

A look back at 2021 / 22



**Museums
Galleries
Scotland**

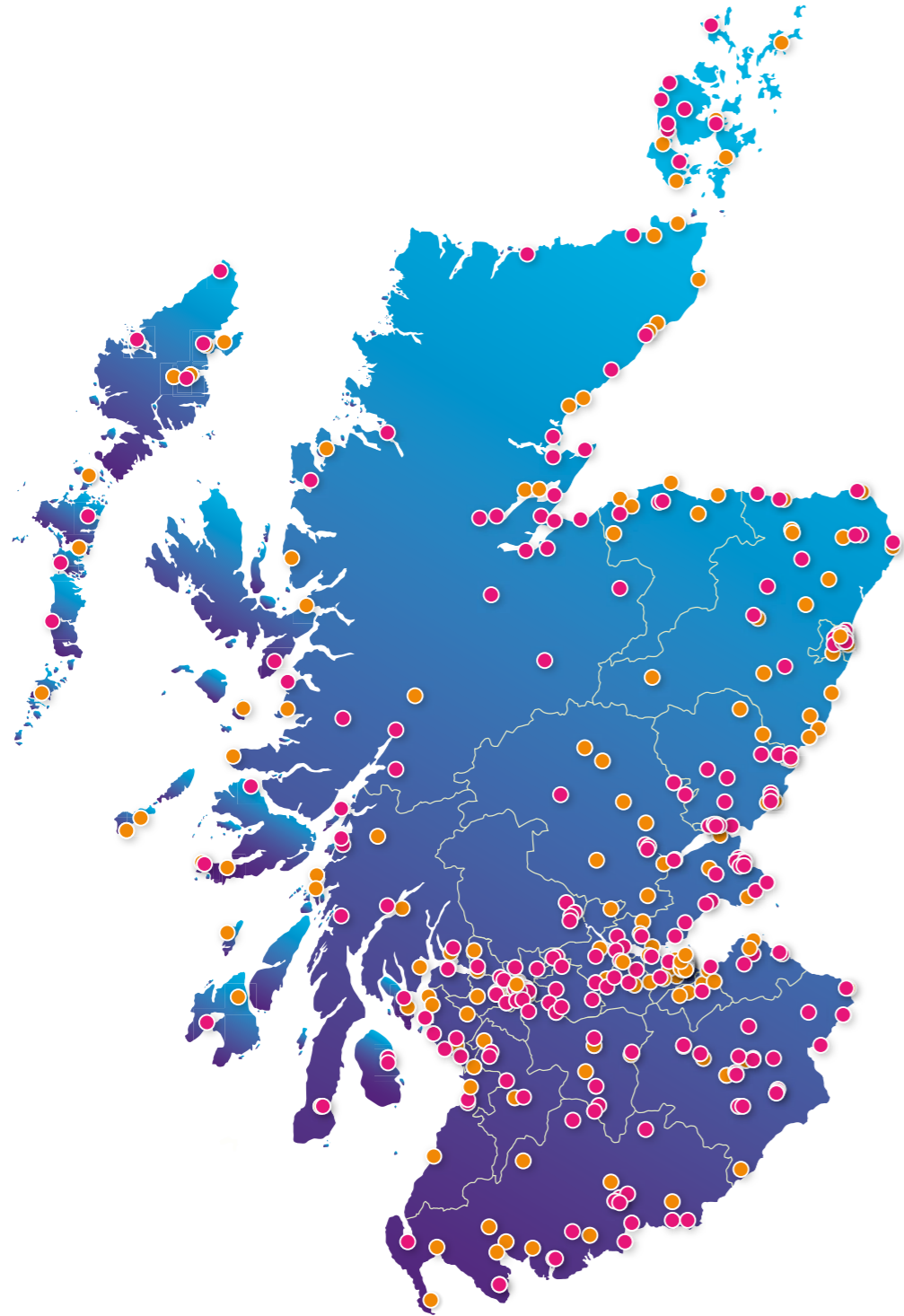
Supporting Scotland's Museums

SCOTLAND'S MUSEUMS AND GALLERIES

442 museums, managed by 287 organisations

- 255 Accredited
- 187 Non-accredited

As of August 2022.



A LOOK BACK AT 2021/22

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.

We support the 442 museums and galleries in Scotland, through strategic investment, advice, advocacy, and skills development.

Throughout 2021-22 the Covid-19 pandemic and associated restrictions saw us actively pursue our core work while also developing new and responsive activity to support the sector. With energy and purpose the MGS team worked hard to reach out to, and meet the needs of, our colleagues working in museums and galleries across the country.

We continued to demonstrate our ability to flex and pivot to support the sector. We successfully secured additional funding to develop new opportunities and partnerships that are bringing a positive impact to Scotland's communities.



With energy and purpose the MGS team worked hard to reach out to, and meet the needs of, our colleagues working in museums and galleries across the country.

OUR VALUES ARE

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

During the year our values continued to underpin our work with the sector and with each other.



OUR TEAM

In 2021/22 our staff team grew from 30 employees to 38 at year end, reflecting our expanded role in supporting the Scottish museum and galleries sector through the pandemic and its continued evolution in response to our changing world.

At the end of 2021 we successfully moved from our offices in Waverley Gate, Edinburgh, to smaller premises on Castle Street, introducing hybrid working and embedding lessons we learned from working during the pandemic. Our flexible approach ensures we maximise the resources we channel to support the sector.

Our team has enjoyed and thrived on the strong connections we made with the entire museum community throughout the pandemic. We are now appreciating the ability to reconnect in person. We were also delighted to meet our newer colleagues in person for the first time.

Our attention to supporting staff wellbeing has continued through regular wellbeing sessions, development days, training, and one-to-one coaching, as well as through our reward and recognition framework.

OUR WORK

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

During 2021-22 we continued to respond to the needs of the sector in the pandemic, with the Omicron variant towards the end of the year bringing about further restrictions. We were grateful to the Scottish Government for responding so strongly to our case for additional funding to continue to support the sector to both survive and thrive. Additional funding has also enabled us to invest in the development of the next national strategy working closely with Scotland's museums and galleries and launching in 2023 as *Going Further: The National Strategy for Scotland's Museums and Galleries*, comes to an end.

We continued to foster a strong relationship with our Scottish Government colleagues and during the year we met the new Cabinet Secretary and had positive meetings with both Culture Ministers who were in post during the year.



We received a positive year 2 review with Investors in People for maintaining our Gold accreditation.

We also progressed from Disability Confident Committed, to Disability Confident Employer.



L-R:
Some of the MGS team visiting The Writers' Museum in Edinburgh on International Museum Day; The Cabinet Secretary's visit to our new offices during Scottish Apprenticeship Week; MGS staff away day.



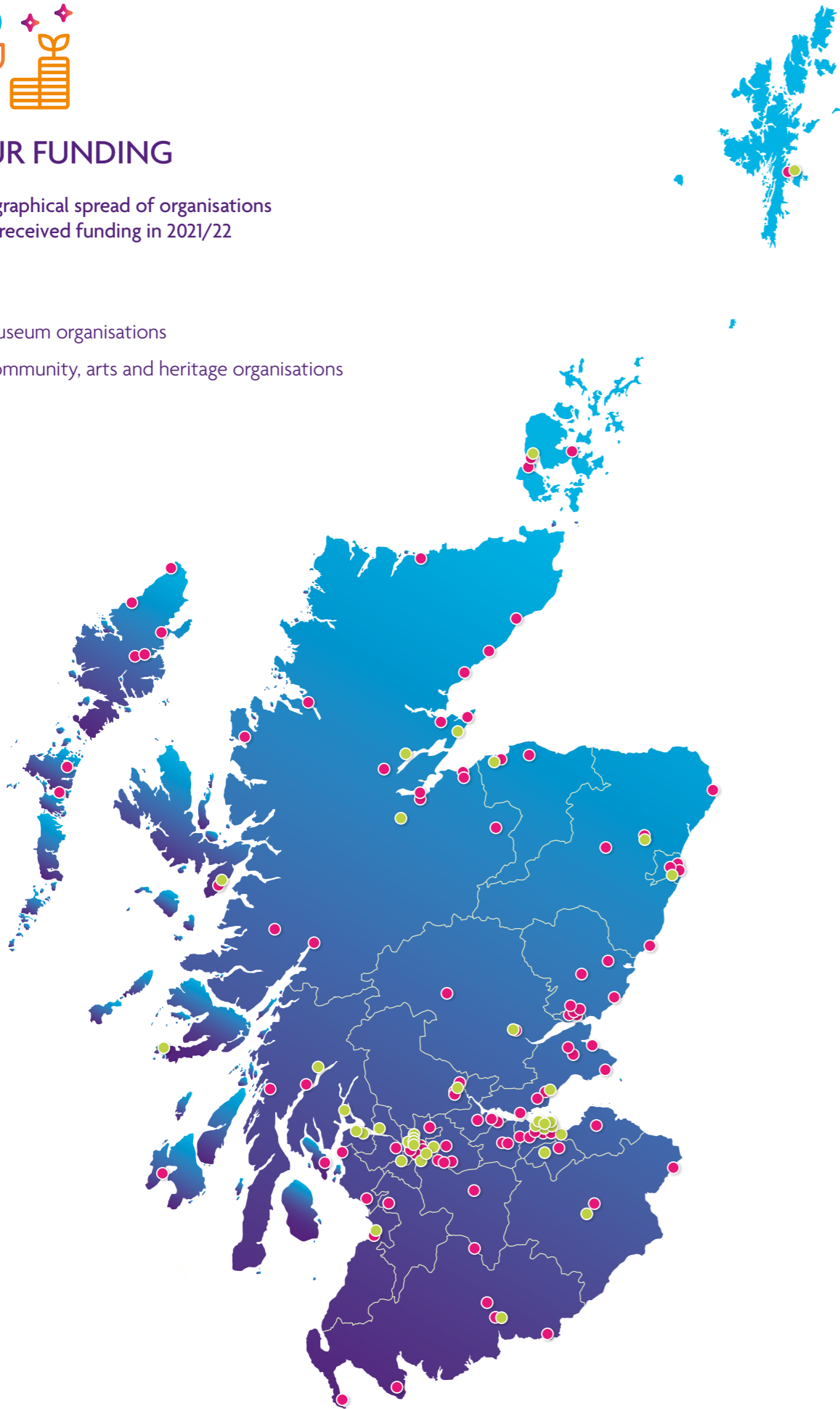


OUR FUNDING

Geographical spread of organisations who received funding in 2021/22

Key

- Museum organisations
- Community, arts and heritage organisations



In 2021/22 – we awarded



230 grants through



9 funding streams supporting

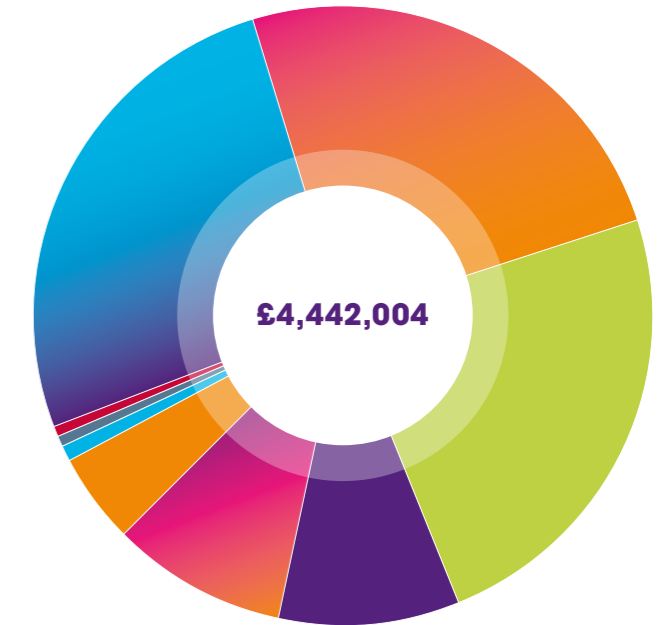


149 organisations (109 museum organisations) to a value of

£4,442,004

This represents an exceptional level of grant making compared to pre-Covid levels. Our new partnership funding has also extended our reach beyond the museums sector.

FUNDING STREAMS



Museum Development Fund	£1,155,797
Capital Resilience Fund	£1,077,164
Discretionary Grants	£1,051,000
Summer Programme Museum Fund	£417,107
Small Grants Fund	£396,437
YS2022 Community Stories Fund	£204,881
Climate Beacons Ideas	£36,417
COVID Adaptation Fund	£25,637
#COP26Conversations Fund	£20,742

Year of Stories 2022 Community Stories funders join BE United Presents. L-R: Musician Billy Got Waves, VisitScotland Head of Events Development Marie Christie, The National Lottery Heritage Fund Director for Scotland Caroline Clark, dancer Emmanuel Carlos, Museums Galleries Scotland CEO Lucy Casot, and guitarist Ramcise.

Credit VisitScotland/Mark Ferguson



ACHIEVING OUR PRIORITIES

During the second year of our Business Plan, we continued to focus on our four priority areas to:

- Develop Sector Resilience
- Workforce Development
- Respond to the Climate Emergency
- Increase Digital Capacity



DEVELOPING SECTOR RESILIENCE

During 2021/22 we developed our understanding of the ongoing impact of Covid-19 on our sector, communicating with all of Scotland's museums and galleries to understand their needs. We continued to offer agile and responsive help through additional Scottish Government funding, as well as tailoring our own grants programme, and developing deeper relationships with existing partners and forming innovative new programmes with others.

We identified where the museum sector could contribute to the national recovery – sharing our expertise with others and collaborating to maximise impact. We consulted with organisations outside of the museums and galleries sector on the impact of museums and galleries on their work as part of our inclusive approach to preparing the new National Strategy.

We developed and worked with a wide network to support Scotland's museums and galleries to work with a more inclusive visitor base, both through projects including the Scottish Government commissioned Empire, Slavery and Scotland's Museums project and through core programming and partnership work.

KEY ACTIVITY INCLUDED:

- » Partnering with VisitScotland to secure funding from the National Lottery Heritage Fund and Scottish Government to develop a new Community Stories Fund, dramatically broadening the value and impact of the Year of Stories themed year on communities across the country.
- » Reviewed the impact of our grants programmes and Covid-19 emergency funding to inform our future activity.
- » Supported the work of the Empire, Slavery and Scotland's Museums Steering Group throughout 2021-22. Coordinating research to support the Steering Group to develop recommendations including the largest consultation on public attitudes to museums in Scotland. We undertook extensive research with the museum workforce around anti-racism and the legacies of historic chattel slavery, empire, and colonialism, to inform the development of support as museums seek to remove barriers to access and share new types of stories.
- » Developed and delivered our #MuseumsAreGo sector reopening marketing and PR campaign, offering marketing surgeries to support sector efforts to encourage visitors to return.
- » Worked with and developed geographic forums, supporting museums and galleries to sustain local peer support networks.
- » Published and shared reports demonstrating the impact museums have on health and wellbeing and education to MSPs and local authority Culture Conveners across Scotland.
- » Met with MSPs to discuss ongoing issues in the sector and provided evidence in person to Scottish Parliament's Culture Committee.
- » Engaged with the National Partnership for Culture's work to inform the delivery of the Culture Strategy, advocating strongly on the impact and contribution Scotland's museums and galleries make to the nation and national life.
- » Maintained close relationships with local authorities, CoSLA and VOCAL to advocate for the civic sector and led on the development of joint manifesto for culture ahead of the local government elections.
- » Continued to develop and support our innovative partnership with Highlands and Islands Enterprise through XpoNorth, reinforcing the resilience of museums and galleries in the Highlands through training and networking internationally with creative businesses.



LEADING WORKFORCE DEVELOPMENT

This year we continued our ground-breaking support for the workforce of the museums and galleries sector, and the wider culture sector, addressing nationally identified skills gaps.

The MGS Skills Academy continued to flourish with its innovative programme of vocational qualifications reaching new audiences. Attendance and demand grew for our online MGS Knowledge Exchange events, sharing best practice throughout the Scottish sector and beyond.

Our Kickstart Gateway role successfully coordinated placements in museums and galleries across Scotland and our partnership with City of Glasgow College provided training on a wide range of topics relevant to the sector ranging from negotiating skills to VAT, as part of our NLHF supported Surviving to Thriving project.

MGS continues to work with sector specific partners on workforce development and will be participating in career events, resource creation and toolkits to strategically develop the sector's current and future workforce. Our membership on key strategic groups ensure that we influence policy and operational activities in Scotland and throughout the UK.

KEY ACTIVITY INCLUDED:

- » Continuation of our ILM accredited leadership programme, delivering an additional 28 places to further develop leadership throughout Scotland's museums and galleries and in the wider culture sector.
- » The successful delivery of two culture strategy pilot projects: Upskilling Volunteers; and partnering with Developing the Young Workforce to highlight the possibility of creative career pathways for young people in schools high on the Scottish Index of Multiple Deprivation (SIMD).
- » Delivering our Digital Marketing Modern Apprenticeships programme to develop and increase digital skills throughout the sector.
- » Extensive work with SQA and Creative and Cultural Skills, successfully converting our SVQ in Museums Galleries Practice into a Modern Apprenticeship Framework in its own right.
- » Leading the sector through showcasing inclusive employment practices, including the creation of two Modern Apprenticeship opportunities within our organisation – Digital Marketing Modern Apprentice and Business Administration Modern Apprentice.
- » Initiating ongoing sector discussion around Fair Work, creating a new fair work jobs and opportunities page on our website, introducing the development of our own Fair Work Manifesto.
- » Supporting 48 Kickstart placements in museums and galleries throughout Scotland augmenting all placements to Real Living Wage, administering the scheme for the Department of Work and Pensions, and providing career advice and support for placements.
- » The Surviving to Thriving project continued to deliver to over 40+ organisations throughout Scotland, including greenspace and built heritage organisations, receiving fantastic feedback, resulting in a successful application to extend the programme.



RESPONDING TO THE CLIMATE EMERGENCY

During 2021-22 we built on our work to develop awareness of the role of culture and museums in responding to the climate emergency and were involved in several initiatives arising from COP26.

Through our climate activity we consolidated existing partnerships with other organisations and created collaborations with new partners.

KEY ACTIVITY INCLUDED:

- » The appointment of a dedicated Climate Officer and Climate Kickstart Placement within MGS and the development of a Climate Strategy.
- » Accelerating our journey to net zero by increased carbon measurement and reduction efforts and opting into reporting to Sustainable Scotland Network.
- » Supporting climate related projects around COP26 through advice and support and through funds.
- » The production of 10-minute film Climate Action needs Culture in partnership with Historic Environment Scotland, Creative Scotland, Scottish Libraries Information Council, National Galleries Scotland, National Libraries of Scotland, and Creative Carbon Scotland.
- » Development of the [Culture at COP](#) website in partnership with the Climate Heritage Network (CHN) and Historic Environment Scotland showcasing cultural and heritage events taking place around COP26.
- » Strengthened climate and sustainability criteria in our grants and partnership work including prioritising environmental sustainability projects through the Capital Resilience grant programme.
- » A climate section is now included in each Connect newsletter.
- » Undertook the first Carbon Management Survey for museums and galleries in Scotland to gather baseline data on climate related activity.



INCREASING DIGITAL CAPACITY

During the year we continued to rely on digital technology to keep us all connected and our in-house expertise supported the sector as well as MGS staff to become more confident in using technology.

We developed programmes and activity that respond to identified sector skills and confidence gaps, supporting sector skills development in this area.

KEY ACTIVITY INCLUDED:

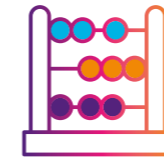
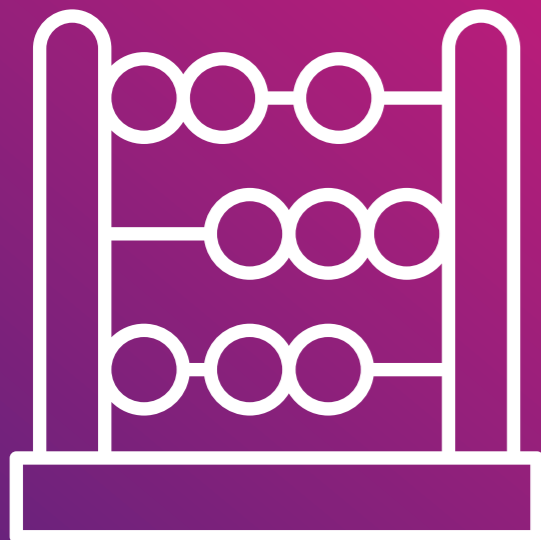
- » The development of the MGS Digital Literacy for Leadership programme with support from the Art Fund. Culture24 were appointed to deliver the programme in 2022/23.
- » Developing digital advice guides on our website. The content provides context before signposting to the top resources created in recent years.
- » Contributing to the National Lottery Heritage Fund's Digital Attitudes and Skills for Heritage Survey (DASH) the results of which we are using to help identify our future priorities for digital development in 2022/23.
- » Started 1-2-1 digital mentoring with a small number of museum professionals to support their development.
- » Fed into UK wide digital programmes such as Towards a National Collection, to ensure that the needs of Scottish museums are met.
- » Undertook initial scoping work for the development of a new MGS website, consulting widely with stakeholders to ensure it meets the needs of our users and aligns with the new National Strategy launching in 2023.
- » Development of our MGSONline portal to support partnership working in grant making.
- » Invested in our own digital resilience by upgrading our network security and moving to an improved, cloud based financial software product.

OUR FINANCIALS

Throughout 2021-2022 we actively worked to make efficiencies across our operations. We are proud to have delivered excellent value for money to our funders, stakeholders, and the public.

Ever mindful of the financial pressures felt by our sector in this year, we consciously channeled maximum resources to the sector.

Full accounts will be available [online](#) from mid-September.

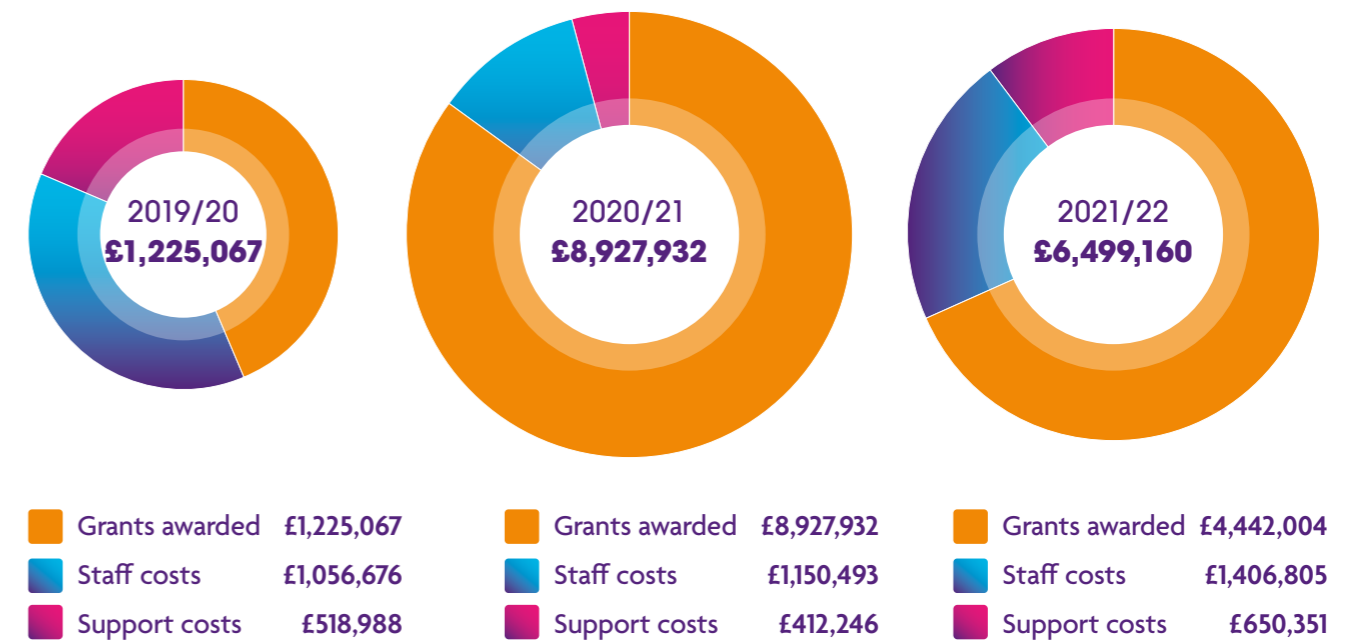


TOTAL INCOME



Additional Covid-19 response funding was provided in March 2022, and distributed in April 2022, our new financial year.

EXPENDITURE





OUR PARTNERS AND SUPPORTERS

Collaboration continued to be at the heart of our work, and we tried hard to increase the value to the sector of our existing partnerships.

Skills Development Scotland, Built Environment Forum Scotland, greenspace scotland, Art Fund, Make Your Mark, Xpo North, VisitScotland, Association of Scottish Visitor Attractions (ASVA), Creative Carbon Scotland, Climate Heritage Network, Museums Archives Libraries Division (MALD), Northern Ireland Museums Council, Arts Council England, 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, People's Postcode Lottery, Art UK, Scottish Union of Supported Employment (SUSE), Scottish Museums Federation, Coalition for Racial Equality and Rights, Blue Sky Experiences and City of Glasgow College.

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.



Thank you to everybody who helped MGS to respond and continue to support the sector during the year.



MUSEUMS GALLERIES SCOTLAND

33 Castle Street
Edinburgh, EH2 3DN

T: 0131 550 4100

W: www.museumsgalleriesscotland.org.uk

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