**SCOTLAND’S**

**MUSEUMS AND GALLERIES**

**STRATEGY**



**2023 – 2030**

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# Our Vision

Our vision is that Scotland’s museums and galleries are thriving, connected, and resilient organisations which are agile in embracing change. Trusted and valued by the widest diversity of Scotland’s people, our collections, and the shared stories we tell, are accessible and inclusive to all.

# Ministerial Foreword

I am proud that the Scottish Government has supported the development of the second strategy for Scotland’s museums and galleries. With its vision of a trusted, valued, and resilient sector which is accessible to all, this strategy underscores the vital role of museums and galleries in creating a fairer and more sustainable Scotland.

The first strategy, launched in 2012, inspired Scotland’s museums and galleries to explore new approaches and set shared ambitions. The sector was supported and encouraged to connect with their communities, improve the learning and wellbeing of their audiences, and share new stories about our past and our place in the world.

The ambition of the first strategy was achieved thanks to the drive and dedication of the museum sector workforce to nurture vibrant, innovative, and enterprising spaces. The resulting growth and development maximised the sector’s ability to navigate the uncertainties of the pandemic to be positive forces in our communities, with staff and volunteers sharing their knowledge and collaborating with partners across the cultural sector and beyond.

That element of partnership working is at the core of this new strategy, and it is a great strength which will enable the sector to build on the legacy of their success and model good practice, placing museums and galleries at the heart of Scotland’s cultural offering. I am very pleased that the strategy not only renews the museum sector’s vital support for Scotland’s heritage, culture, and communities, but also strengthens its commitments to inclusivity, diversity, environmental sustainability, and economic development.

The aims of this strategy align with Scottish Government ambitions including those around charting a path towards Net Zero, advocating for a fairer society, and setting priorities which strive to build resilience. It also highlights that museums and galleries, many of which are free to the public, serve an invaluable role as spaces which everyone can access and enjoy.

By achieving the objectives set out in this strategy, I am confident that Scotland’s museum sector will continue to have a positive, pro-active, and wide-ranging impact on our society for generations to come.

**Neil Gray MSP**

Minister for Culture, Europe and International Development and Minister with special responsibility for Refugees from Ukraine

# Introduction

Museums and galleries are vibrant threads in the fabric of Scottish society. They connect the people of Scotland to their communities, their environment, and their place in the world.

With their unique and varied collections, museums and galleries are an integral part of Scotland’s cultural sector. Investment in the museum sector strengthens our culture, encourages a thriving tourist industry, and enriches lives by contributing to our collective wellbeing, education, and sense of identity.

This is the second strategy for Scotland’s museums and galleries. It builds on the achievements of *Going Further,* which guided our collective work from 2012 to 2022 and demonstrated the value of setting a shared vision and priorities.

This strategy has been written with, and for, all of Scotland’s museums and galleries. It aims to ensure that these inspiring enterprises, and the collections they care for, are accessed, shared, and enjoyed by the people of Scotland for generations to come.

Museums Galleries Scotland (MGS) has consulted and worked with museums, galleries, and a wide range of stakeholders to understand what we collectively need to do to ensure the future success and relevance of our sector.

The museum sector has asked for an ambitious yet achievable strategy which maximises the potential of museums and galleries with the resources available to them. The strategy must also reflect the social and economic contexts of the aftermath of the Covid-19 pandemic.

We understand that most organisations will need to prioritise some areas of this strategy over others, and that all will be working to different levels depending on their size and strengths. We encourage organisations to achieve the outcomes of the strategy by 2030 and appreciate that the ability to deliver will be different for every organisation. MGS will seek to champion and support all museums in engaging with the strategy regardless of their size, resources, and levels of experience.

# Shared Ambitionsand Responsibilities

As well as consultations with sector and stakeholders, this strategy has also been developed in alignment with relevant plans and frameworks.

This strategy contributes to [United Nations Sustainable Development Goals](https://sdgs.un.org/#goal_section) and a range of Scottish Government strategies and plans including Scotland’s [National Performance Framework](https://nationalperformance.gov.scot/) outcomes.

Scotland’s [Culture Strategy](https://www.gov.scot/publications/culture-strategy-scotland/) sets a vision and a framework for how we can strengthen, empower, and transform through culture. This strategy will support museums to contribute to delivering this vision.

The strategy also connects museums to the focus on responsible and sustainable tourism in [Scotland Outlook 2030](https://scottishtourismalliance.co.uk/scotland-outlook-2030-overview/).

Common themes are further shared with the historic environment sector as they update [Our Place in Time](https://www.historicenvironment.scot/about-us/who-we-are/our-place-in-time/#:~:text=Our%20Place%20in%20Time%20is,valued%2C%20cared%20for%20and%20enjoyed.).

Shared frameworks underscore a united purpose and enable a collective approach to resources, work, and skills. MGS will partner widely with other organisations to ensure effective collaboration on strategic goals.

# A Changing andChallenging Context

This strategy provides a framework for a sector which faces significant challenges. Three driving forces dominate:

1. **We must become more inclusive organisations**

We need to understand and respond to the needs of all who currently experience barriers to accessing and working in our museums.

[The Empire, Slavery, and Scotland’s Museums research and recommendations](https://www.museumsgalleriesscotland.org.uk/projects/empire-slavery-scotlands-museums/) highlighted our responsibility to operate as anti-racist organisations, telling stories that involve diverse perspectives and acknowledging and addressing barriers within organisational cultures to build inclusive workplaces that support and attract a more diverse workforce.

1. **We must act with urgency on the Climate Emergency**

Scotland declared a climate emergency in 2019. The climate crisis is not just about science and politics, it is also about culture, history, communication, and social justice. Museums must become sustainable organisations which use their role as trusted institutions to educate people, offer them shelter and influence how they see the world.

1. **We face an ongoing financial crisis**

The impact of the Covid-19 pandemic, high energy costs, and rising inflation have placed major funding challenges on museums and galleries and their audiences. Although the sector has become more practiced in the efficient use of resources, financial constraints will impact on the ability and pace by which many museums will meet the goals set out in this strategy.

# The Strategy

**Three Interlinked Strategy Strands**

Recognising that that the environmental, economic, and social contexts in which we all work have changed significantly, this strategy aims to frame how museums and galleries can develop and adapt.



The strategy centres around three thematic strands of **Connection, Resilience** and **Workforce**.

Scotland’s museums and galleries, and the collections they care for, are a rich and precious resource held for diverse audiences. The three strategy strands highlight how Scotland’s museums and galleries can create impact and inspire **connection** between the people and places of Scotland; invest in the **resilience** of their organisations; and value the **workforce** which brings collections and spaces to life.

The strands are intertwined. Investing in our workforce develops the skills and confidence required to make connections, which in turn builds the resilience of our sector.

At the strategy’s core is the need to ensure that **Scotland’s museum and gallery collections are cared for, accessible and shared**. The National Survey highlighted that this is a key consideration for our sector. We need to ensure we have the skills and resources to maintain standards of collection care, to develop our understanding of collections through research, and to share them with a wide range of audiences. This can be achieved by developing our work across the three strategy strands.

**Connection**

The **Connection** strand explores how museums and galleries can help drive social change, impacting positively on the education and health and wellbeing of our communities and sense of place.

We know there are audiences that we are not reaching and it our responsibility to change that. The Empire, Slavery and Scotland’s Museums recommendations and research showed that people have been actively excluded by museums through systemic racism. Museums and galleries need to understand and remove barriers to access for all underrepresented groups and audiences.

**Connection** supports museums and galleries to take a participatory, anti-racist, and anti-ableist approach to their learning, programming and organisational culture. These values foster a culture of inclusivity, engagement, and understanding. Museums and galleries can collaborate with community groups and partners to create safe, inclusive spaces which enhance physical and mental wellbeing and provide opportunities for learning. Co-development, co-production, and co-delivery will be central to connecting with people.

The strategy sets out what we are aspiring for but also reflects what is best practice and MGS will be working alongside the sector to achieve this work.

**Resilience**

Scotland’s museums and galleries demonstrate creativity and flexibility when adapting to challenges. This was especially evident during the Covid-19 pandemic. However, we must equip ourselves with the right skills and infrastructures to sustain an energetic and resourceful response to change.

Scotland’s museum sector can build its resilience by engaging with several interlinked factors. Lessons learned from the MGS Business Support Programme and the distribution of emergency funding have improved our understanding of the skills and resources which museums and galleries need to build their capacity and develop sustainable business models.

We need to support the sustainability of collections by investing in our skills and knowledge on collecting, ethical disposal and repatriation, and the resources for appropriate display, storage and care.

Resilience priorities will look different to all of us, and MGS is committed to supporting museums and galleries to understand and address organisational vulnerabilities; from help to establishing good financial controls and processes to advice on how to meet net zero targets.

MGS will continue to actively seek and make the case for investment and funding for our sector.

**Workforce**

This strategy strand focusses on all who work and volunteer in our museums and galleries.

From consultations we know that there is a fundamental need to ensure that all working in our sector have the appropriate skills, experience and qualifications for their roles. This strategy advocates for lifelong learning and continuous professional development to help people and organisations adapt to the evolving needs and ambitions of the sector.

The **Workforce** strand addresses the need to ensure jobs and workplaces are effective, fair and fulfilling for all.

We need to create conditions and organisational cultures which increase the diversity, safety, and satisfaction of our workforce. To ensure the relevance and sustainability of the museum sector, our workforce must also reflect the society we serve, bringing a range of skills into different roles. We need varied perspectives, new ideas, and an understanding of who we seek to represent.

Nurturing good governance and strong leadership is vital. MGS has led on creating tailored formal and informal learning programmes to support the sector to develop. We aim to build on this work and to support the sector with the skills and confidence to achieve the work behind this strategy.

**The Strategy**

Extensive consultation has identified ten priority areas for the museum sector and MGS to focus on. These priority areas are grouped under the three strategy strands of **Connection**, **Workforce** and **Resilience**.

As the strands interlink, so too do the priority areas. Development right across the strategy will be needed to achieve its vision.

This graphic depicts the three strategy strands and ten priority areas of the strategy.



## CONNECTION

Access to culture is a human right and museums should enable all people to enjoy a cultural life. Museums and galleries can apply this strategy to maximise their positive impact on individuals and communities, building connections which will foster a culture of inclusivity, engagement, and understanding.

**Priority area:**

**Inclusion**

**Outcome:**

Museums and galleries across Scotland work with a diverse range of people to support them to tell their stories, creating an environment where all people feel safe, welcome, and engaged.

**Sector actions:**

* Conduct research to understand the demographics of who is currently accessing museums and to understand under-representation in current users.
* Develop engaging and accessible programming that responds to the needs of all people, prioritising engagement with those who have been excluded from our services and seeking to sensitively co-create opportunities for engagement.
* Embed anti-racist, anti-ableist, and inclusive values within organisational cultures and programming.

**MGS actions:**

* Develop training to support museums to embrace organisational change to support understanding and practice in key areas, including anti-racism, human rights-based approaches, and participatory practice.
* Share advice on how to seek and share collections knowledge and to work with communities of origin in sharing their histories.
* Support understanding of how museums work in a global context, learning from good practice in understanding and protecting culture and decolonising work in museums.

**Case study:**

Opened in 2022, the '[**Caribbean Connections**](https://paxtonhouse.co.uk/discover/history/caribbean-connections/)' and '[**Sugar and Slavery**](https://paxtonhouse.co.uk/news/sugar-slavery/)' permanent exhibitions at **Paxton House** explore the Home family’s connections to the Caribbean. The exhibition launch programme included Cultural Enrichment workshops for local high school pupils and a partnership with ‘Descendants’, a history and arts group aimed at young people of African and Caribbean descent, to deliver online and in-person workshops on the history of slavery.

**Priority area:**

**Health and Wellbeing**

**Outcome:**

Museums and galleries improve quality of life through programmes which have a positive impact on the physical and mental health and wellbeing of people in Scotland.

**Sector actions:**

* Engage with and co-develop inclusive programmes to support health and wellbeing, including social prescribing, volunteering, and partnering with care providers.
* Use indoor and outdoor spaces to encourage people to lead active lives, to better understand and explore mental and physical health, and to challenge stigma around mental and physical ill health.
* Recognise the negative impact that exclusion, barriers, and cultural erasure can have on people’s wellbeing, and develop programmes to redress this.

**MGS actions:**

* Understand how museums and galleries can have a positive impact on health and well-being by identifying learnings from the Covid-19 pandemic and sharing them with the museum sector.
* Promote and offer training opportunities to support wellbeing within museum programming.
* Enable the museum sector to provide community support by fostering partnerships between museums and health and social care providers.

**Case study:**

The **Art of Wellbeing**project at the [**University of Stirling Art Collection**](https://www.stir.ac.uk/about/art-collection/)reached diverse audiences with online and in-person art and sculpture tours, forest bathing, and artist-led health workshops. Community outreach was supported by the creation of short films which explored themes of health and wellbeing, and internal staff and external partners received training in trauma-informed practice to facilitate engagement with visitors who have experience of the Community Justice system.

**Priority area:**

**Education**

**Outcome:**

Museums and galleries support Scotland’s educational system and are recognised as key providers of opportunities for wide-ranging lifelong learning.

**Sector actions:**

* Build relationships within learning structures (including after-school groups, schools, colleges, and higher education), working with pupils and educators to co-develop and co-deliver programming and activities.
* Engage and build relationships across disciplinary areas to support learning in STEM/STEAM, literacy, and social studies, helping schools to support pupils to become effective global citizens.
* Support areas of progressive change within the curricula, including anti-racism, attainment, play-based learning, and the professional development of the educational workforce.
* Build relationships with teachers and other learning practitioners, working to support the delivery of the Curriculum for Excellence and its experiences and outcomes for all learners, with emphasis on embedding a decolonised curriculum.

**MGS actions:**

* Support museums to build relationships with the education sector by brokering introductions, advocating for the role museums can play in learning, and connecting efforts at regional and national levels.
* Support the sector to engage with areas of progressive change within the curricula through offering training, case studies, and relationship development with key partners.
* Guide the sector on how to engage with the recommendations from The Race Equality and Anti-Racism in Education Programme, which aims to articulate and embed anti-racism in school life.

**Case study:**

In 2022, the [**Equality, Diversity and Inclusion in Scottish Heritage**](https://www.museumsgalleriesscotland.org.uk/projects/equality-diversity-inclusion-in-scottish-heritage/#:~:text=The%20project%20is%20designed%20to,Strathclyde%20University%20(lead%20partner)) project funded a placement at **David Livingstone Birthplace** for student Hope Moore. Hope created learning resources for secondary schools which linked to Curriculum for Excellence Experiences & Outcomes and framed David Livingstone’s story through an anti-racist lens. Hope also consulted with school pupils to develop workshops which reflected on Livingstone’s legacy.

**Priority area:**

**Place**

**Outcome:**

Museums and galleries connect and collaborate to address the needs of their locality with the aim of contributing to Scotland’s thriving cultural life.

**Sector actions:**

* Enable people across Scotland to celebrate local stories and collections, connect regionally, and understand and share how these connect to national and international contexts including those related to the legacies of empire, colonialism and slavery.
* Engage with place-based initiatives, including in relation to carbon reduction.
* Safeguard, develop, understand, and share objects, crafts, traditions, and cultural spaces that individuals in that locality value and recognise as part of their cultural heritage.

**MGS actions:**

* Connect museums with organisations undertaking collaborative, place-based activity to meet local needs.
* Celebrate successful place-based collaboration in the museum sector, share learnings, and connect place-based work at regional and national level.
* Work with regional and national bodies to understand and safeguard [Scotland’s Intangible Cultural Heritage.](https://ichscotland.org/)

**Case study:**

Located in a disused retail unit in Leith, **The Wee Hub**is a vibrant arts, heritage, and engagement venue run by the [**Living Memory Association**](https://livingmemory.org.uk/). Used by sports clubs, families, and community groups, it is a versatile space which houses public art, a play area, interactive displays, and exhibitions on local history.

## RESILIENCE

Scotland’s museums and galleries actively seek to adapt and evolve in response to social, economic, and environmental factors. With future sustainability an underpinning goal, museums and galleries collaborate to tackle challenges and maximise opportunities.

**Priority area:**

**Financial Resilience**

**Outcome:**

Scotland’s museums and galleries operate on sustainable business models that reflect good financial practice and confidently demonstrate their value to society.

**Sector actions:**

* Undertake timely, informed, and effective organisational planning, governance, and delivery.
* Increase and diversify sources of sustainable income.
* Improve our ability to advocate for the value and impact of museums.

**MGS actions:**

* Create and share guidance on how to develop strong governance models and business plans.
* Attract a diverse range of funders by advocating for the contribution of museums towards Scotland’s national wellbeing and economic prosperity.
* Enable museums to develop resilient and enterprising business practices by delivering training and sharing learnings.

**Case study:**

By repurposing the use of outdoor spaces, investing in energy efficiency, and trialling new winter events and opening hours, [**Grampian Transport Museum**](https://www.gtm.org.uk/)aims to boost its income and build its financial resilience. The organisation has also taken steps to improve its business model by appointing staff with strong retail experience.

**Priority area:**

**Climate Action**

**Outcome:**

Scotland’s museums and galleries are environmentally sustainable organisations taking action to meet net zero targets.

**Sector actions:**

* Improve carbon literacy and the measurement of carbon use in our organisations.
* Prioritise actions to reduce the carbon footprint of museums and galleries.
* Improve the sustainability of museums and galleries by using circular economy principles, reducing waste, and supporting local suppliers.
* Use collections, cultural programming, and indoor and outdoor spaces to help visitors to engage with the climate and biodiversity emergency.
* Give consideration to the roles which museum buildings can have in the event of climate emergencies.

**MGS actions:**

* Share tools and resources to enable museums to take climate action, measure their environmental impact, and build their sustainability.
* Develop climate sustainability networks and share best practice across the museum sector.
* Support the museum sector’s transition to net zero by enabling access to skills training.
* Facilitate the participation of museums in net zero strategies, opportunities, and programmes, and advocate for their contributions to climate action and biodiversity.
* Through grant funding require supported projects to mitigate environmental impact and prioritise projects that support environmental sustainability and Net Zero targets reductions in carbon emissions.

**Case study:**

[**Comunn Eachdraidh Nis**](https://www.nesshistorical.co.uk/)in the Isle of Lewis aims to achieve carbon neutral status by installing air source heat pumps and employing an MGS-funded Sustainability Development Officer. This officer will investigate local supply chains, identify green energy sources, and run community programmes to raise awareness of the climate emergency.

**Priority area:**

**Collaboration**

**Outcome:**

Scotland’s museums and galleries collaborate in and outside of the sector to tackle challenges, maximise opportunities, create efficiencies, and deliver mutual benefit for partners and communities.

**Sector actions:**

* Share expertise and resources in and across local, national, and international forums and networks.
* Help improve places in collaboration with other organisations and community groups.
* Develop positive and productive relationships with those who have local, national, and international connections to our collections.
* Develop understanding of how museum resources – including people, buildings, and collections - can be used to meet community needs.
* Work with national, regional, and local groups and agencies to support responsible tourism activities.

**MGS actions:**

* Showcase excellent practice of building sustainable relationships and developing effective, mutually beneficial partnership arrangements.
* Forge relationships with and across Scottish Government departments.
* Connect museums and galleries to culture sector and non-sector partners.

**Case study:**

**Inverness Museum and Art Gallery** worked with a range of charities, businesses, heritage organisations and public services to deliver their [**Health, Wealth and Happiness**](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.highlifehighland.com%2Finverness-museum-and-art-gallery%2Fhealth-wealth-and-happiness-project%2F&data=05%7C01%7CKari.Moodie%40highlifehighland.com%7Cf249d573c1eb40db475008dadf6eee74%7C89f0b56e6d164fe89dba176fa940f7c9%7C0%7C0%7C638067964886477588%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=7rrEcD9eUYv3hKvCBfi%2FDtpC2nsyme%2F8C%2F6jyMr2B7o%3D&reserved=0) project on the history of healthcare in the Highlands. To achieve their contemporary collecting objectives and a wide audience engagement, the museum team were proactive in establishing connections across the region and identifying mutually beneficial opportunities.

## WORKFORCE

All people are welcomed, respected and their professional and lived experience valued within the museums and galleries sector. Museums and galleries actively diversify the workforce and adopt Fair Work principles. All employees and volunteers have access to opportunities that develop their skills and confidence.

**Priority area:**

**Fair Work**

**Outcome:**

Scotland’s museums and galleries are attractive employers which offer positive working life experiences. They are places where Fair Work drives success, wellbeing, and prosperity for individuals, organisations, and society.

**Sector actions:**

* Invest in development opportunities for all staff and volunteers.
* Implement fair and progressive practices across all areas of work including recruitment, pay, and contracts.
* Pay the real living wage and only use zero-hours contracts in appropriate ways.

**MGS actions:**

* Support delivery of fair work practices by sharing access to relevant toolkits and resources.
* Continue to encourage good recruitment practices by promoting Fair Work approved jobs on the MGS website and advocating for the Fair Work First policy.
* Ensure that organisations which receive MGS grant funding meet good fair work practices.

**Case study:**

The workplace culture of the [**Scottish Crannog Centre**](https://crannog.co.uk/vision-mission-and-values/) is underpinned by dispersed leadership, freedom of self, and democratic conversations. Staff and volunteers are given the space and encouragement to explore their interests, which in turn supports the organic growth of the organisation. The Scottish Crannog Centre is on the path to becoming a Fair Work employer.

**Priority area:**

**Diversity**

**Outcome:**

Scotland’s museums and galleries diversify the workforce (including trustees, staff, and volunteers) seeking to prioritise those who have been previously underrepresented.

**Sector actions:**

* Review and improve recruitment processes to attract a more diverse workforce.
* Understand and address barriers within organisational cultures, including embedding anti-racism and anti-ableism practices, to build inclusive workplaces that support and attract a more diverse workforce.
* Value and embed a range of career entry and progression routes, including vocational learning, to provide opportunities for all.
* Proactively increase the diversity of sector leadership.

**MGS actions:**

* Seek out and develop new partnerships to support diversification of the future workforce including working with young people to explore careers in culture.
* Improve recruitment processes by providing training and resources on areas including best-practice approaches to job advertising.
* Build the ability of the sector to support a diverse workforce by offering anti-racism and anti-ableism training.
* Support an increase in the number and diversity of volunteers through engagement with programmes such as [Make Your Mark](https://makeyourmark.scot/).

**Case study:**

The [**learning and engagement programmes**](https://www.edinburghmuseums.org.uk/engage) at **Museums and Galleries Edinburgh** prioritise underrepresented groups by working with schools and youth organisations situated in areas of multiple deprivation. They also offer work placements to young people who face barriers to employment. These initiatives build the confidence of young people and help them gain skills and knowledge for work in the cultural sector and beyond.

**Priority area:**

**Skills and Confidence**

**Outcome:**

Scotland’s museums and galleries workforce has equal access to skills development opportunities and is empowered to operate ambitiously.

**Sector actions:**

* Prioritise the development of skills essential to delivery of the strategy at all organisational workforce levels including vocational routes, leadership and ongoing continuous professional development.
* Support the development of core museum skills to meet identified skills gaps – currently in collections care.
* Encourage innovative, collaborative, and positive leadership.

**MGS actions:**

* Continue to lead on delivering accredited learning, including Modern Apprenticeships, through the MGS Skills Academy.
* Improve sector skills and confidence through inclusive, tailored, and high-quality programmes that meet sector and strategy ambitions.
* Provide opportunities for the museum sector workforce to share their knowledge and practice.
* Enable the culture and heritage sectors to respond to the identified skills needs by collaborating with partners and contributing to the Our Place in Time Skills Investment Plan.

**Case study:**

**Industrial Museums Scotland**is addressing a decrease in conservation skills with [**Powering Our People**](https://www.goindustrial.co.uk/our-story/our-projects/project-details/powering-our-people-project), a project to ensure a trained and knowledgeable workforce for their fourteen member museums. By employing a conservator, developing skills, and holding workshops, Industrial Museums Scotland is ensuring that important and at-risk collections are saved for future generations.

# Undertaking the Strategy

**Shared ownership and delivery partners**

The creation of the strategy has been a joint endeavour with the museum sector. This shared ownership will continue into the delivery of the strategy.

The strategy timeframe extends from 2023 to 2030 and MGS will collaborate with the museum sector and strategy delivery partners to review and refresh the actions at set periods. This will ensure that the strategy reflects changing circumstances, opportunities, and challenges.

MGS has requested, and continue to welcome, organisations, networks, and individuals to signal where they could be involved in informing or supporting the delivery of the strategy. These partnerships will bring the right experience to the table and make efficient use our collective resources by building on good practice and avoiding the duplication of effort.

We will continue partnerships with National Museums Scotland and Historic Environment Scotland, which will support development of core museum and wider heritage skills and training. We will continue work with Built Environment Forum Scotland (BEFS) and greenspace scotland to deliver business support to heritage organisations.

We will partner with Creative Carbon Scotland on the strategy’s climate action related activity.

We will continue to work with UK Accreditation partners, Arts Council England, the Welsh Government and Northern Ireland Museums Council and the Museum Development UK network and the geographic forums in Scotland.

We will continue work with the Museums Association, Association of Independent Museums, Industrial Museums Scotland, University Museums in Scotland, the Scottish Museums Federation and the national organisations to advocate for and with the sector.

We will work with VisitScotland to promote the sector.

We will also work with multiple partners to deliver the ambitions of Scotland’s Culture Strategy.

In the first year of the strategy, MGS will establish and set out how the partners will shape and support future activity.

We continue to welcome contact from individuals and organisations who wish to share examples of work or provide strategic input which could shape future activity.

**Practical support**

The [MGS website](https://www.museumsgalleriesscotland.org.uk/) is the key tool for supporting museums and galleries to deliver the strategy. Advice guides, case studies, blogs, and other activity are all tagged by priority area to inspire and encourage exploration.

MGS will support organisations to consider and apply the strategy to their own plans and practice through regional forums and one-to-one support.

MGS is working on our Business Plan for 2023 to 2026, which will guide our work to support the sector in delivering the strategy.

# Acknowledgements

This strategy was developed through consultation with Scotland’s museums and galleries and a wide range of stakeholders and partners from across the UK. This comprehensive consultation was enabled through financial support from the Scottish Government. Diffley Partnership conducted consultation exercises across four stages to Design, Define, Develop and Deliver this strategy.

MGS is very grateful for the time and energy invested by all who contributed to the development of this strategy and look forward to continuing that collaboration to deliver the actions and outcomes within the strategy.

# Glossary

**Anti-ableism**

Anti-Ableism is strategies, theories, actions, and practices that challenge and counter ableism, inequalities, prejudices, and discrimination based on developmental, emotional, physical, or psychiatric (dis)ability.

**Anti-racism**

Anti-racism is a commitment to actively change the policies, behaviours, and beliefs that spread racist ideas and actions. Anti-racism is based in action and is about taking steps to remove racism at the individual, institutional, and structural levels.

**Carbon literacy**

An awareness of the carbon dioxide costs and impacts of everyday activities, and the ability and motivation to reduce emissions, on an individual, community and organisational basis.

**Co-creation**

Co-creation, in the context of a business, refers to a product or service design process in which input from users and consumers plays a central role from beginning.

**Communities of origin**

Used mostly in collections management and museums practice, this term refers to the original communities/community members from whom material artefacts were acquired, as well as their descendants living today.

**Fair Work**

Fair work is work that offers all individuals an effective voice, opportunity, security, fulfilment and respect. It balances the rights and responsibilities of employers and workers. It generates benefits for individuals, organisations and society.

**Net zero**

Net zero means that the UK's total greenhouse gas emissions would be equal to or less than the emissions the UK removed from the environment. This can be achieved by a combination of emission reduction and emission removal.

**Social Prescribing**

Social prescribing is when health professionals refer patients to support in the community, in order to improve their health and wellbeing.

**STEM / STEAM**

STEM represents science, technology, engineering and maths. STEAM represents STEM plus the arts – humanities, language arts, dance, drama, music, visual arts, design and new media.

**International Council of Museums definition of a museum**

“A museum is a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing.”