

# A look back at 2020/21

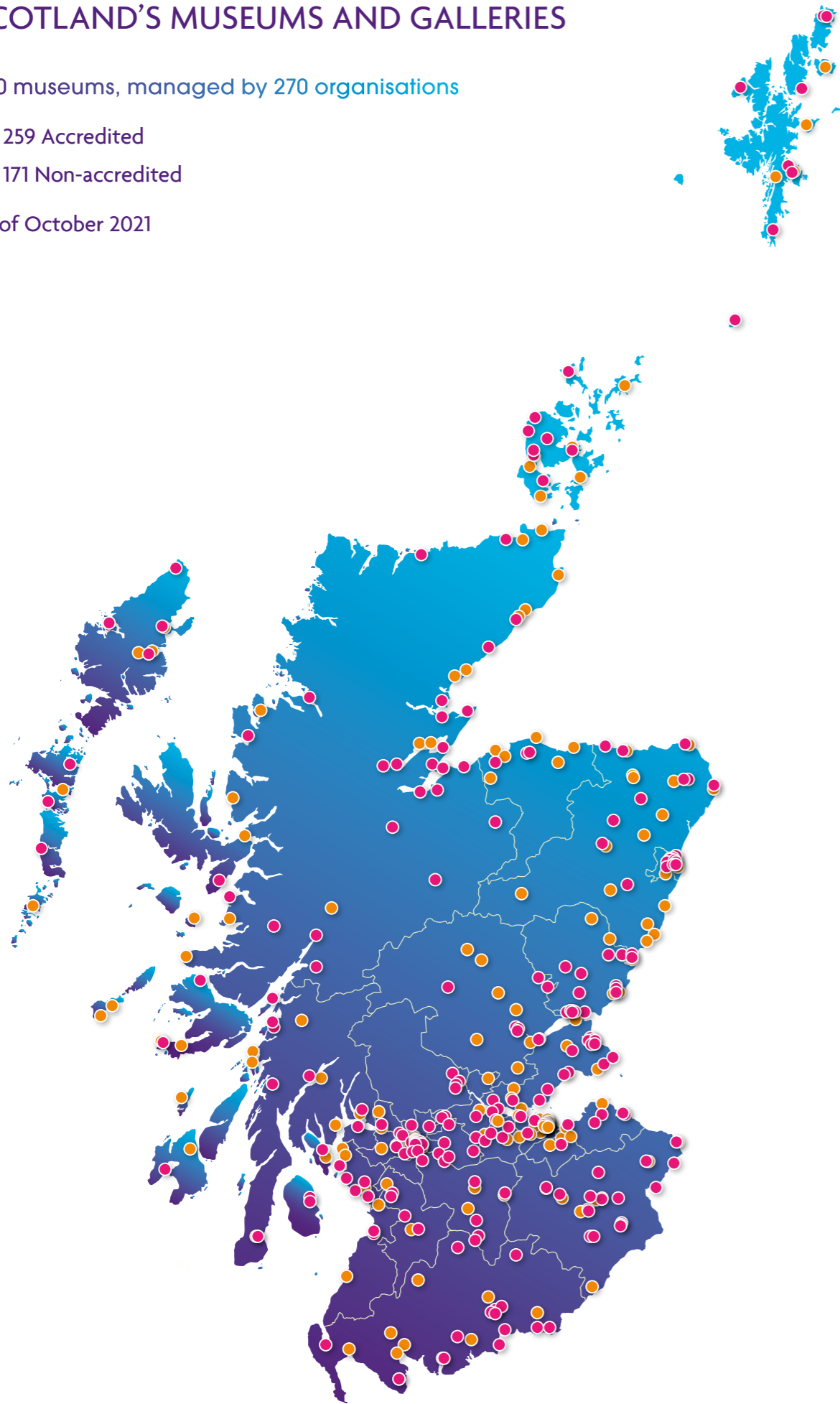


## SCOTLAND'S MUSEUMS AND GALLERIES

430 museums, managed by 270 organisations

- 259 Accredited
- 171 Non-accredited

As of October 2021



## A LOOK BACK AT 2020/21

At Museums Galleries Scotland we are passionate about the powerful role that museums and galleries play in communities across Scotland.

This drives us to enable efficient and creative ways to lead and support positive change in the museums and heritage sector.

As the National Development Body for the Scottish museums sector we support 430 museums and galleries, through strategic investment, advice, advocacy and skills development.

We are an agile organisation with a proven track record in delivering high quality projects. We continue to look for innovative efficiencies across our operations to ensure we deliver excellent value for money to our funders, stakeholders and public.

Our strengths lie in the outward facing relationships we forge, our developmental approach and the powerful positive impact of museums and galleries that we are passionate about sharing with the world.

We continue to work hard to understand, and respond to, the pandemic's impact on the sector. We are proud to have been in a position to meet the sector's support needs – both financially and well-being wise, to assist with ongoing recovery. We have worked with a strategic eye, looking ahead to ensure the sector not only recovers but takes a key role at the heart of Scotland's communities; providing employment and volunteering opportunities as well as contributing to a strong sense of place and identity for the communities they serve.

OUR VALUES ARE

Collaboration,  
Integrity,  
Passion for museums  
and galleries,  
Courageousness.

In this extraordinary year these values shaped how we worked to support each other and the sector in 2020/21.



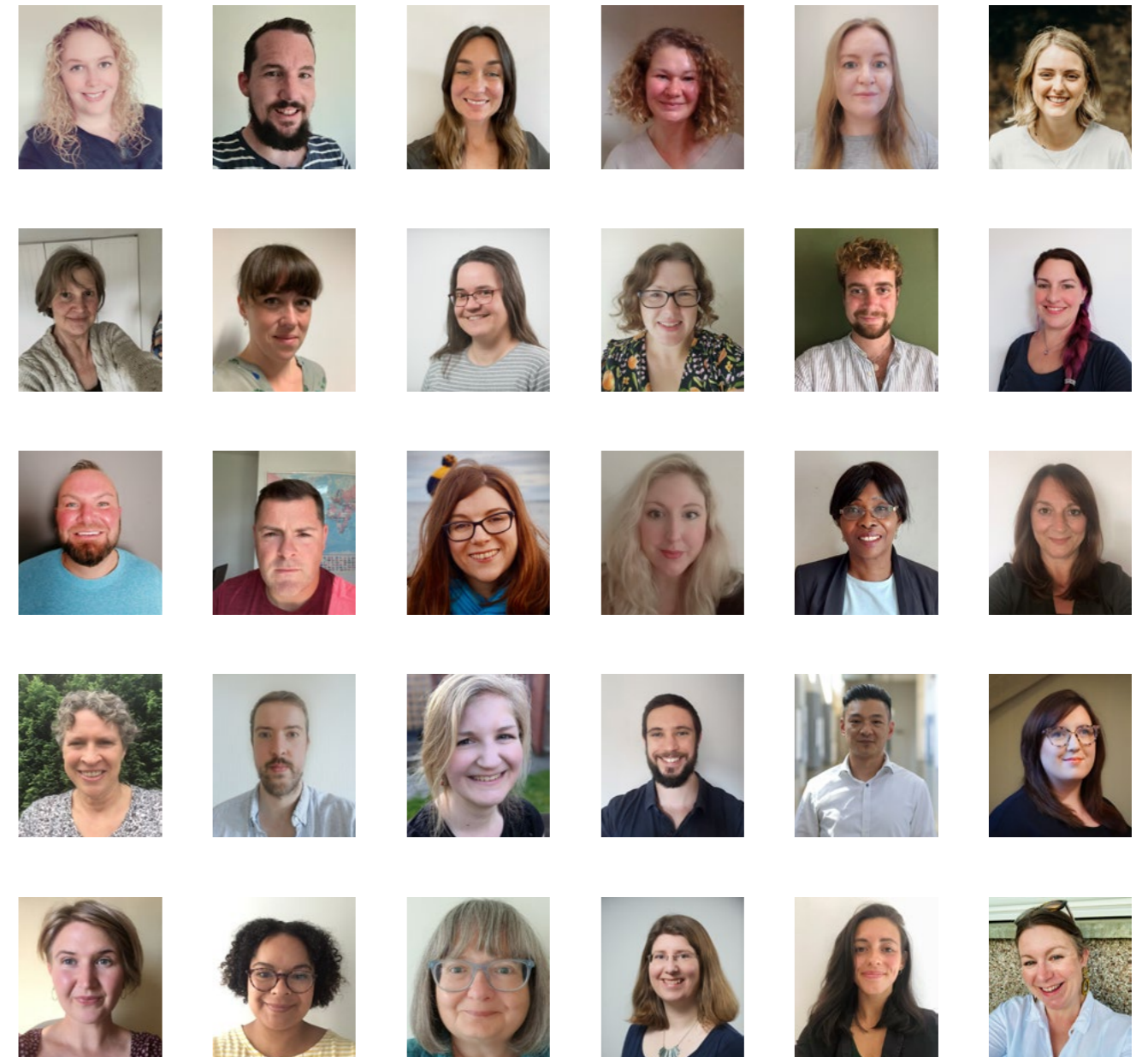
## OUR TEAM

In 2020/21 we grew in lots of ways to enable us to deliver projects and essential funding welcoming 9 new permanent and fixed-term staff to make us a team of 30.

This year we worked hard to ensure our staff were supported, engaged and motivated. We introduced a new reward and recognition framework and provided coaching sessions for all staff as well as continuing to proactively support staff well-being.



We were proud to achieve  
Investors in People Gold status.



## OUR WORK

In April 2020 we shared our Business Plan for 2020-23 following a check to ensure that a plan written prior to the first COVID-19 related lock-down was still fit for purpose.

The plan identified our core work and four priority areas. These areas are interlinked and mutually supportive and the work to deliver them is led by cross organisational and cross sector teams.

Our core work of funding; impact and advocacy; advice and knowledge sharing and partnerships are at the heart of how we deliver our priority areas to develop sector resilience; workforce development; respond to the climate emergency and increase digital capacity.

## OUR FUNDING

This year we rapidly pivoted our grant making to respond to the needs of the sector. This involved reaching out to all museums to ask what support they needed to ensure that we targeted our resources accurately at this time of extraordinary need. We also opened up our funding for the first time to non-accredited museums.

From April 2020 to March 2021, we distributed a total of £8,927,932 to museums and galleries across Scotland. This funding was channelled through 6 funding streams supporting 168 organisations.

This is an exceptional amount of money compared to the £1,225,067 distributed in 2019-20 and was down to the COVID-19 response funds made available by the Scottish Government and £62,720 that we distributed on behalf of the Art Fund.

The regular programme was launched at the start of the year but was suspended after just one round of the Small Project Fund to allow for a programme of COVID response funding.



## FUNDING

In 2020/21 - we awarded



401 grants through



6 funding streams supporting



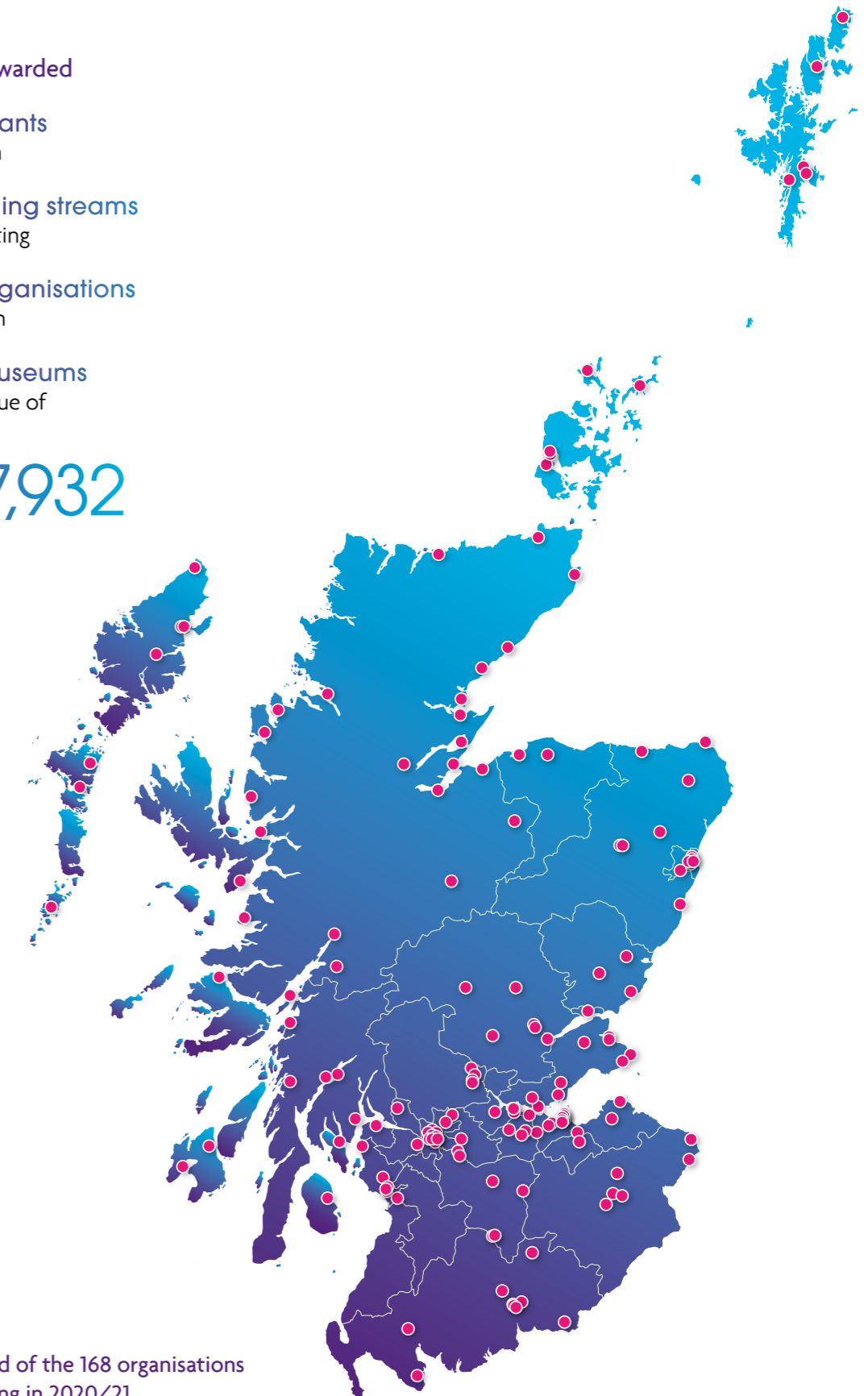
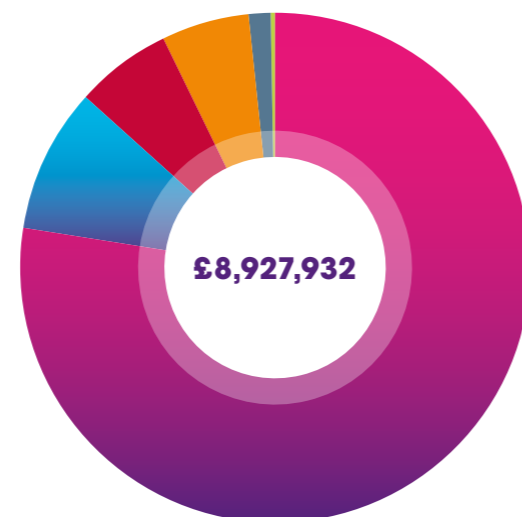
168 organisations who run

270 museums to a value of

**£8,927,932**

### FUNDING STREAMS

Recovery and Resilience Fund	£6,937,366
COVID Museum Development Fund	£805,584
Urgent Response Fund	£558,260
COVID Adaptation Fund	£487,666
Digital Resilience Fund	£110,806
Small Grants Fund	£24,100



Geographical spread of the 168 organisations who received funding in 2020/21

## ACHIEVING OUR PRIORITIES

Our Business Plan outlines four priority areas to focus our efforts for 2020-23.

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

Our commitment to the sector and the strength of our team has meant we have made a very strong start on achieving our priorities despite the challenges faced.



## DEVELOPING SECTOR RESILIENCE

The need to develop sector resilience had an increased urgency this year. We worked hard to understand the impact of COVID-19 on our sector and adapted our activity in response.

We advocated clearly and with impact on behalf of the sector, greatly stepping up our political and public advocacy work. We played a key role in the advancement of broadening engagement with all museums and galleries. We firmly established our Scotland wide geographical approach to ensure the whole sector has the chance to benefit from the support of the MGS team and the museums around them.

- » Work started on Forum Connections, our four-year National Lottery Heritage Fund funded project designed to build the capacity of Scotland's museums for partnership working through investment in museum forums located across Scotland. Adapting the original plans to meet the changed needs of the sector, for example through the funding of Zoom licenses, meant the increased collaboration between MGS staff and Scotland's museum forums was all the more important this year.
- » We initiated a full organisational approach to anti-racism, including training for staff and support for the sector. We supported the establishment of a Steering Group for Empire, Slavery and Scotland's Museums - representing individuals from key organisations with the relevant expertise and community interests, spanning museums, equalities and rights, and education.
- » We developed reports on the impact of the pandemic on the sector, based on surveys and sector feedback, sharing these with the Government and Scottish Tourism Emergency Response Group. In August 2020 we gave evidence to Culture, Tourism, Europe and External Affairs Committee bringing a spotlight to the sector's challenges.
- » We engaged with culture portfolio holders at local authorities across Scotland, sharing information about the social and economic impact of their services.
- » MGS also commissioned research on key aspects of the National Performance Framework, using peer-reviewed academic literature to illustrate the impact of museum and gallery engagement on communities, education and health and wellbeing, linking to requests from the civic sector.
- » We collated case studies and examples demonstrating the value and impact of Scotland's museums and galleries on their audiences and communities, sharing these with the sector and stakeholders.
- » We devised and delivered a marketing campaign to support museums reopening. Running from July to September 2020 the campaign achieved 34K Google map views showing museums open and a radio and social media advertising reach of over 1 million adults along with strong media support. Planning started on our reopening campaign for spring/summer 2021.
- » We developed an online marketing toolkit to support the sector with their own marketing activity around reopening.
- » Our PR activity in 2020/21 generated 244 pieces of trade and consumer press, online and broadcast pieces mentioning Scotland's museums and galleries.
- » We developed online resource areas to support museums to understand Scottish Government COVID-19 guidelines and how to adapt their work.
- » Support calls by MGS staff to all museums eligible for Recovery and Resilience funding.
- » Early in the pandemic we hosted regular MGS Social Stand Ups to bring the sector together remotely and provided wellbeing support and workshops.
- » Directly communicating with all of Scotland's 430 museums and galleries was a key achievement.



## LEADING WORKFORCE DEVELOPMENT

This year we continued to support the sector's workforce to develop and evolve the skills for a resilient sector.

Much of this work was driven through our enterprising MGS Skills Academy – quick to identify and secure routes to involve museums and galleries in accredited learning opportunities as they arose at the time, with an eye on encouraging new entrants to the sector and equal opportunities.

MGS Knowledge Exchange flourished in the digital setting with greater reach as people from across Scotland and the UK benefited from a progressive programme.

### THE MGS SKILLS ACADEMY

- » Supported 15 delegates on our ILM leadership course – Developing your Leadership.
- » 12 further delegates on our advanced ILM Leadership course – Leading Growth.
- » 6 SQA Assessors Awards
- » 2 SQA Verification Awards
- » Hosted over 30 delegates on our Creative Leadership course in partnership with ASVA, Historic Environment Scotland and Social Enterprise Academy.
- » Placed 4 Digital Marketing Modern Apprentices.
- » Currently delivering SVQ Level 3 in Museums Galleries Practice to 15 learners.
- » Supported Creative and Cultural Skills with application to transfer SVQ in Museum Galleries Practice to become a Modern Apprentice Framework.

### MGS KNOWLEDGE EXCHANGE

- » Hosted 35 MGS Knowledge Exchange events.
- » Topics covered included mental health awareness, intellectual property and enterprising leadership.
- » 4 MGS Strategic Learning Forum meetings – 5 Collections Workshops augmented by the Knowledge Exchange sessions above.

### OTHER WORKFORCE DEVELOPMENT ACTIVITY

- » Make Your Mark (MYM) project - Connecting and Engaging with Volunteers Expo – MGS has supported an application to National Health Lottery Fund for three years funding to support MYM campaign.
- » Business Support Programme delivering training to 40 heritage organisations – in partnership with greenspace scotland and Built Environment Forum Scotland. Delivery commenced in May 2021, beginning with the leadership strand.
- » Skills for Success legacy project is ongoing.
- » Our two Culture Strategy programmes are still in delivery, Upskilling Volunteers & The School Project.
- » Kickstart –MGS gained “gateway,” status on Kickstart through which we aim to support 57 heritage organisations recruit staff through this initiative.



## RESPONDING TO THE CLIMATE EMERGENCY

This year we worked hard to develop awareness of the role that culture and museums and galleries can play in supporting dialogue and action against the climate emergency.

We made new partnerships with Creative Carbon Scotland and the Cultural Heritage Network paving the way to supporting the sector to make essential changes towards Net Zero.

### KEY ACTIVITY HAS CENTRED AROUND:

- » Partnering with Creative Carbon Scotland to develop Climate Beacons for COP26 project will bring geographic beacons of climate focused partnership activity between cultural and climate organisations throughout Scotland in the lead up to and following COP26.
- » Development of #COP26Conversations Fund to support museums and galleries to hold activity in their communities.
- » Collaboration with Historic Environment Scotland (HES) and The Climate Heritage Network (CHN) continues with the development of a Culture at COP website to create a global platform for climate related activity driven by our colleagues across the wider cultural sector.



## INCREASING DIGITAL CAPACITY

We provided support and confidence building in some way has supported progress in this area as there was a need to change ways of working to adapt and engage.

The reliance on digital technology to keep us all connected in our professional and personal lives underlined the growing importance of digital skills development.

By providing support and confidence building, this has in some way supported progress in this area as there was a need to change ways of working to adapt and engage.

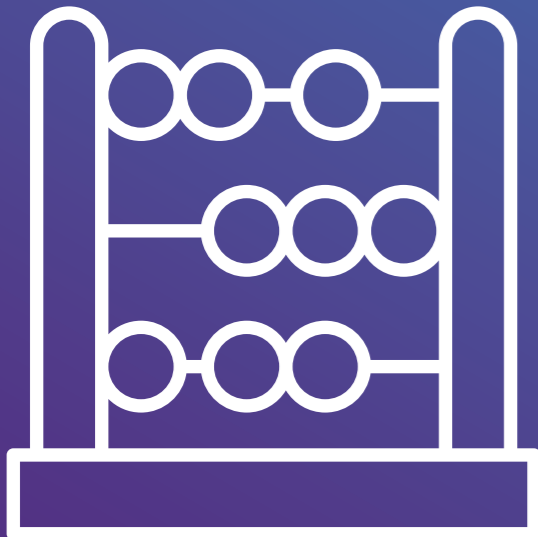
- » Our Digital Resilience Fund enabled the sector to adapt to online working and supported projects to enhance engagement with digital collections and opportunities for online revenue.
- » We moved our skills development programme online in April 2020.
- » Ran informal Social Stand Ups to increase peer knowledge sharing on digital topics and the MGS Knowledge Exchange event on project managing websites.
- » We used this year to identify opportunities and gaps in the sector and improve our own digital skills and infrastructure, paving the way for increased work capacity in this priority area in 2021/22.

## OUR FINANCIALS

Throughout 2020-21 we continued to look for efficiencies across our operations, to ensure we deliver excellent value for money to our funders, stakeholders and the public.

Thanks to additional funds made available by the Scottish Government we were able to respond to the needs of the sector, to assist with ongoing recovery following the pandemic.

The full Annual Report and Accounts 2021 is available on our website <https://bit.ly/MGSAccounts2021>



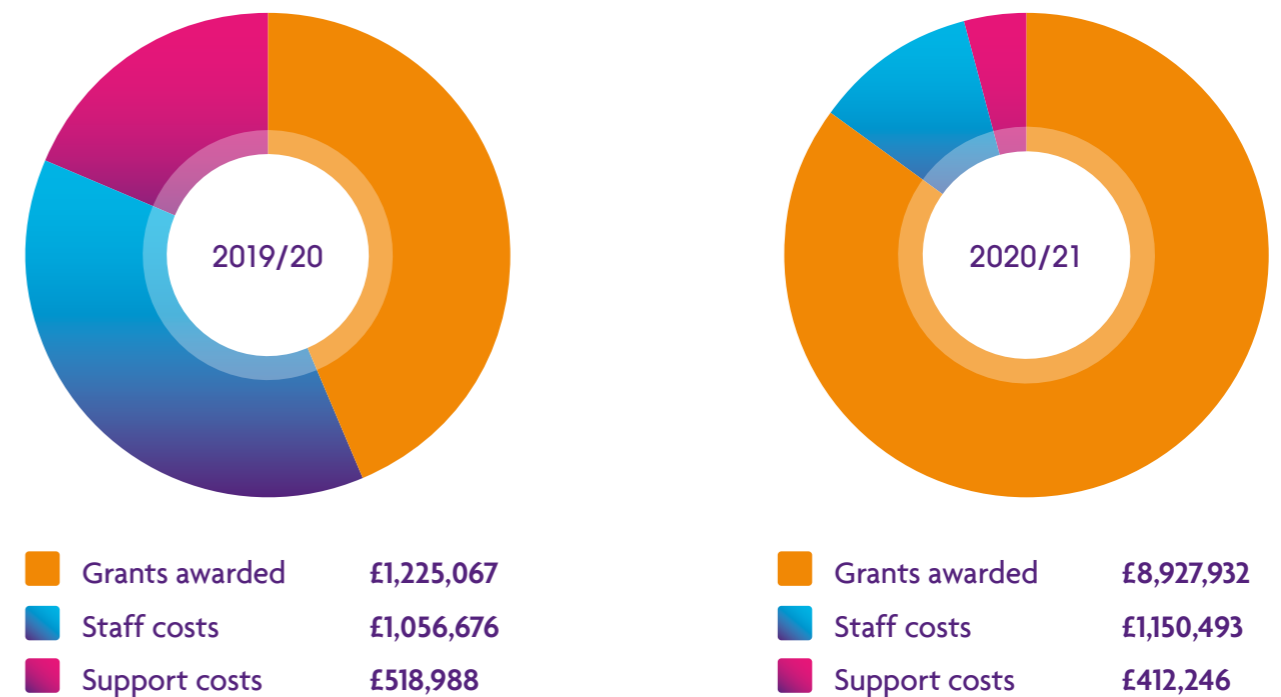
## TOTAL INCOME

2020-21 was an exceptional year in financial terms and saw our total income rise from £2,973,767 in 2019/20 to £11,161,236 in 2020/21.



## EXPENDITURE

The rise in income enabled us to support the sector through the COVID-19 pandemic, distributing grants totalling £8,927,932 (£1,225,067 in 2019/20). We continued to operate efficiently with our costs to support the sector, remaining steady with a slight increase in staff costs to deliver the extra funding and a slight decrease in support costs.





## OUR PARTNERS AND SUPPORTERS

Collaboration is at the heart of how we work and in 2020/21 we actively developed flourishing partnerships with the right stakeholders to meet the sector's needs.

These partnerships enabled us to deliver public value, share skills, experience and resources with the sector.

Skills Development Scotland, Built Environment Forum Scotland, greenspace scotland, Art Fund, Arts Council England, Make your Mark, XpoNorth, VisitScotland, Association of Scottish Visitor Attractions, Creative Carbon Scotland, Climate Heritage Network, Museums Archives Libraries Division (MALD), Northern Ireland Museums Council, Arts Culture Health Wellbeing Scotland, Jambo! Radio, Strathclyde University, Education Scotland, National Lottery Heritage Fund, Historic Environment Scotland, COSLA, MGS Stakeholder Group, Creative Scotland, Scottish Library and Information Council and the Scottish Government.

This year we were grateful for the support and guidance from **our Board** who enabled us to be agile in our response to the sector's needs.



2020/2021 was a challenging year but thank you to everybody who helped MGS to respond and continue to support the sector while striving to lead positive change.





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