establish operational museum and gallery forums across all areas of Scotland by December 2022
3. Increase the number of museums and galleries participating in "Year of..." celebrations by 50% by December 2022

WORKFORCE DEVELOPMENT



MGS will increase the skills of the sector's workforce and address barriers to accessible training through a programme of inclusive, tailored and accredited activities

ACTIONS

Embed the learning from past MGS programmes, delivering SVQ and Modern Apprenticeship qualifications to the sector through the MGS Skills Academy

- Develop the legacy from Skills for Success, promoting vocational learning, including the SVQ in Museums and Galleries Practice and seeking to embed this in the sector
- Promote museum and gallery career pathways to Scotland's young people in formal education as outlined in the Scottish Government's Culture Strategy
- Continue to offer the Digital Marketing Modern Apprentice over the next 3 years
- Continue to deliver our ILM Accredited Leadership courses to the heritage sector

Create a Vocational Pathways Framework in partnership with sector organisations

- Evaluate the 2017 Vocational Pathway Fund Projects and apply learning to support future vocational accreditation
- Develop our overall accredited training offer through the MGS SQA centre and contribute to delivering the Our Place in Time Skills Investment Plan

Develop diversity and skills in volunteer practice, piloting a new Volunteering in the 21st Century Project

- Support volunteers and volunteering throughout Scotland's museums and gallery sector by delivering vocational qualifications to acknowledge experience and expertise, as specified in the Scottish Government's Culture Strategy
- Diversify the volunteer workforce as an active member of the Our Place in Time Volunteering Group and supporter of their Make your Mark campaign

Develop specialist museum and gallery skills in partnership with sector experts, developing training to build capacity

- Continue to deliver peer to peer networking masterclasses and workshops through the MGS Knowledge Exchange Programme
- Continue to develop and diversify the sector's workforce in line with the Character Matters research
- Deliver the next iteration of the Board Development Programme through the MGS Skills Academy.

IMPACT MEASURES

1. Create a Vocational Pathway Framework by December 2022
2. Create two new vocational qualifications by December 2021
3. Increase successfully completed MGS led vocational qualifications by 10% per year
4. Increase market penetration of Knowledge Exchange and associated programmes by 10% per year.



CLIMATE

Acting on the climate emergency, MGS will promote environmental sustainability and enable the sector to make a full contribution to reaching net-zero by 2045.

ACTIONS

Work with sector experts to share best practice to operate greener museums and measure environmental impact

- We will work with partners to share best practice and resources, highlighting the importance of carbon literacy the risks associated with inaction, and providing practical advice on what museums and galleries can do to target net-zero
- We will increase the capability of the sector to measure and to reduce their carbon impact through knowledge sharing, skills opportunities and our Forum Connections Project

Promote the role of the sector in engaging the public through education and action in response to the climate emergency

- We will provide opportunity for the sector to convey the power of heritage and culture in changing behaviours and telling Scotland's Climate stories through funding and advocacy activities
- We will ensure Museums are engaged in climate related collaborative activity across the cultural sector through the Climate Heritage Network (CHN) and the Our Place in Time Climate Change Working Group

Promote and provide funding support for greener alternatives and approaches to capital projects and building management

- We will amend our grant conditions to include climate resilience measures by 2021
- We will launch a Climate Action Fund in 2021

IMPACT MEASURES

1. Increase in number of Museum organisations measuring carbon by 100% by December 2022
2. increase the number of Climate related MGS funded projects by 100% by December 2022
3. Increase the number of climate related training opportunities for Scotland's museums and galleries by 70% by December 2022
4. Establish climate related advice and guidance by December 2020

DIGITAL

We will create workforce development and funding opportunities and work with partners to increase digital literacy and infrastructure in the Scottish museums and galleries by 2022



ACTIONS

Work with partners to build digital literacy in Scottish museums and galleries

- Establish the national needs by supporting sector to undertake a self-evaluation of digital literacy skills and use data to develop future MGS Workforce Development
- Continue to offer the Digital Marketing Modern Apprenticeship
- Maintain awareness of work by others and identify opportunities to partner e.g. with Culture24 on the One by One Project and The Space on the Digital Culture Compass

Support the digital infrastructure through funding

- Encourage applications to MGS funds to acquire the equipment needed to develop digital capacity
- Research and signpost to relevant opportunities for museums and galleries to benefit from funding or advice

Encourage shared knowledge through peer learning for Scotland's museums and galleries

- Identify and share best practice by Scotland's museums
- Develop opportunities for peer learning through MGS Knowledge Exchange

IMPACT MEASURES

1. Increase the number of projects funding digital equipment by 10% by March 2021
2. Increase the number of digital projects funded by MGS by 5% by Dec 2022
3. Increase digital training opportunities for the sector by 10% by Dec 2022

Finance

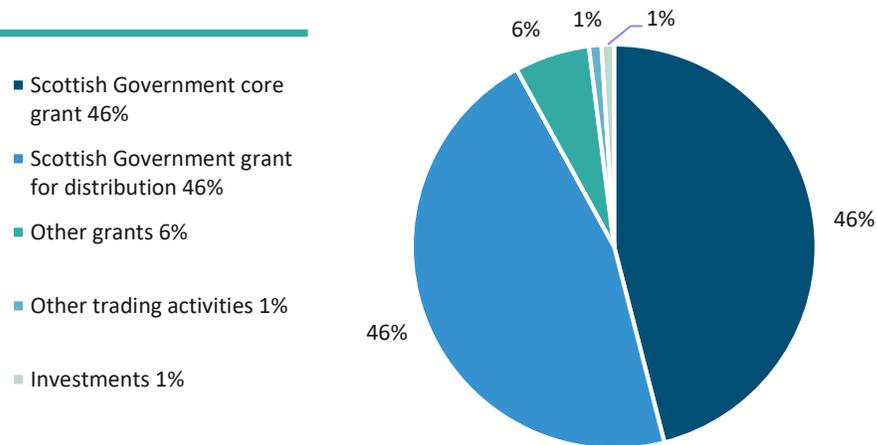
Museums Galleries Scotland receives funding from the Scottish Government to support the sector as the national development body for museums and galleries. We actively seek to enhance our activity through additional grant funded projects and partnership activity, to amplify the impact we deliver in line with our Business Plan objectives.

Our grant from the Scottish Government is announced on an annual basis and comes in two parts. We receive core funding towards staff and activity to directly support the sector, as well as towards our organisational costs. We also receive restricted funding to distribute to the sector through our grants programmes.

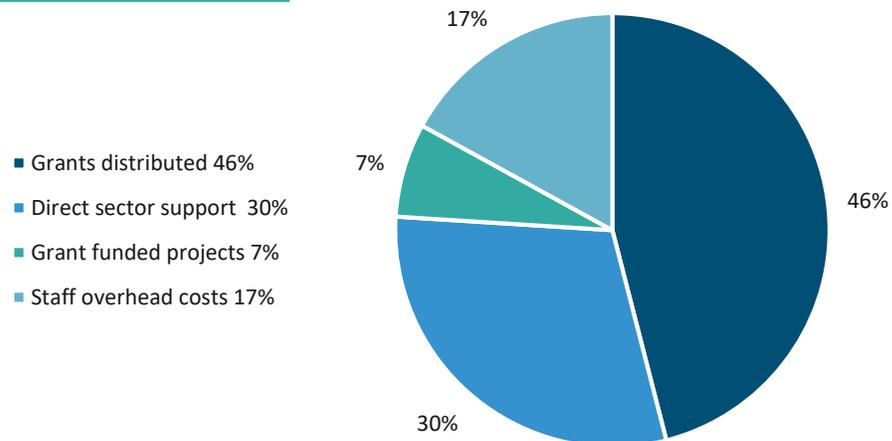
We are grateful to the National Lottery Heritage Fund for its support for workforce development and sector resilience activity included in this plan.

The figures below illustrate our budget for 2020-21 as proportions of spend. Budgets are awarded annually but these proportions have remained fairly steady in recent years and are a basis of our 3-year planning.

Income



Expenditure



Aspiring for excellence

Museums and galleries operate in a fast-changing context. As the national development body it is important for MGS to be agile, aware of future challenges and responsive to changing needs. We strive to be a high performing organisation, effective and efficient, and investing in our people.

We seek to be an employer of choice. We champion inclusive recruitment practice, enable flexible working, invest in staff development and support staff wellbeing and mental health. We focus on continuous improvement and will introduce policies to support menopause and fair work. We have invested in digital technology to enable flexible working and enhance staff wellbeing as well as to more effectively support the sector.

We seek to have a clear understanding of the external context in which we operate and the **courageousness** to apply new ideas and innovative approaches, to deliver positive outcomes for MGS and the sector. We are a learning organisation that measures and openly celebrates progress and achievement and shares our learning with others.

We act and communicate with **integrity** and intent, cultivating two-way communications with the sector and wider partners. Our communications channels will champion the work of the sector, promoting excellence and sharing opportunities. We seek to be approachable and relevant.

We are challenging ourselves to adapt to more sustainable ways of working and continue our environmental improvement journey.

We seek to **collaborate** whenever that presents the opportunity for greater impact and are an active partner, driving practical action.

Our **passion for museums and galleries** underpins all that we do.

