

# MUSEUMS GALLERIES SCOTLAND

## BUSINESS PLAN 2023-2026



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## About us

Museums Galleries Scotland (MGS) is the National Development Body for the Scottish museums sector. We support 450 museums and galleries through strategic investment, advice, advocacy, skills development, and other means.

In collaboration with the museums and galleries sector, and a wide range of partners, we lead the delivery of [Scotland's Museums and Galleries Strategy](#).

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.

As an independent charity we receive core funding from Scottish Government, which also provides funding to be distributed via grants directly to the museums and galleries sector. Our impact is enhanced by project-based funding from the National Lottery Heritage Fund, Art Fund and People's Postcode Trust.

We are governed by a [Board of Trustees](#).

## Our people and partners

MGS is a values-led organisation committed to the ongoing development of a positive culture for our people. From individual objectives to organisational goals, we are influenced by our values: collaboration, courageousness, integrity, and a passion for museums and galleries.

Success for MGS is not only dependent on outcomes but the brave choices we feel enabled to make.

[Our people](#) are passionate, creative individuals who bring different skills and lived experience into our organisation. The commitment of our team is directly attributable to the impact we can deliver in our supporting role for the museum sector. We invest in the skills and wellbeing of our people.

We are an agile organisation with a proven track record in delivering high-quality projects. Continuous improvement is at the heart of our approach, and we are keen to work with partners and organisations who help us develop our own practice.

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

## A three-year plan

In February 2023 we launched Scotland's Museums and Galleries Strategy for 2023 – 2030.

This strategy, written in collaboration with Scotland's museums and galleries, sets out actions for the sector and MGS to meet outcomes against 10 priority areas. These priority areas are grouped into three strands of Connection, Resilience and Workforce.

This Business Plan expands on MGS's actions to deliver the Strategy for 2023 – 2026 and how we will deliver our core activity that supports and responds to the sector's needs.

We will update the plan annually and publish annual reports to share our progress.

## Supporting the sector to operate in a changing and challenging context

As the sector's national development body it is important for MGS to be agile, aware of future challenges, and responsive to changing needs. The Strategy for Scotland's Museums and Galleries provides a framework for a sector which faces significant challenges. Three driving forces shaped the strategy, and they also shape MGS's approach to how we operate as well as our work to support the sector.

### 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. MGS is mindful of our own practice: from our procurement policies to how we communicate and represent the sector, we challenge ourselves to be inclusive in how we operate. We champion inclusive recruitment practices, enable flexible working, invest in staff development, and support staff wellbeing and mental health. We strive to be an anti-racist organisation.

[Read how we are committed](#) to lead by example as an anti-racist development body for the Scottish museums and galleries sector. We will continue to develop policies and practices underpinned by principles of fair work for all.

### 2. We must act with urgency on the Climate Emergency

We are a climate aware organisation and act in response to the Climate Emergency declared by the Scottish Government. We support Scotland's museums and galleries to take action to meet net zero targets and become environmentally sustainable organisations. We challenge ourselves to adapt to more sustainable ways of working and continue our environmental improvement journey.

[Read about our climate commitment](#) and how we support the sector to take climate action.

### 3. 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. MGS has a proven track record of operating efficiently and effectively demonstrating good value of public money.

We actively work to diversify our income and strive to have a clear understanding of the external context in which we operate.

## Our activity 2023-2026

As the national development body for museums and galleries, MGS activity is focused on supporting the sector to deliver Scotland's Museums and Galleries Strategy. The strategy sets out actions for both the sector and for MGS for the period 2023 – 2030.

This graphic depicts the three strategy strands and ten priority areas of the strategy. Each priority area has several actions for both MGS and the sector to work towards.



The tables that follow describe activity for MGS for the period 2023-2026.

## NATIONAL STRATEGY COORDINATION

<b>Strategy delivery</b>	<p>Coordinate delivery of the strategy in collaboration with multiple partners to support the sector to meet the priority area outcomes.</p> <p>We will test approaches and adapt as we learn.</p>	<ul style="list-style-type: none"> <li>• In Year 1 MGS will define sharing and reporting mechanisms, establish working groups where appropriate, and invite sector participation.</li> <li>• Once established, MGS will support the working groups and coordinate activity to deliver the strategy, reviewing opportunities and changing needs.</li> <li>• Maintain a strategic overview of activity to deliver the strategy to review progress.</li> <li>• Advocacy with government, partners and stakeholders.</li> <li>• Aligning funding to support the strategy.</li> </ul>
<b>Strategy related content</b>	<p>Embed the strategy throughout the MGS website and create or signpost to strategy aligned content including advice guides, case studies, training events, knowledge sharing and research activity.</p>	<ul style="list-style-type: none"> <li>• Activity against strategy priorities will be shared via the MGS newsletter Connect and on the MGS website.</li> <li>• Publish an annual review summarising activity against strategy themes and reporting progress against KPIs.</li> </ul>





## CONNECTION

	MGS Strategy action to 2030	MGS action 2023-26
<p><b>Inclusion</b></p> <p><b>Outcome:</b> 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.</p> <p><b>MGS KPI:</b> Museums are supported to develop their inclusive practice through provision of increased training opportunities, learning resources, and sharing of good practice.</p>	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.	<ul style="list-style-type: none"> <li>• Deliver training on anti-racist practice, human rights-based approaches and co-production.</li> <li>• Develop guidance and resources around gathering data on audience demographics and identifying under-representation.</li> <li>• Work with recipients of funding for participatory practice to share learning.</li> </ul>
	Share advice on how to seek and share collections knowledge and to work with communities of origin in sharing their histories.	<ul style="list-style-type: none"> <li>• Develop support and guidance around restitution.</li> <li>• Gather and share examples of successes and learnings from museums and communities working in this area.</li> </ul>
	Support understanding of how museums work in a global context, learning from good practice in understanding and protecting culture and decolonising work in museums.	<ul style="list-style-type: none"> <li>• Build on existing international relationships and develop new ones, particularly around restitution.</li> <li>• Support museums to participate in international projects, sharing learning from projects that are already underway.</li> </ul>
<p><b>Health and Wellbeing</b></p> <p><b>Outcome:</b> 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.</p> <p><b>MGS KPI:</b> Increased opportunities for sector to understand and develop health and wellbeing related programming.</p>	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.	<ul style="list-style-type: none"> <li>• Support museums to engage with social impact reporting and to promote the health and wellbeing benefits of their work.</li> <li>• Share inspiring practice through case studies and knowledge exchange</li> <li>• Advocacy with government, partners and stakeholders.</li> </ul>
	Promote and offer training opportunities to support wellbeing within museum programming.	<ul style="list-style-type: none"> <li>• Identify and engage those best placed to deliver training around health and wellbeing potential and impact.</li> <li>• Support and share learning around social prescribing.</li> </ul>
	Enable the museum sector to provide community support by fostering partnerships between museums and health and social care providers.	<ul style="list-style-type: none"> <li>• Scope out and broker relationships with health and social care providers, working with museums that have already developed connections and establishing connections for those museums interested in developing these.</li> </ul>



	<b>MGS Strategy action to 2030</b>	<b>MGS action 2023-26</b>
<p><b>Education</b></p> <p><b>Outcome:</b> Museums and galleries support Scotland's educational system and are recognised as key providers of opportunities for wide-ranging lifelong learning.</p> <p><b>MGS KPI:</b> Increased number of development opportunities for the sector to engage in Education related activity.</p>	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.	<ul style="list-style-type: none"> <li>• Develop our existing connection with Education Scotland.</li> <li>• Organise networking events between practitioners and museums.</li> <li>• Support forums to engage with education providers.</li> <li>• Deliver PPL schools programme.</li> </ul>
	Support the sector to engage with areas of progressive change within the curricula through offering training, case studies, and relationship development with key partners.	<ul style="list-style-type: none"> <li>• Highlight these areas and share information through the Strategic Learning Forum.</li> </ul>
	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.	<ul style="list-style-type: none"> <li>• Deliver information sessions for museums in collaboration with Education Scotland.</li> <li>• Gather and share examples of work by the sector through comms channels and knowledge sharing.</li> </ul>
<p><b>Place</b></p> <p><b>Outcome:</b> Museums and galleries connect and collaborate to address the needs of their locality with the aim of contributing to Scotland's thriving cultural life.</p> <p><b>MGS KPI:</b> Increased sharing of best practice and opportunities for relationship development.</p>	Connect museums with organisations undertaking collaborative, place-based activity to meet local needs.	<ul style="list-style-type: none"> <li>• Support museums to assess their local context and to build local connections using planning processes and forums and engaging with an asset-based approach.</li> <li>• Build networks with organisations engaged in place-based activity to facilitate greater museum connectivity.</li> <li>• Develop strategic partnerships on behalf of the sector including those with a focus on tourism, destination development and community wealth building.</li> </ul>
	Celebrate successful place-based collaboration in the museum sector, share learnings, and connect place-based work at regional and national level.	<ul style="list-style-type: none"> <li>• Share examples of inspiring practice through Knowledge Exchange and MGS website.</li> <li>• Advocacy with government, partners and stakeholders.</li> </ul>
	Work with regional and national bodies to understand and safeguard Scotland's Intangible Cultural Heritage.	<ul style="list-style-type: none"> <li>• Continue to identify opportunities to work with others, including HES, CS and TRACS, building on the legacy of ICH activity generated by the Year of Stories.</li> </ul>



## RESILIENCE

	MGS Strategy action to 2030	MGS action 2023-26
<p><b>Financial Resilience</b></p> <p><b>Outcome:</b> Scotland's museums and galleries operate on sustainable business models that reflect good financial practice and confidently demonstrate their value to society.</p> <p><b>MGS KPI:</b> Developed suite of sector support through training, resources and toolkits.</p>	Create and share guidance on how to develop strong governance models and business plans.	<ul style="list-style-type: none"> <li>• Develop legacy modules on governance and business planning in the final phase of the Surviving to Thriving partnership project, funded by NLHF.</li> <li>• Participate in joint research with AIM on admission charging models (2023) and share learning with the sector.</li> <li>• Build connections with organisations with expertise in business skills.</li> </ul>
	Attract a diverse range of funders by advocating for the contribution of museums towards Scotland's national wellbeing and economic prosperity.	<ul style="list-style-type: none"> <li>• Share results of economic impact research.</li> <li>• Develop advocacy resources that demonstrate the impact of museums against NSET priorities and gather supportive case studies.</li> </ul>
	Enable museums to develop resilient and enterprising business practices by delivering training and sharing learnings.	<ul style="list-style-type: none"> <li>• Deliver second phase of Surviving to Thriving in 2023 supporting 20 museums and heritage organisations to develop their resilience.</li> <li>• Create legacy resources to continue to support the sector in this area following this programme.</li> </ul>



	<b>MGS Strategy action to 2030</b>	<b>MGS action 2023-26</b>
<p><b>Climate Action</b></p> <p><b>Outcome:</b> Scotland's museums and galleries are environmentally sustainable organisations taking action to meet net zero targets.</p> <p><b>MGS KPI:</b> Increase in training opportunities and resources with strong uptake by sector; MGS grants supporting carbon reduction projects.</p>	Share tools and resources to enable museums to take climate action, measure their environmental impact, and build their sustainability.	<ul style="list-style-type: none"> <li>Identify and share appropriate resources with sector.</li> <li>Through forums offer peer supported approaches to building confidence and implementing approaches.</li> </ul>
	Develop climate sustainability networks and share best practice across the museum sector.	<ul style="list-style-type: none"> <li>Develop a climate network in response to sector request, to share peer learning.</li> <li>Actively share sector and partner resources and expertise.</li> </ul>
	Support the museum sector's transition to net zero by enabling access to skills training.	<ul style="list-style-type: none"> <li>Deliver and signpost to climate and sustainability training opportunities including carbon literacy.</li> </ul>
	Facilitate the participation of museums in net zero strategies, opportunities, and programmes, and advocate for their contributions to climate action and biodiversity.	<ul style="list-style-type: none"> <li>Work with partners across engagement initiatives.</li> </ul>
	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.	<ul style="list-style-type: none"> <li>Support the implementation of new grant outcomes and gather data on positive impact of funded projects.</li> </ul>
<p><b>Collaboration</b></p> <p><b>Outcome:</b> 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.</p> <p><b>MGS KPI:</b> Increase the number of examples of best practice shared with and outside of the sector.</p>	Showcase excellent practice of building sustainable relationships and developing effective, mutually beneficial partnership arrangements.	<ul style="list-style-type: none"> <li>Share examples of inspiring practice through Knowledge Exchange and /or MGS website.</li> </ul>
	Forge relationships with and across Scottish Government departments.	<ul style="list-style-type: none"> <li>Continue to foster a strong relationship with the Scottish Government Culture Division and make the case for museums' impact across other portfolios, particularly in relation to climate, education, fair work and skills, and health and wellbeing.</li> </ul>
	Connect museums and galleries to culture sector and non-sector partners.	<ul style="list-style-type: none"> <li>Identify partners and forge connections through relevant MGS contacts or communications channels.</li> </ul>



## WORKFORCE

	MGS Strategy action to 2030	MGS action 2023-26
<p><b>Fair Work</b></p> <p><b>Outcome:</b> 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.</p> <p><b>MGS KPI:</b> MGS leading drive to embed Fair Work practice in the sector through promotion, alignment to grant eligibility and increased sharing of good practice.</p>	Support delivery of fair work practices by sharing access to relevant toolkits and resources.	<ul style="list-style-type: none"> <li>Support implementation of new grant outcomes through website resources and advice to museums seeking guidance on improving fair work practice.</li> </ul>
	Continue to encourage good recruitment practices by promoting Fair Work approved jobs on the MGS website and advocating for the Fair Work First policy.	<ul style="list-style-type: none"> <li>Support the sector to meet best practice recruitment standards for inclusion on the MGS website.</li> <li>Promote the benefits of an engaged workforce benefiting from fair working conditions.</li> </ul>
	Ensure that organisations which receive MGS grant funding meet good fair work practices.	<ul style="list-style-type: none"> <li>Introduce and implement through new grant outcomes and requirements for funded organisations from April 2023 and provide advice to museums seeking support to meet these requirements.</li> </ul>
<p><b>Diversity</b></p> <p><b>Outcome:</b> Scotland's museums and galleries diversify the workforce (including trustees, staff, and volunteers) seeking to prioritise those who have been previously underrepresented.</p> <p><b>MGS KPI:</b> Increase the number of training and other development opportunities available to the sector designed to facilitate and enable workforce diversity.</p>	Seek out and develop new partnerships to support diversification of the future workforce including working with young people to explore careers in culture.	<ul style="list-style-type: none"> <li>Deliver Workforce for the Future initiatives with primary schools (funded by Art Fund) and secondary schools (funded by PPL), developing partnerships with DYW.</li> <li>Work with HES on the Innovation Fund.</li> </ul>
	Improve recruitment processes by providing training and resources on areas including anti-bias and best-practice approaches to job advertising.	<ul style="list-style-type: none"> <li>Work with Scottish Union of Supported Employment (SUSE) and Apt partnership to improve our internal processes.</li> <li>Deliver sector surgeries.</li> </ul>
	Build the ability of the sector to support a diverse workforce by offering anti-racism and anti-ableism training.	<ul style="list-style-type: none"> <li>Utilise existing programmes such as Delivering Change to maximise sector opportunities.</li> </ul>
	Support an increase in the number and diversity of volunteers through engagement with programmes such as <a href="#">Make Your Mark</a> .	<ul style="list-style-type: none"> <li>Work with the Make Your Mark partners and promote opportunities to sector.</li> </ul>



	MGS Strategy action to 2030	MGS action 2023-26
<p><b>Skills and Confidence</b></p> <p><b>Outcome:</b> Scotland's museums and galleries workforce has equal access to skills development opportunities and is empowered to operate ambitiously.</p> <p><b>MGS KPI:</b> Relevant development opportunities for all workforce levels are developed or promoted with an improved confidence in skills by attendees to MGS and partner delivered activity.</p>	Continue to lead on delivering accredited learning, including Modern Apprenticeships, through the MGS Skills Academy.	<ul style="list-style-type: none"> <li>Continue to deliver Modern Apprenticeships in Digital Marketing and Museums Galleries Technician and SVQ in Museums Galleries Practice through MGS Skills Academy.</li> <li>Develop understanding of sector needs to inform future potential qualifications development.</li> </ul>
	Improve sector skills and confidence through inclusive, tailored, and high-quality programmes that meet sector and strategy ambitions.	<ul style="list-style-type: none"> <li>Develop and adapt MGS Skills development programmes aligned to the strategy and responding to sector needs.</li> <li>Work in partnership with others to develop and deliver training including NMS (collections), HES (climate and business skills).</li> </ul>
	Provide opportunities for the museum sector workforce to share their knowledge and practice.	<ul style="list-style-type: none"> <li>MGS Knowledge Exchange Programme to support delivery of the strategy.</li> <li>Share case studies, blogs and other resources through MGS website.</li> </ul>
	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.	<ul style="list-style-type: none"> <li>Continue to collaborate with HES and partners and actively engage with the preparation and delivery of a new Skills Investment Plan.</li> </ul>





## CROSS-CUTTING ACTIVITY

In addition to our work to support delivery of the strategy MGS will undertake the following cross-cutting sector development activity. We will report on this activity in our annual review reports.

<b>Advocacy</b>	We will identify advocacy needs and opportunities on behalf of and with the sector.	<ul style="list-style-type: none"> <li>• Develop, update or signpost to resources that support the sector to advocate their impact.</li> <li>• Develop an advocacy plan, mapping key political or other activity across the year that will further elevate awareness of museum impacts.</li> <li>• Communicate advocacy plans and activity with the sector and relevant stakeholders.</li> </ul>
<b>Grant Making</b>	MGS grants will support the development of the sector across the three strands of the Strategy for Scotland's Museums and Galleries.	<ul style="list-style-type: none"> <li>• New grant outcomes align funding to the national strategy.</li> <li>• Ongoing monitoring of the impact of MGS funding and review benefits of targeting funds.</li> <li>• Continue to identify opportunities to increase grant making activity.</li> </ul>
<b>Accreditation</b>	We will continue to partner with UK Accreditation partners to support the sector to meet required standards.	<ul style="list-style-type: none"> <li>• Meet with UK Accreditation partners representing interests and needs of Scotland's museums.</li> <li>• Support the sector to meet accreditation requirements.</li> </ul>
<b>Recognition</b>	MGS will deliver the Recognition Scheme on behalf of Scottish Government.	<ul style="list-style-type: none"> <li>• A review of the scheme will be concluded in 2023 and any changes implemented thereafter.</li> <li>• A new Chair of the Recognition Committee will be sought on completion of the review.</li> </ul>
<b>Marketing</b>	MGS will undertake targeted marketing and PR activity to increase the profile of the sector with identified audiences.	<ul style="list-style-type: none"> <li>• Work with partners including VisitScotland to develop opportunities for increased sector profile.</li> <li>• Develop, implement and evaluate marketing and PR plans to increase visibility of sector with identified target groups.</li> </ul>



## Financial information

MGS receives funding from the Scottish Government to support the sector as the national development body for museums and galleries.

To enhance our activity and our impact in supporting the sector to deliver Scotland's Museums and Galleries Strategy we actively seek out partnerships and additional grant funding to deliver projects and programmes.

The unprecedented challenges faced over the last three years underline the need for greater financial resilience and agility. MGS has taken important and timely decisions during this time to enable the most efficient use of our resources while continuing to deliver our core objectives and funded activity.

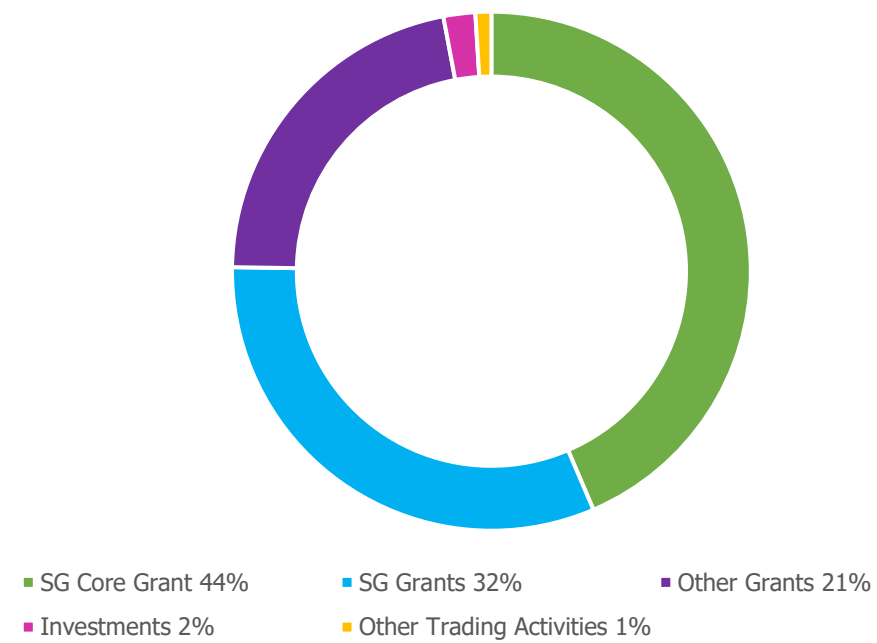
Most notably these include:

- Creating a strong organisational culture ready for a move to hybrid working.
- Early adoption of cloud-based infrastructure.
- Moving premises and securing a lease which has led to a near 50% reduction in costs.

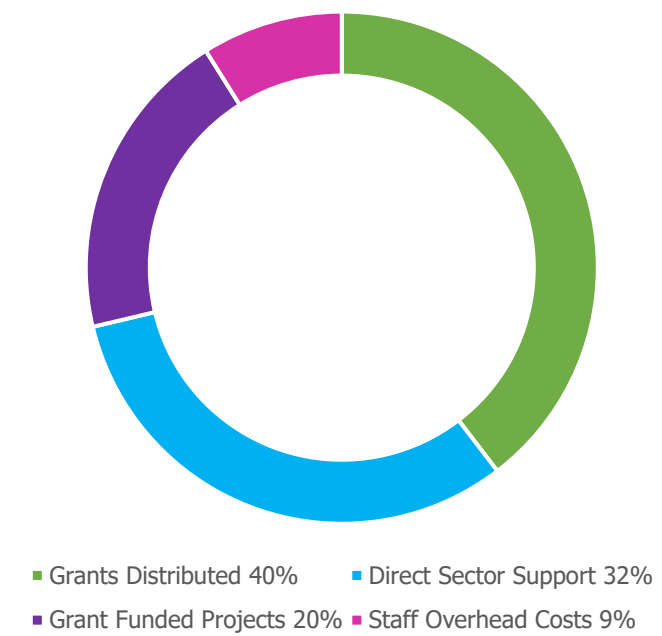
The figures on the page below illustrate our budget for 2023-24 as proportions of spend.



#### Income Analysis Budget 2023/24:



#### Expenditure Analysis Budget 2023/24:



In response to static Scottish Government funding, we have sought to increase our impact through diversification of our funding. Three years ago, as we launched our 2020-2023 Business Plan, our 'other grants' represented 6% of our income, and we have increased this to 16%. In the same period, our staff overhead costs have fallen from 17% to 9% of our expenditure.

MGS will continue to seek to increase our efficiency to enable us to best support Scotland's museums and galleries sector.



**We are proud to have achieved the following business credentials**

