

NATIONAL MUSEUMS SCOTLAND STRATEGIC PLAN 2022-27

OUR STRATEGIC VISION

Inspiring People: Addressing the Challenges of Our Age

I am delighted to share National Museums Scotland's new Strategic Plan with you. It will guide our work for the next five years and is built on many inspiring conversations over the past months with colleagues, partners and trustees. Strategic plans are sometimes seen as rather dry tools for management, but we hope this one will be as innovative, enabling, connected and ambitious as possible, building on our core values. It's not just our strategy, it's also yours. As Scotland's national museum group, we owe it to you to reach out, to be relevant and to build on our established reputation. The world as it exists in 2022 demands it of us.

Certainly, the past two years have presented enormous material and financial challenges, to us, to the museums and galleries sector and to society and nature at large. But the delight and wonder that our visitors demonstrated when they returned to our museums and the warmth with which you all engaged with us when digital connection was all we could offer, reinforced to us our sense of guiding purpose. Aside from nurturing and inspiring us, National Museums Scotland, its collections, programmes, places and people, reveals new things about ourselves through our shared heritage, providing an important space where everyone can consider the world as it has been, as it is, and crucially, as we would wish it to be. Our new strategic aims encourage us to harness that purpose and put it to good use.

At the heart of this is the National Collection. Because of its history, scope and significance, it offers something unique, where we can all explore questions about place, about identity and about the environment. These are the key issues of our time. We draw on our objects to do this. They provide enthralling human stories that give us a sense of being part of something much larger, connecting us to one another and to those who exist far away in time and distance. Making those connections is an incredible gift and our challenge is to share it with our audiences as widely as we can, inviting perspectives that can deepen our understanding of each other and welcoming conversations that can change minds.

We will continue to provide access through our programmes to remarkable objects and innovative research, the combination of which makes a positive difference to the wellbeing of Scotland and the world. At the centre of this sit the pressing questions of climate change and biodiversity loss and the legacies of colonialism. Challenges that go to the heart of who we are and what we want to leave for future generations. The breadth of our collections, our position in Scotland's cultural landscape and our experience of public engagement mean these are debates that we are not only well placed to host, but also duty-bound to deliver.



Aside from the wider global challenges, we will continue to support Scotland's museums and galleries sector, particularly in relation to Scotland's natural and material heritage. There is much we can take from the experience of the last two years and build on as we become more inclusive and create new ideas that inspire and make change. I hope you will experience this for yourselves as we progress plans to refresh and renew our offer at the National Museum of Scotland, the National Museum of Flight, the National Museum of Rural Life, the National Museums Collection Centre, the National War Museum and through the reach of our digital and learning programmes.

Supporting our vision is not without its own challenges – the continuing pressures of inflation and diminishing public and private sector funding sources and the wider instability of geopolitical unrest and climate change. The next five years will need to be a period of recovery as well, from the significant financial losses caused by lockdown. At National Museums Scotland we have faith that through connection and the inspiration that our work brings with it, our new Strategy will be one that enhances our value to you, and to a recovering world that needs it more than ever.

Dr Chris Breward
Director, National Museums Scotland

WHO WE ARE

National Museums Scotland is a unique combination of world-class collections, programmes, places and people.

Our multi-disciplinary collection is an important resource, historically, culturally and scientifically, which we seek to share as widely as possible through our **mission to preserve, interpret and make accessible for all, the past and present of Scotland, other nations and cultures, and the natural world.**

We care for internationally significant collections of natural sciences, decorative arts, craft, design and fashion from across the world, science and technology, and Scottish history and archaeology. These collections span thousands of years and we use them and their stories to engage the public in exploring the world through our displays and exhibitions, our online presence, national and international engagement programmes, schools' programmes and resources.

Millions of local and international visitors enjoy our four museums each year:

- The National Museum of Scotland in Edinburgh
- The National War Museum within Edinburgh Castle
- The National Museum of Flight in East Lothian
- The National Museum of Rural Life near East Kilbride.

The National Museums Collection Centre in Granton, north Edinburgh is our international hub for collections research, access and storage. It is the home of our conservation studios and a centre of expertise, providing a platform for cutting-edge research and innovation, interdisciplinary study, specialist training and advanced teaching. It provides vital support for our national and international activities.

We are nothing without our people: the audiences, supporters, partners, volunteers and colleagues who make our work come alive. Our team possesses a wide range of expertise, skill, and experience, focused towards understanding, caring for and sharing our collections and estate.

As one of the leading museum groups in Europe, the cultural, social, educational and economic impact of our work is wide-reaching. We are proud of our contribution to the creation and promotion of world-class culture in Scotland which makes it a more attractive place to live and work and brings pleasure to residents and visitors.

We are a Scottish Charity and a Non-Departmental Public Body (NDPB) supported through Grant-in-Aid from the Scottish Government and governed by an independent Board of Trustees.

OUR VALUES

Our values define how we want to approach achieving our ambitions and guide how we interact with each other and externally.

- ***We are Creative***
We value innovation and thrive on good ideas
- ***We are Collaborative***
We are enquiring, receptive and well connected
- ***We are Inclusive***
We are open, friendly and enabling
- ***We are Forward-thinking***
We look for the big picture as well as the detail

OUR BRAND

Each of the remarkable objects in our care has a story to tell: a story that can inspire people to make connections between themselves and the world. This is reflected in our **brand** *Real things, revealing stories* which guides how we use our collections to create impact, meaning and enjoyment and is at the heart of how we communicate and engage with the world.

OUR STRATEGIC AIMS 2022-27

The overarching goal of this Strategic Plan is for every audience member, employee, supporter and partner of National Museums Scotland to benefit from the positive impact of our activities: using our collections, programmes, places and people, to reveal new things about ourselves through our shared heritage, providing an important space where everyone can consider the world as it has been, as it is, and as we would wish it to be.

Our work will be guided by five interconnected Strategic Aims:

- Our audiences will be more diverse, and more people will connect with our collections and their stories.
- We will be recognised as the world leader and preferred national partner for the interpretation of and engagement with Scotland's material heritage.
- We will be well advanced on the path to net zero carbon and a respected resource for understanding climate and biodiversity challenges.

- The unique potential of our collections, expertise and programmes will be shared and valued internationally.
- We will be financially secure, supported by diverse income streams and confident in continuing to invest in our people, places and collection.

Underpinning these five aims are two guiding principles:

- Throughout our work we will harness the opportunity presented by digital technologies to engage our audiences, facilitate how and where we work and to explore ways to minimise environmental impact.
- Our commitment to the development and engagement of our people is central to the delivery of this Strategy. Effective delivery rests on enabling our people to use their skills and experience to the full and continuing to attract new talent to every part of the organisation. We will develop and train them in the skills they need to deliver our priorities.

Our audiences will be more diverse, and more people will connect with our collections and their stories.

Creating connections between people, our collections and their stories is central to our role. We have a strong track record in generating sustained growth in visits across our four museums and growth is one indicator that we are succeeding in broadening access.

We also initiate and support engagement with under-represented groups, challenge inequalities and bring valuable different perspectives to our understanding of our collections, helping to create positive societal change.

Our audiences are not only in our museums: they are in their communities, they are local, national and international, they are in-person and online. Some are familiar with us and some are not. Through varied approaches, tailored to their needs, we sustain and develop relationships with them.

Rebuilding existing audiences and developing new connections is vital to our recovery and organisational resilience after the pandemic: generating income, creating a platform for public engagement, and helping to deliver economic prosperity, making Scotland, our local areas and the communities we work in better places to live, work or visit.

We will do this by:

Gaining better understanding of our audiences and taking an organisation-wide approach to audience development to bring focus to our collective decision-making.

Encouraging a broader range of people to engage with heritage through our work and challenging inequality and improving wellbeing.

Creating experiences and programmes that inspire and enrich audiences wherever they are, helping their understanding of themselves and the world around them.

Telling the stories of our objects through high quality audience experiences and programming that is founded on our unique collections and enhanced by the character of our museums.

Involving audiences in the creation and development of content and activity, for deeper, richer, engagement with the collection and the continued relevance of the collection and displays.

Attracting new audiences by embracing contemporary themes and touchpoints with broad and popular appeal, to create compelling ways to make new connections.

Attracting audiences and a workforce which better reflects the diversity of Scotland's communities.

We will be recognised as the world leader and preferred national partner for the interpretation of and engagement with Scotland's material heritage.

With an unparalleled collection, over 200 years in the making, we are proud to lead the way in telling Scotland's natural and human histories, a position we aim to cement and grow over this strategic period. Our work influences perceptions of Scotland, past and present, natural and cultural, at home and across the world. It has the power to make people feel connected to Scotland; enriched by and involved in its heritage.

We are experts in collaborative, multi-disciplinary, impactful research on and with our collections. Our research generates new knowledge and better understandings of Scotland. Along with the collection of tangible evidence of the interwoven natural and human histories of Scotland, ongoing and new programmes of research are the foundations for our plans to refresh the Scotland Galleries at the National Museum of Scotland, which are now nearly 25 years old.

Our collection is dynamic, continuously added to and cared for through programmes of acquisition and conservation. We protect it and its stories for the people of Scotland, and through our well-established National Programme, we share it widely across the nation via loans, touring exhibitions, and knowledge sharing.

The National Museums Collection Centre is an international hub and centre of expertise which underpins all our activity. We work in partnership with the City of Edinburgh Council-led regeneration project for the Granton Waterfront area, placing culture at the heart of the community.

We will do this by:

Continuing to develop and enhance the Collection to reflect Scotland's natural and cultural heritage in its international context.

Creating impactful new knowledge about Scotland's environments, cultures and identities, building foundations for new understandings of natural and human histories of Scotland and its place in the world.

Building strong strategic partnerships both nationally and internationally, to support innovative research and collecting.

Providing relevant and engaging content and interpretation about Scotland's heritage across our museums and beyond, in our national programmes and on our digital platforms.

Delivering targeted engagement and support to museums across Scotland through our core National Programme, sharing our collection, expertise and specialist skills.

Harnessing investment for continued improvements and infrastructure development at the National Museums Collection Centre.

We will be well advanced on the path to net zero carbon and a respected resource for understanding climate and biodiversity challenges.

The global environmental emergency – not only the climate crisis but also large-scale biodiversity loss – is the biggest challenge facing the world.

Our exceptional collection is a rich resource for creating knowledge and understanding. The natural science collection represents 300 years of collecting, providing invaluable data sources for measuring biodiversity change over time. As well as storing samples, our team of biodiversity scientists undertakes scientific fieldwork to provide evidence-based research, which contributes to the effort around the world to better understand human impacts on the environment.

We have already made important first steps towards the Scottish Government's net zero targets. Since 2012/13, our energy-related carbon emissions have been reduced by 72%. We have sustainability embedded in our procurement processes, a carbon counting structure to inform a reduction plan, and biodiversity monitoring programmes for key sites. We are mindful of sustainability in our collection development, research, partnerships and public engagement. There is, of course, more work to be done and we are committed to further developing our holistic approach to carbon reduction, encompassing our culture and practices, people and estates.

We have an important national and international role as a trusted museum authority. Our collection, world-class scientific research and multi-disciplinary approach form a platform from which we can inspire and educate our audiences to work towards a better world.

We will do this by:

Building an organisational culture for sustainability based on a knowledgeable and confident workforce.

Creating a 'sustainability thread' that runs through everything we do.

Setting robust targets, monitoring and creating a programme of investment to achieve the Scottish Government's milestone of a 75% reduction in our full organisational carbon footprint by 2030.

Delivering an investment plan that balances carbon reduction targets and offsetting opportunities with the competing requirements of all the heritage, estate and environments in our care.

Investing in our infrastructure to help protect the National Collection against the impact of the changing climate.

Demonstrating our values and expertise to the public and peers as a trusted museum authority.

Creating programmes for audiences that are engaging and motivating, to increase public understanding of the problems and help influence confident, proactive and solutions-based attitudes.

Attracting supporters and funders to help us achieve more, by evidencing that our work is based on solid sustainable principles and plans.

The unique potential of our collections, expertise and programmes will be shared and valued internationally.

Integral to our role, is our position at the forefront of international collections work, and pioneering engagement with material and natural heritage worldwide.

Much of the National Collection is global in origin, with its beginnings in the 18th century. Our new *Vision* underlines our commitment to using the Collection to address contemporary challenges such as climate change, the legacies of colonialism and issues of place and identity, which are global in scope. Our international outlook helps us to better understand, interpret and grow our existing collections, ensure they remain relevant and harness external and emerging knowledge.

The digitisation of collections and the creation of new digital assets present significant opportunities for our collections to be shared and valued internationally, growing our overall audience.

We already play an important role in furthering Scotland's economy and international relations, attracting international tourists to our museums and showcasing the National Collection through high profile loans and touring exhibitions. We are committed to supporting the Scottish Government's international aims through its National Performance Framework and Cultural Diplomacy Strategy.

We recognise the challenges of working internationally in a world with increasing socio-political complexities and are committed to upholding our organisational values and considering carefully the context for our international work.

We will do this by:

Taking an organisation-wide approach to understanding, prioritising and developing international relationships that support our Strategy.

Building our organisational infrastructure for international working to increase and sustain long-term impact.

Developing richer, more engaged and focused strategic partnerships in the international museums community, with stakeholder organisations and with descendant communities.

Ensuring our Collection Development and Research Strategies reflect our desire to engage international museum, university, and community partners.

Identifying and supporting international programming opportunities that will enhance available resource, and to sustain our flourishing American Foundation.

Delivering wider and richer access to online collections to grow our profile, connect with audiences wherever they are and improve depth of engagement with new audiences.

Developing commercial opportunities and increased investment through international channels which enhance our programmes and enable delivery of our priorities.

We will be financially secure, supported by diverse income streams and confident in continuing to invest in our people, places, and collection.

Over the last decade we have made significant investments in our collections, our museums and our audiences, including the completion of the transformation of the National Museum of Scotland at a cost of more than £80 million.

Our ambitions remain unabated as we look forward to the next five years with aspirations for developments at the National Museums Collection Centre and National Museum of Flight. We will also lay the groundwork for investment in the Scotland Galleries of the National Museum of Scotland.

Delivering our ambitions will require significant financial support, both public and private, and we have actively worked to strengthen our approach to securing grants, sponsorship and donations from charitable trusts, corporate bodies and individual donors, and to develop a more entrepreneurial approach which grows our commercial income. We have worked hard to increase our impact while managing costs and gaining efficiencies.

Despite this, the financial climate continues to be ever more challenging for cultural organisations. Over the last 10 years, public funding has been at best static, while costs and expectations are rising and competition for financial support is increasing.

To continue to achieve the potential of our museums, our people, and collections, to meet audience expectations of fresh and dynamic displays and activities, and to increase the reach and impact of Scotland's national collections, a secure funding context with longer-term horizons is vital.

We will do this by:

Making a compelling case for the cultural, social and economic benefits of continued capital investment in our sites.

Strengthening and growing our current income streams, demonstrating the impact of our work to increase support from existing audiences and funders.

Identifying opportunities to create and develop connections with new audiences and funders to increase our donor base and develop new sources of income including sponsors, research councils, and other funding bodies.

Developing 'fundable' packages and projects which support our strategic aims and cost-relieving existing programmes of activity across our organisation.

Ensuring value for money when we procure goods or services, considering the lifetime cost alongside the economic, social and environmental benefits.

Ensuring our people have the right skills and resources and are working to the same shared priorities, with targets for financial growth that are owned and understood by all.

Growing our reputation as an employer to attract and retain the best talent, future-proofing the organisation through creating development opportunities.

Looking for efficiencies and new ways of working to ensure that we deliver impact for our audiences and our people, making the most of the resources we have.

OUR KPIS 2022-2027

We evaluate delivery of our strategic aims through a series of quantitative and qualitative measures. Some of these are organisational KPIs and some are used by individual departments or directorates to monitor performance.

Targets for organisational KPIs are set annually as part of our operational planning and are reported on a quarterly or annual basis to our Board of Trustees and the Scottish Government.

Our organisational KPIs for 2022-27 are:

1. Total onsite physical visits
2. Online audience
3. Learning and engagement participations
4. Total value of revenue income
5. Total value of capital income
6. Visitor satisfaction
7. Organisational carbon emissions (tCO₂)
8. % of collections storage by area meeting appropriate standards
9. Accumulated total number of collections records online

Alongside our KPIs we operate an Impact Framework, which aims to connect the outcomes a project or activity is aiming to achieve, to our strategic aims and ensures that evaluation is built in from the beginning. The framework supports our aim to develop more diverse income streams by helping us to demonstrate to funders the social, economic and environmental impact of our work.

SUPPORTING SCOTTISH GOVERNMENT OBJECTIVES

The unique power of our multi-disciplinary collections gives us a platform from which to influence outcomes across the Scottish Government portfolio. We are a key contributor to progress through the Scottish Government's National Performance Framework and Equalities Outcomes. We remain committed to contributing to the delivery of the Scottish Government's Culture Strategy and its principles of inclusion and accessibility, which have long guided our work.

Our core contribution is to the National Performance Outcome for Culture: *We are creative and our vibrant and diverse cultures are expressed and enjoyed widely*. Our work contributes significantly towards the national targets for Culture: increasing attendance at cultural events or places of culture and participation in a cultural activity delivering growth in cultural economy, and employing people working in arts and culture. We support progress towards the Sustainable Development Goals for Culture: gender equality; reduced inequalities; sustainable cities and communities.

Supporting Scotland's Communities

Our museums create vibrant communities. Our five sites – three in Edinburgh, one in East Lothian and one in South Lanarkshire – support their local communities by providing jobs to the community, as social, educational and entertainment hubs, and by helping to create an attractive environment in which to live and work.

Through our National Strategy and its related National Programme activities we support the success of local museums: engaging and inspiring their audiences, providing local access to the National Collections, developing the skills of their people and sharing our expertise. This collaborative work with the sector has made significant strides in recent years, with museums seen as more successful, relevant and sustainable as a result of participating in our programmes.

Continued investment in the National Museums Collection Centre in Granton, Edinburgh has created an internationally significant facility for collections research, storage and access, education and training. The Centre is a key enabler of our aim to share our collections: it provides researchers with access to the collections, is the place where we are able to share our collections skills and expertise, and supports our national activity, such as loans and touring exhibitions.

Reducing Inequalities

Through our museums and collections, we have a wide impact across demographics, cultures and backgrounds.

We reach communities seen as 'hard to reach' by targeting groups where there are inequalities and understanding and removing barriers to participation. Examples include: regular programming and out-of-hours sessions for vulnerable, excluded or under-represented groups which

are statistically more likely to suffer from poor health and wellbeing; and participatory projects where communities of interest play an equal role in material heritage projects, benefiting both the museums and communities.

Our focus on Equality, Diversity & Inclusion and co-production addresses barriers and bespoke needs and has direct and indirect wellbeing outcomes, from increased aspirations among young people, to facilitated days away for vulnerable families, to projects bringing people together with shared connections such as LGBTQIA+, people of colour, diverse communities and intersectional awareness. Similarly, we employ tactical pricing and travel support to remove barriers for those in lower socio-economic positions.

Promoting Learning

The multi-disciplinary nature of the National Collection means we can naturally reach across many curriculum areas: into social subjects such as history, geography and philosophy, alongside the arts, technology and the natural and physical sciences. We strive to reach those impacted by poverty and to reduce barriers related to poverty using Scotland's material heritage to encourage engagement and make education more fun and interesting to those who do not connect with the traditional methods.

We deliver Maths Week Scotland on behalf of the Scottish Government, co-ordinating a programme of year-round events in schools, communities and online. We continue to work with museums around Scotland to encourage them to integrate more maths into their programming.

Demand for onsite schools' visits outstrips our limited resource. During the pandemic a new programme of Digital Schools Sessions was successful in enabling us to engage directly with pupils and teachers who were unable to visit in person, increasing accessibility and driving more school bookings from the areas of highest deprivation in Scotland.

Fair Work

We operate within the Scottish Government pay policy, including delivering at least the Scottish Living Wage for all our employees. Paying the Living Wage is a powerful and direct way of reducing income inequality and poverty, helping families to participate fully in society. We strive to make our jobs flexible in a way that works for employees, their families and the organisation through our Flexible and Hybrid Working policies and procedures, as well as our Flexible Working Hours Scheme.

As an equal opportunities employer, our people should expect to be treated with respect, to be treated fairly and to have the opportunity to reach their potential. We are committed to promoting equality and ensuring that no one is denied opportunities or discriminated against through prejudice or exclusion due to factors relating to protected characteristics. In line with our commitment to achieve equal opportunities for our people, we support the principle that all employees should receive equal pay for the same or like work or work rated as equivalent or of equal value, and to achieve this we maintain a pay system that is fair and transparent.

	OUR STRATEGIC AIMS				
	Our audiences will be more diverse, and more people will be connecting with our collections and their stories	We will be recognised as the world leader and preferred partner for the interpretation of and engagement with Scotland’s natural and material heritage	We will be well advanced on the path to net zero carbon and a respected resource for understanding climate and biodiversity challenges.	The unique potential of our collections, expertise and programmes will be shared and valued internationally	We will be financially secure, supported by diverse income streams and confident in continuing to invest in our people, sites, and collection
NATIONAL PERFORMANCE OUTCOMES					
We are creative and our vibrant and diverse cultures are expressed and enjoyed widely					
We are well-educated, skilled and able to contribute to society					
We are active and healthy					
We live in communities that are inclusive, empowered, resilient and safe					
We tackle poverty by sharing opportunities, wealth and power more equally					
We are open, connected and make a positive contribution internationally					
We value, enjoy and protect our environment					
We have thriving and innovative businesses with quality jobs and fair work for everyone					

OUR STRATEGIC RISKS

To support the delivery of our operations and plans for the future we carry out regular reviews of our major risks. These Strategic Risks are assigned an owner from the Executive Team who puts in place plans or control mechanisms to reduce the risk. Even with controls in place there are some risks which remain high as they are associated with our constrained financial position. The risks evolve and change with wider economic and political factors. The current key risks are laid out below.

Covid-19

As with many organisations, the Covid-19 pandemic has had an enormous impact on our operations and our short-term aspirations. We continue to review our operational plans and adapt our output to maintain contact with our stakeholders, with plans in place to close our museums at short notice should we need to.

Our biggest risk is the uncertainty around our funding, the return of visitors, and the short-term and long-term effects of Covid-19 throughout the organisation. Our non-government income was decimated, falling by over £4 million in 2020/21. It will take several years for our income to recover and while we are grateful for government support from Covid Consequential Funding and Business Rates Relief these have come to an end leaving a big hole in our funding in the short to medium term. Our commercial income is expected to remain significantly below the levels achieved in recent years while our visitor numbers and events programmes recover from the closures. We will have to prioritise our operational activities.

Our reopening after lockdowns was successful, with visitors returning to a physically distanced environment with a reduced offering, and feedback showed good levels of customer satisfaction. Maintaining connections with our supporters has put us in a good position for the future. The challenge during our business' recovery from Covid is to secure funding which enables us to continue operating all the activities and services which our visitors have told us they value and appreciate.

Real terms decrease in Grant-In-Aid

A change in Scottish Government resources or priorities could lead to further cuts in Grant-in-Aid. Any increases in Grant-in-Aid since 2017/18 have been directly attributable to Scottish Government Pay Policy which has increased payroll costs by £3.1 million, with Grant-in-Aid increased by £2.9 million. In addition, there has been no allowance for inflation which is once again on the increase. All this means that, in real terms, Grant-in-Aid has decreased by 18% over the last 10 years. During this same period visitor numbers have increased by over 23%, with the National Museum of Scotland becoming the most visited museum in the UK outside London. This double cost increase of additional operational costs due to increased visitors and decrease in real terms funding means that, without real terms increases in our Grant-in-Aid, the shortfall in funding will have a direct impact on the services we offer.

Buildings not fit for purpose

Our quinquennial building survey, carried out in 2021/22, identified over £22 million of backlog maintenance. Our current Scottish Government Grant for this purpose is £750k per annum which is expected to increase to £1.5 million by 2025/26. Without further increases there is a risk that our buildings will not meet new legislative standards, become uneconomic to repair, or become unfit to be occupied by people or collections.

Our plans for the National Museums Collection Centre include replacing buildings which are not adequate to maintain the collection to the appropriate standards, while making them more accessible. The Scotland Galleries at the National Museum of Scotland are now nearly 25 years old and require significant work.

In recent years we have increasingly suffered from the effects of climate change, with flooding due to unprecedented levels of rainfall being a particular concern.

Recruitment/retention into business-critical posts

Failure to recruit or retain staff in business-critical posts particularly within specialist areas is a major concern. Scottish Government Pay Policy, funding constraints and national economic factors as well as the uncertain political climate affect our ability to recruit.

Our competitors such as universities, major national museums in London and some major cultural and heritage organisations often have greater financial freedoms to offer more competitive rates of pay. For those team members with transferable skills, the effect of Scottish Government Pay Policy focusing on lower paid staff means we are out of step with the market for those with professional qualifications.

Failure of plant, equipment and systems impacting on health and safety, care of collections and security

The potential for disaster resulting from failure of plant, equipment or systems is increased due to age and obsolescence. We mitigate as much as we can by business continuity planning, ensuring back-ups are in place with appropriate suppliers and looking for opportunities for external funding. However, the replacement of equipment must be funded by our backlog maintenance or operational budgets, both of which have been shrinking in real terms for a number of years.

Our risks are significant and several of them are shared by the museum and gallery sector at large. These are very challenging times for all of us. Our hope is that through this strategy, and the actions and collaborations that will follow from it, we will both hold true to the optimistic founding principles that brought what is now National Museums Scotland into existence and repurpose our vision and aims to make a positive difference to the future of humanity and the natural world. This, we believe, is what cultural leadership and the role of a national museum is.