

# A look back at 2022/23

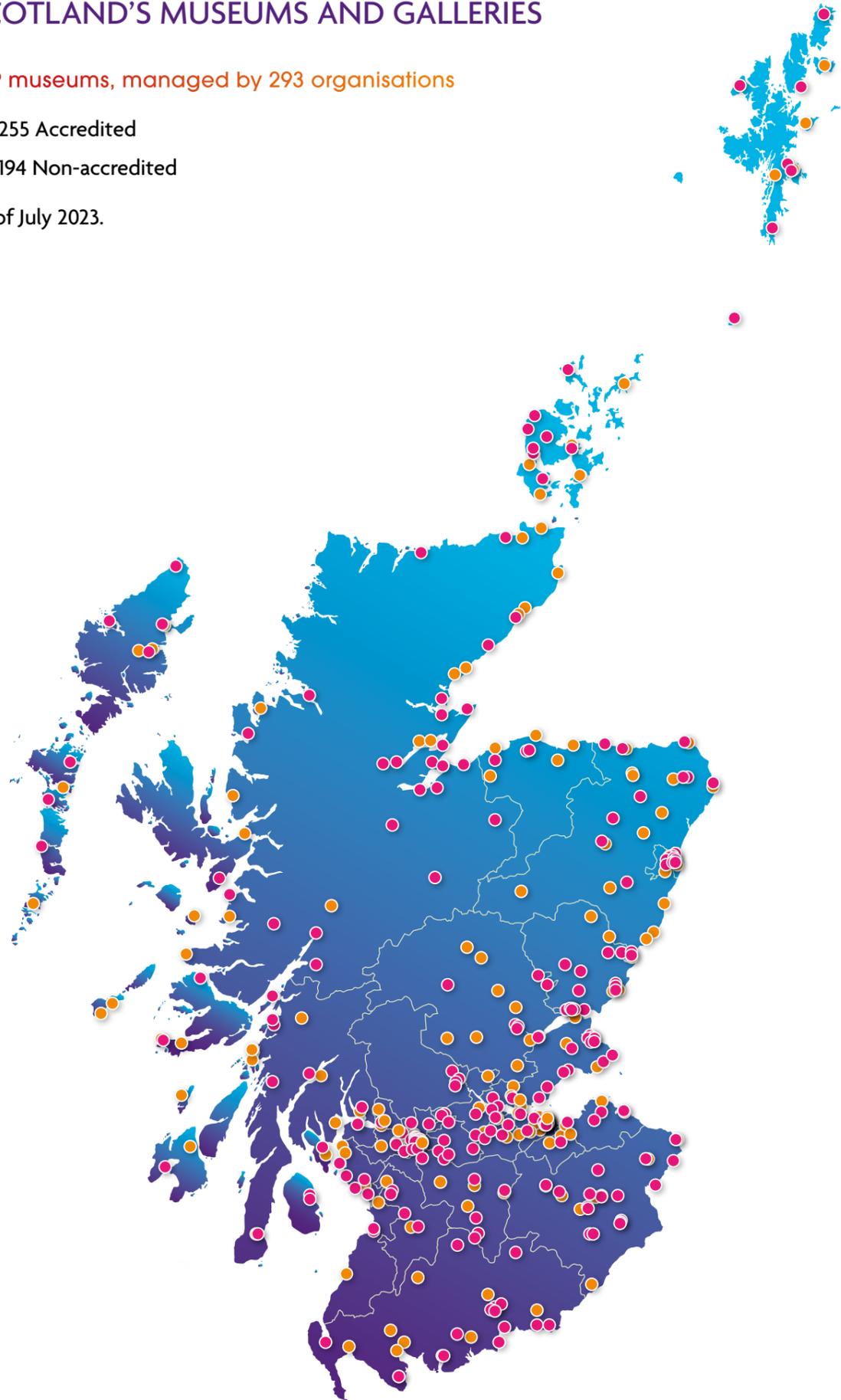


# SCOTLAND'S MUSEUMS AND GALLERIES

449 museums, managed by 293 organisations

- 255 Accredited
- 194 Non-accredited

As of July 2023.



## A LOOK BACK AT 2022/23

At Museums Galleries Scotland we are passionate about the role we play in supporting our colleagues who work in Scotland's museums and galleries.

Each year brings unique challenges and opportunities for us and our sector. We embrace this ever-evolving landscape by finding creative ways to lead and support positive change in museums and galleries across the country.

As the national development body for the Scottish museums sector, we support 449 museums and galleries through strategic investment, advice, skills development, and advocacy.

In 2022-23 we supported the museum sector through a post-pandemic recovery marred by high energy costs and rising inflation. We worked hard to meet the needs of our colleagues in the sector by advocating on their behalf and adapting our grants programme to reflect this rapid change in circumstances.

Connections and collaborations were central to our work this year. The development and launch of Scotland's Museums and Galleries Strategy

involved extensive consultation with a wide range of stakeholders across the museum sector and beyond. This deepened our understanding of the collective actions we can take to ensure the continued success and relevance of our sector.

Our new three-year Business Plan for 2023 to 2026 sets out how we'll support the delivery of the strategy. Learning from the success of partnerships in recent projects such as the Year of Stories 2022 Community Stories Fund, Forum Connections, and Workforce for the Future, the Business Plan highlights the importance of continued collaboration and innovation both within our organisation and with external partners.



We worked hard to meet the needs of our colleagues in the sector by advocating on their behalf and adapting our grants programme

## 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

Our achievements in furthering the aims and ambitions of the museum sector this year have been thanks to the hard work and dedication of our staff and board.

We identified the resources and skills needed to deliver the new strategy and secured funding to extend the contracts of several staff to support this. Several fixed-term posts came to an end in March 2023, following the successful completion of funded projects, and the end of additional Covid-related grant funding.

At the year-end, our staff component was 34 (including full-time and part-time staff, fixed-term and permanent) with recruitment underway for two further posts.

Our successful approach to home-and-office work led to the implementation of a hybrid working policy. Four quarterly All Staff days provided us with valuable opportunities to connect in person and work together on a range of strategic priorities. We continue to support staff through regular mental health sessions and wellbeing surveys.

A programme of learning opportunities was available to staff throughout the year. All staff had access to training on topics which addressed MGS priority areas including decolonisation, the application of human rights-based approaches to their work, neurodiversity acceptance, and Carbon Literacy. They were also empowered to pursue their personal and professional needs and aspirations.

We completed an employer assessment with Apt, the Public Social Partnership working to reduce the Disability Employment Gap, in 2022. This has informed recommendations and staff training opportunities for 2023-24.

Once again, we were delighted to have a positive interim review of our Gold accreditation status with Investors in People.



## OUR WORK

Throughout the final year of our 3-year Business Plan, our four priority areas – developing sector resilience, workforce development, responding to the climate emergency, and increasing digital capacity – remained at the heart of our work. These priorities influenced all our core responsibilities, from funding and partnerships to advocacy and knowledge sharing.

During 2022-23, we revised our support to the sector in response to the end of the pandemic and reduction in emergency funding, alongside the new challenges museums and galleries faced.

We invested in the development of the next strategy for the sector for 2023 to 2030, working in close partnership with the sector and other agencies, to ensure its successful launch in February.

Our new website also went live, designed to provide support and inspiration to the sector, to help deliver the strategy. At the same time, we developed new grant outcomes, to help museums strengthen their ability to respond to challenges and opportunities to secure long term future and financial sustainability.

At the end of 2022-23 we launched the next 3-year business plan for MGS.

We continued to foster a strong relationship with our colleagues in the Scottish Government. As the year came to an end with a new First Minister, we welcomed another new Culture Minister.

“Proud to be part of such an innovative and inclusive sector - Love the new look website and excited to see the growth between now and 2030!”

Museum organisation at the Strategy launch.



L-R:  
Staff away day at The Burrell Collection; Celebrating the Business Support Programme at the National Museum of Scotland; Lucy, our CEO, at the Strategy launch event; Susan Boyack, MSP visiting our offices during Scottish Apprenticeship Week.

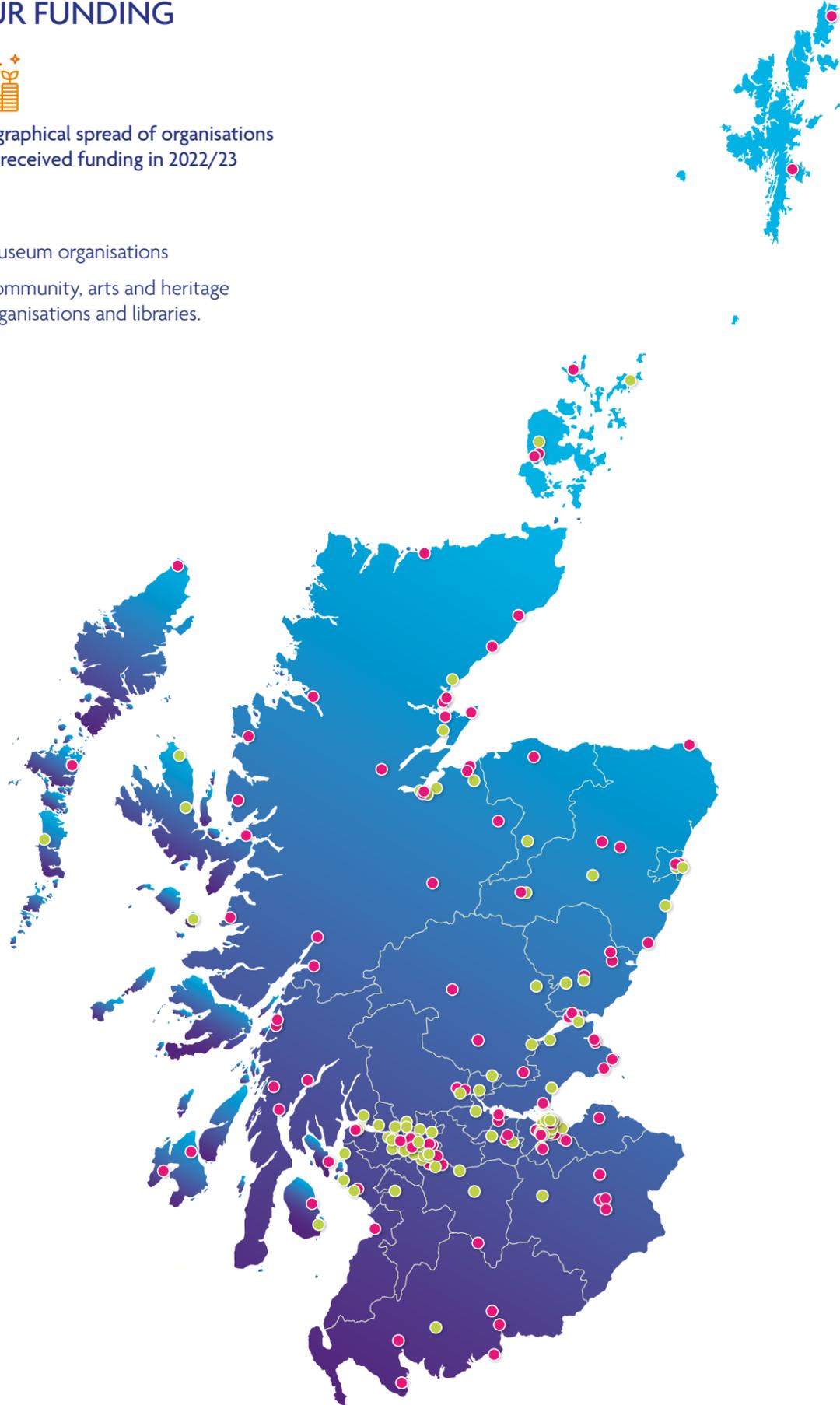
## OUR FUNDING



Geographical spread of organisations who received funding in 2022/23

### Key

- Museum organisations
- Community, arts and heritage organisations and libraries.



In 2022/23 we awarded



264 grants through



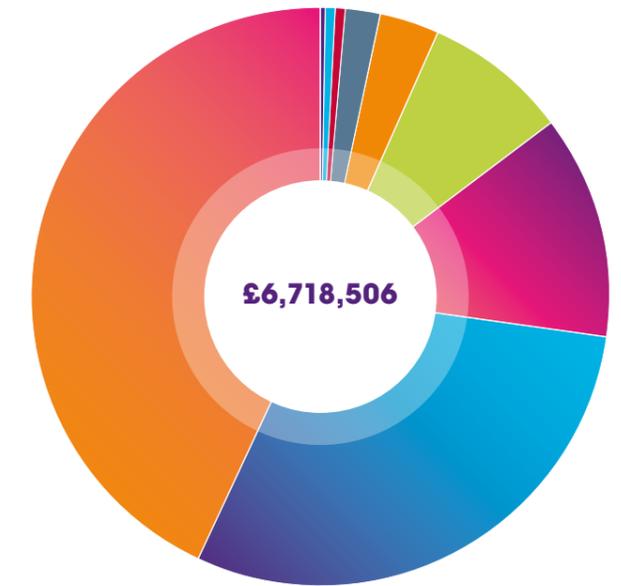
9 funding streams supporting



199 organisations (101 museum organisations) to a value of

**£6,718,506**

## FUNDING STREAMS



Forum Connections Fund	£17,269
Art Fund Wild Escape Fund	£39,268
Capital Resilience Fund	£43,478
Small Grants Fund	£130,481
Museum Development Fund	£228,453
YSS22 Community Stories Fund	£545,500
Resilience Fund	£830,839
Discretionary Funds	£2,000,000
Museums Recovery Fund	£2,883,218

Our partnership funding enabled us to extend our reach beyond the museums sector, to include libraries, heritage, arts, and other community organisations as part of our continued delivery for the YS2022 Communities Stories fund with VisitScotland.

“I would like to reiterate how important this stream of funding has been in reconnecting the Museum to our community and increasing the Museum’s profile since our 2022 post COVID-19 reopening.”

Recipient organisation of Museums Recovery Fund.

## ACHIEVING OUR PRIORITIES

During the third and final year of our Business Plan for 2020/23, 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

Throughout the year, we collaborated closely with museums and galleries, the wider heritage sector, and colleagues in other sectors, to ensure our priorities were aligned when developing the new strategy for the sector for 2023-2030. This was underpinned by a new business plan for MGS for 2023-26.

We undertook a National Survey, for Scotland's Museums and Galleries in mid-2022, to gather essential information about the museums and galleries sector in Scotland. It provided us with a baseline of sector priorities and needs, to help us determine what support was needed to ensure the future sustainability, relevance and success of museums and galleries.

At the end of 2022, MGS staff reached out to all museums and galleries across Scotland by phone to ensure we had the most up-to-date information on their response to the challenges of high energy costs and rising inflation.

We led on the development of Delivering Change, a 3-year programme of work aimed at enabling everyone in Scotland to participate in heritage, engagement and employment opportunities. This initial development phase was jointly funded by National Lottery Heritage Fund and Scottish Government.

### KEY ACTIVITY INCLUDED:

- » Supporting the Empire Slavery and Scotland's Museums (ESSM) Steering Group to deliver their six recommendations to the Scottish Government. We also met and briefed Ministers.
- » Meeting with the heads of Local Authority and ALEO museum services to explore how the civic sector can engage with the themes of climate action, commercial activity, and decolonisation.
- » Delivering a second year of Forum Connections – geographic peer support networks for museums and galleries and partners - with a programme of training and access to funding. In 2022 there were 11 Forums in Scotland with a 12th set to join in 2023/24.
- » Continuing to deliver the Business Support Programme for the heritage sector. By the end of the year, we had recruited a further 20 heritage organisations, to take part in the 2023 programme. The Business Support Programme includes comprehensive training covering Leadership, Governance, Business Planning and Community Engagement.
- » Securing funding from National Lottery Heritage Fund (NLHF) and Scottish Government to develop Delivering Change which will lead to a full application to NLHF in May 2023 for a 3-year programme of work.
- » Partnering with VisitScotland on a joint campaign, which involved working with 5 micro-influencers to encourage a wider audience to visit museums and galleries in Scotland's cities. We also delivered 1-2-1 marketing support sessions to museums and undertook an audit and updated our marketing and PR advice guides online.
- » Delivering the wrap-around support programme, which provided training and support to the 180 organisations and community groups that received funding from the Year of Stories 2022 Community Stories Fund. We also hosted a stand at the VisitScotland Parliamentary event in December 2022, to celebrate the many events that had taken place throughout the year.
- » Developing advice and resources for the sector on Intangible Cultural Heritage (ICH), as a result of the work we undertook as part of the Year of Stories 2022 Community Stories programme. We also supported organisations to identify and record ICH, and we will continue to work in partnership with others such as TRACS, Historic Environment Scotland, and Creative Scotland to support the safeguarding of ICH in Scotland.

“Thank you for all the support you gave us throughout the making and delivery of the project – the workshops, and online materials, were great, and the personal touches were really reassuring.”

Year of Stories 2022, Community Stories Funded project.



## LEADING WORKFORCE DEVELOPMENT

During the year, we committed to delivering on Fair Work, and supporting the museums and galleries sector to also engage with the Fair Work agenda. This included a series of information sessions run by MGS on Fair Work. In addition to this, we revised our grants conditions to ensure museums receiving funding paid the living wage. Fair work is also a priority for the new strategy for the sector.

We were confirmed as a founding member of the Scottish Union of Supported Employment (SUSE) steering group, to support inclusion work throughout the organisation.

We have further expanded our Modern Apprenticeship provision. Our Museums and Galleries Practice Scottish Vocational Qualification and Digital Marketing Modern Apprenticeships continued and was recognised by SQA with a rating of 'high confidence', and by Skills Development Scotland with a rating of 5 (out of a possible 6) for Modern Apprenticeships delivery. MGS has maintained a 100% success rate for our Modern Apprenticeships.

### KEY ACTIVITY INCLUDED:

- » Delivering a series of skills-sharing sessions for the sector on topics such as mental health, intellectual property, consultancy and business basics, and project management.
- » The continuation of our Business Support Programme with support from National Lottery Heritage Fund (NLHF) for a further year. This has led to a procurement process for training provision in early 2023. NLHF approved the reallocation of budget underspend, to develop legacy modules for the Business Support Programme for the wider sector, in the key strands of Business Planning and Governance.
- » The continuation of the Workforce for the Future programme (initially a Culture Strategy pilot programme) with support from the Art Fund and funding from People's Postcode Lottery. This will enable the delivery of the programme in primary and secondary schools across Scotland throughout 2023-24.
- » Supporting the latest cohort for the Leadership Programme, delivered in partnership with Social Enterprise Academy, with all 12 participants accessing the programme remotely.
- » Coordinating a visit from Sarah Boyack MSP to the MGS office for Scottish Apprenticeship Week in March 2023. She met with apprentices and host employers who shared their experiences of Modern Apprenticeships.

"We are a very small organisation so having somebody with the skills that Beth has been able to develop through the modern apprenticeship has been incredibly helpful. The ability to learn on the job has been incredibly valuable to us."

Host museum for a Modern Apprentice.



## RESPONDING TO THE CLIMATE EMERGENCY

In 2022 we published our Climate Commitment to demonstrate MGS's ambitions for Carbon Literacy throughout the sector. As part of this commitment, we conducted a climate survey of Scotland's museums and galleries. The data we collected will play an essential part in how we direct our services and support.

MGS staff delivered sessions at SPRINGBOARD: a four-day online conference hosted by Creative Carbon Scotland to explore how climate action can manifest change across the culture sector. MGS was also represented on the steering group for Museums for Climate Justice, the Museums Association's climate campaign.

Our Climate Officer gained accreditation as a Carbon Literacy trainer and developed a programme of climate training tailored to the needs of the museum sector. He also delivered Carbon Literacy training to 23 MGS staff. As a result, MGS achieved gold status as a Carbon Literate Organisation in February 2023.

### KEY ACTIVITY INCLUDED:

- » Launching the Resilience Fund with priority given to projects which aimed to increase the resilience of Accredited museums by enabling them to undertake work to reduce costs, increase income or provide support to their communities in response to increased energy and cost of living pressures.
- » Launching The Wild Escape fund which supported a UK-wide participatory project led by Art Fund to engage children with the natural environment and collections within 14 museums across Scotland. Activities were offered which culminated in a joint event across the UK on Earth Day in April 2023.
- » Partnering with Art Fund and Museum Development UK to deliver Carbon Literacy Training to 10 participants across 7 museum organisations in Scotland. This has led to a new certified, MGS-owned, course on Carbon Literacy for Scotland's Museums & Galleries.

"This training has given me a greater understanding of the impact of carbon emissions and climate change within the museum, arts, and heritage sector."

Participant on Carbon Literacy Training course.



## INCREASING DIGITAL CAPACITY

During the year, the MGS website was redeveloped to underpin the new strategy for the museums and galleries sector. This involved extensive consultation with the sector, key stakeholders, and other potential users to ensure the site met their needs. A focus group of both internal and external users provided input and testing at key stages of the development. The website was launched alongside the new strategy in early 2023.

We have continued to promote digital confidence within the sector, through initiatives such as Digital Literacy for Leadership, which was completed in May 2023. Created in collaboration with Culture24 and with support from the Art Fund, this programme involved participants from 12 organisations.

### KEY ACTIVITY INCLUDED:

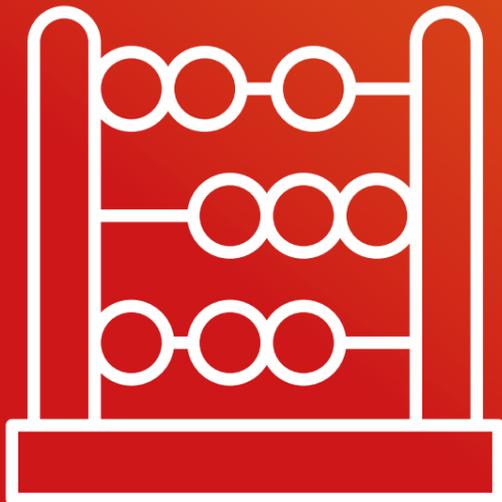
- » Delivering 1-2-1 digital mentoring sessions and a series of support sessions and workshops which were well received by participants.
- » Providing MGS funding for a number of projects with a digital component.
- » Making a further 6 Digital Marketing Modern Apprenticeship places available to the sector.

## OUR FINANCIALS

Throughout 2022-23 we have maximised our support for the sector in response to changing needs and pressures during another turbulent year.

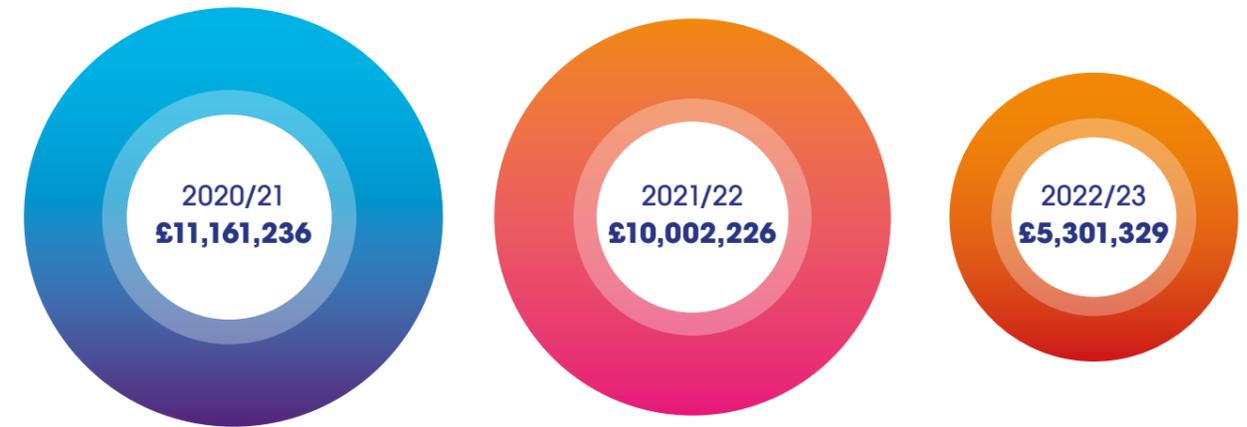
We are proud to have delivered excellent value for money to our funders, stakeholders, and the public.

Our full accounts are available [online](#).

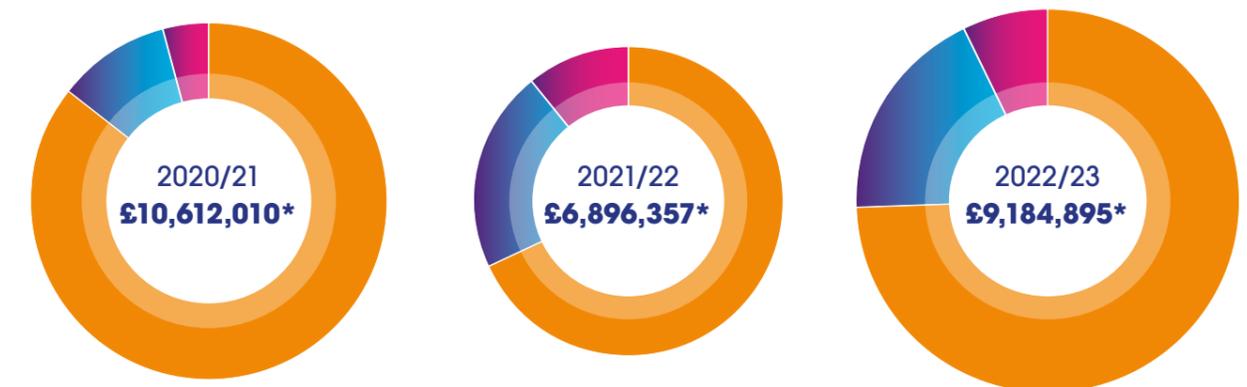


## TOTAL INCOME

In 2021/22 our income was more than our expenditure, due to funds being awarded in March 2022 and distributed in April 2022, our new financial year. In 2022/23, our expenditure is significantly more than our income for the same reasons.



## EXPENDITURE



Category	2020/21	2021/22	2022/23
Grants awarded	£8,927,932	£4,442,004	£6,718,506
Staff costs	£1,050,493	£1,406,929	£1,633,023
Support costs	£448,174	£685,450	£627,674

\*For a breakdown of total expenditure read our full accounts [online](#).

## OUR PARTNERS AND SUPPORTERS

The development of the new strategy for Scotland's museums and galleries ensured that collaboration was, more than ever before, at the forefront of our work. We're very grateful to everyone who partnered with us to support the museum sector in 2022-23.

African and Caribbean Elders Scotland

Association for Independent Museums (AIM)

Arts Council England

Art Fund

Association of Scottish Visitor Attractions (ASVA)

Built Environment Forum Scotland

Coalition for Racial Equality and Rights

Creative Carbon Scotland

Creative and Cultural Skills

Curating Tomorrow

Developing the Young Workforce

Dundee Volunteer & Voluntary Action

Education Scotland

Glasgow Women's Library

greenspace Scotland

Marian Gwynn

Historic Environment Scotland

ICOM UK

Keep Scotland Beautiful

Limelight Careers Ltd

Make your Mark

MGS Stakeholder Group

Welsh Government - Museums, Archives  
and Libraries Division (MALD)

Museums Association

Museum Development UK

National Library of Scotland

National Lottery Heritage Fund

National Museums Liverpool

National Museums Wales

Northern Ireland Museums Council

People's Postcode Lottery

Scottish Ethnic Minority Autistics (SEMA)

Scottish Human Rights Commission

Scottish Library and Information Council (SLIC)

Scottish Museums Federation

Scottish Qualifications Authority (SQA)

Scottish Union of Supported Employment (SUSE)

Skills Development Scotland (SDS)

Strathclyde University

Traditional Arts and Culture Scotland (TRACS)

University of Aberdeen

VisitScotland

Wikimedia UK

Young Person's Guarantee

And the Scottish Government.

We are grateful for the hard work and dedication of our staff and Board members whose efforts helped us to further the aims and ambitions of the museum sector at this critical time.



Thank you to everybody who helped MGS to support the sector during another challenging year.



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