

1. Funding and Sustainability Objective/Outcome: Reform of historic funding patterns						
Recommendations		Year 1 2003	Year 2 2004	Year 3 2005	Year 4 2006	Total over 4 years
£ thousand						
1	The Scottish Executive reviews GAE in 2004-5.					
2	In reviewing GAE, the Scottish Executive considers ring fencing funding streams for local authorities, linked to the regional development approach.					
3	SMC develops explicit models for core functions. Modelling should be linked to the development of adequacy standards in parallel with the review of GAE.	-	35	-	-	35
4	The Scottish Executive with SMC reviews the relevance of Designation for Scotland.	25	-	-	-	25
5	The Scottish Executive reviews its direct funding arrangements for individual museums.					
6	Historic Scotland identifies a budget to meet the capital repair costs of museums in listed buildings, prioritising those museums where the building and collection together represent an outstanding cultural asset, both of which should be preserved in context.					
7	The Scottish Executive leads a Task Force including Historic Scotland, local authorities, SMC and the Heritage Lottery Fund to review overall capital requirements and how these can be addressed.					
8	SMC leads on consultation and design for creation of a new regional development infrastructure	25	-	-	-	25
9	The Scottish Executive commits to funding the 3 industrial museums at the same level for a further year to April 2005, pending evaluation.	-	420	see 17	see 17	420
10	The Scottish Executive provides emergency funding of £300,000 pa to April 2005 for other independent museums in financial difficulty. The criteria should be clearly defined, and should be linked to nationally significant collections within the Distributed National Collection.	300	300	-	-	600

Note: - =no new cost

1. Funding and Sustainability						
Objective/Outcome: Reform of historic funding patterns						
Recommendations		Year 1	Year 2	Year 3	Year 4	Total over
£ thousand		2003	2004	2005	2006	4 years
11	The Scottish Executive commissions an evaluation of the direct funding arrangements for non national museums for April 2004.					
12	The Scottish Executive develops a continuation or exit strategy by September 2004, although we emphasise at this point we cannot envisage a continuation or exit strategy which does not involve substantial future funding in some form.					
13	Future Scottish Executive direct funding meets clear criteria and is linked to standards.					
14	The exit strategy from Scottish Executive direct funding may see future funding delivered by the SMC or its successor post 2005.					
15	SMC continues to take a proactive approach and to use consultants to assist applicants to the Strategic Change Fund.	-	-	-	-	-
16	SMC evalutes the Strategic Change Fund scheme by December 2003.	-	-	-	-	-
17	From 2004 funding should be available through SMC at least at the same level as the Strategic Change Fund, but may well be consolidated as part of the costed investment programme depending on the outcome of the evaluation.	-	1,080	2,000	2,000	5,080
18	HLF Strategy for Scotland is developed to take account of the National Action Plan for Museums.					
19	The Action Plan for Museums identifies the role that HLF should play in supporting museums in Scotland.					
20	The Scottish Executive facilitates and co-ordinates the outline investment programme on a cross departmental basis.					
21	Design and implementation aims to secure sustained commitment from other partners particularly local authorities and universities.					
Totals		350	1,835	2,000	2,000	6,185

Note: - =no new cost

2. Stewardship of the cultural heritage
Objective/Outcome: Securing the stewardship of the distributed national collection to the highest possible standards

Recommendations £ thousand		Year 1 2003	Year 2 2004	Year 3 2005	Year 4 2006	Total over 4 years
22	SMC leads on developing a national documentation strategy as a matter of priority based on the principles of the <i>Full Disclosure Prioritisation Study Final Report</i> .	-	28	51	tbc	79
23	SMC undertakes research on network solutions for improving curatorial capacity in Scotland, perhaps in partnership with Resource.	33	-	-	-	33
24	SMC, NMS and NGS develop a joint policy and service specification for future delivery of subject specialist advice.	-	-	-	-	-
25	The Scottish Executive via SMC considers funding delivery of subject specialist advice from nationals.					
26	SMC or its successor monitors future delivery of subject specialist advice against service specifications.	-	-	-	-	-
27	The Scottish Executive via SMC funds subject-specialist strategic curators in key areas.	-	-	-	296	296
28	The Scottish Executive via SMC or its successor funds a curatorial internship programme modelled on the Historic Scotland's conservation internships programme.	-	-	-	135	135
29	SMC, NMS and NGS develop a joint policy and service specifications for provision of national loans services.	-	-	-	-	-
30	The Scottish Executive considers funding additional dedicated Scottish Loans Officers in both the national institutions 2006 onwards to implement the above policy.					

Note: - =no new cost

2. Stewardship of the cultural heritage
Objective/Outcome: Securing the stewardship of the distributed national collection to the highest possible standards

Recommendations £ thousand		Year 1 2003	Year 2 2004	Year 3 2005	Year 4 2006	Total over 4 years
31	As part of the costed investment programme and a first step in a migration strategy towards a new agency, SMC to negotiate a transfer of the conservation service to NMS by April 2004.	15	-	-	-	15
32	In the areas of collection care and preventive conservation, SMC continues to support non-national conservators and increases input into SVQ development.	-	-	-	-	-
33	The Scottish Executive considers funding national museums and galleries to provide security advice to non-national museums via SMC or its successor, mediated by SAMS.					
34	SMC works with partners to commission design quality indicators for museum buildings, working with the Royal Incorporation of Architects Scotland.	17	-	-	-	17
35	SMC works with Historic Scotland and/or other built heritage agencies to develop guidance on adapting historic buildings for fitness for purpose as museums.	-	45	-	-	45
36	SMC works with partners to research the collections preservation role of museum buildings, including development of realistic environmental parameters for collections.	-	-	-	45	45
37	Regional Development Officers with SMC develop a strategy for new museum development.	see 40	see 40	see 40	see 40	see 40
38	SMC leads on the development of regional then national collecting policies for the distributed national collection.	-	34	41	-	75
39	SMC or its successor to participate in future UK projects that research new approaches to acquisition and disposal in museums.	tbc	tbc	tbc	tbc	tbc
Totals		65	107	92	476	740

Note: - =no new cost

3. Bridging the Gap

Objective/Outcome: Building sector capacity, developing ICT and raising standards

Recommendations £ thousand		Year 1 2003	Year 2 2004	Year 3 2005	Year 4 2006	Total over 4 years
40	The Scottish Executive funds SMC to create 8 new Regional Development Officers and new Regional Development Co-ordinator in SMC.	108	431	462	502	1,503
41	The Scottish Executive, SMC and other relevant organisations secure an effective Sector Skills Council for museums.	tbc	tbc	tbc	tbc	tbc
42	SMC reviews its own training programme content and delivery, increasing bursaries and introducing new areas to meet training needs.	-	-	-	-	-
43	SMC develops partnerships with Volunteer Development Scotland, Scottish Council for Voluntary Organisations and Heritage Lottery Fund to meet the training needs of volunteers and the independent museum sector.	8	10	10	10	38
44	SMC works with the Scottish Qualifications Authority, the new Sector Skills Council, museums and training providers to promote cultural heritage SVQs, within the overall Scottish Credit and Qualifications Framework.	5	5	5	5	20
45	SMC works with museums, the Scottish Leadership Foundation and the Museums Association to develop leadership in the museum sector.	20	30	40	45	135
46	SMC works with other interested agencies to develop alternative options for learning delivery in museums, for example online learning.	20	20	20	20	80
47	SMC explores the options for development of the SMC/Arts and Business pilot Board Development programme, which offers comprehensive training in governance matters to museum trustees.	-	25	25	25	75
48	SMC Task Force reviews the ICT Strategy for Scotland's Museums by 2003.	10	-	-	-	10
49	The Scottish Executive formally endorses the (revised) ICT Strategy, which should form basis of action for 2003-6.					
50	The Scottish Executive secures the public role of SCRAN					
51	The Scottish Executive explores the provision of broad band capacity for museums in the same way as the Public Library Network provides this for libraries.					

Note: - =no new cost

3. Bridging the Gap

Objective/Outcome: Building sector capacity, developing ICT and raising standards

Recommendations £ thousand		Year 1 2003	Year 2 2004	Year 3 2005	Year 4 2006	Total over 4 years
52	The Scottish Executive with SMC reviews continued inclusion in the Resource Registration Scheme.					
53	The Scottish Executive considers commitment of resources for continued development of a measurable scheme based on the National Audit standards framework.					
54	The Scottish Executive commit resources to updating National Audit on a regular basis.	-	100	-	100	200
55	Audit Scotland with local authorities and SMC reviews statutory performance indicators for local authorities.	-	5	-	-	5
56	SMC in consultation with local authorities develops detailed 'adequacy' standards in parallel with the review of GAE in 2004-5	-	15	-	-	15
57	SMC in consultation with local authorities develops detailed guidelines for Best Value.	8	-	-	-	8
Totals		179	641	562	707	2,089

Note: - =no new cost

4. Contribution to the wider agenda
Objective/Outcome: Promote and develop museums' contribution to learning and the wider social and economic well-being of communities.

	Recommendations	Year 1 2003	Year 2 2004	Year 3 2005	Year 4 2006	Total over 4 years
	£ thousand					
58	The Scottish Executive considers the case for national minimum cultural entitlement for young people.					
59	The Scottish Executive establishes a fund to support staff costs for education officers in non-national museums.	81	300	405	440	1,226
60	SMC with Learning Teaching Scotland co-ordinates a cross-sectoral museum learning committee including representatives from museums, Communities Scotland and Youthlink Scotland.	-	-	-	-	-
61	A cross-sectoral committee develops and promotes a three year learning and access strategy for museums.					
62	The Scottish Executive closely evaluates the Cultural Co-ordinators Scheme against its stated objectives.					
63	SMC works with the Scottish Arts Council to increase the profile of museums in the Cultural co-ordinators scheme.	-	-	-	-	-
64	The Scottish Executive works with Local Authorities, COSLA and SMC to ensure adequate budgets for and guidelines on learning through museums, perhaps extending to ring-fencing of museum budgets.					
65	SMC works with SHEFC to ensure museums are part of training programmes and continuous professional development for teachers, volunteers and community education workers.	-	-	-	-	-
66	SMC considers the case for a National Transport Scheme.	20	tbc	tbc	tbc	20
67	The Scottish Executive with SMC considers the case for a National Touring Exhibitions Fund.					
68	An ICT Strategy for Scotland's Museums, also sets out an Online Learning Plan.	tbc	tbc	tbc	tbc	tbc
69	SMC with the Scottish Executive and other relevant agencies develops and implements a learning and access standard for museums in Scotland.	25	-	-	-	25

Note: - =no new cost

4. Contribution to the wider agenda Objective/Outcome: Promote and develop museums' contribution to learning and the wider social and economic well-being of communities.						
	Recommendations £ thousand	Year 1 2003	Year 2 2004	Year 3 2005	Year 4 2006	Total over 4 years
70	SMC with Resource, HLF and the other National Cultural Agencies conducts further research into audience motivation, barriers to attendance and the wider social impact of museums.(qualitative research)	19	37	-	-	56
71	The Scottish Executive invests through SMC in Regional Development Officer posts with a remit to develop external social and economic partnerships at local level between museums and other agencies.	see 40	see 40	see 40	see 40	see 40
72	SMC establishes a post of Regional Development Co-ordinator to manage and co-ordinate the Regional Development Officer posts.	see 40	see 40	see 40	see 40	see 40
73	A new Heritage for All fund targeted at Social Inclusion Partnerships.	25	25	25	25	100
74	SMC and HLF continue to work jointly to develop the number and quality of Lottery applications in SIP areas, and amongst small museums.	-	-	-	-	-
75	SMC works with the Museums Association and other bodies to encourage cultural diversity in museums.	45	45	45	45	180
76	The Scottish Executive with SMC, COSLA, the National Cultural Agencies and VisitScotland establishes a national framework for the collection of cultural statistics	-	-	-	-	-
77	SMC with COSLA, National Cultural Agencies, VisitScotland and Resource conducts research into audience motivation and composition. (trend research)	-	25	-	-	25
78	SMC with new Regional Development Officer posts in Local Authorities develops and implements strategies to build new audiences, including through the provision of training and tool kits.	-	-	5	5	10
79	The Scottish Executive continues to use a funding stream, such as the Strategic Change Fund, to build new audiences through innovative ways of working.					

Note: - =no new cost

4. Contribution to the wider agenda
Objective/Outcome: Promote and develop museums' contribution to learning and the wider social and economic well-being of communities.

Recommendations £ thousand		Year 1 2003	Year 2 2004	Year 3 2005	Year 4 2006	Total over 4 years
80	SMC, the Sector Skills Council, Volunteer Development Scotland SCVO and others develops appropriate guidance and training for museums on working with volunteers.	-	8	10	10	28
81	SMC and SCVO continues to explore the implementation of The Big Picture quality management tool in independent museums.	15	15	-	-	30
82	Regional Development Officers take a lead in co-ordinating Museums Fora at local level.	see 40	see 40	see 40	see 40	see 40
83	HLF, SMC and other funding bodies continue their active approach to development, through the provision of joint funding roadshows and advice surgeries.	-	-	-	-	-
84	SMC considers with the Association of Independent Museums, SCVO and others the potential for an annual conference for museum volunteers.	5	5	5	5	20
85	VisitScotland and SMC work together to co-ordinate national strategies for tourism and museums, improving marketing and addressing wider issues which impact on museums.	-	-	-	-	-
86	VisitScotland, SMC, and other relevant bodies research visitor motivations and satisfaction as a basis for strategy and promotion.	-	25	-	-	25
87	SMC, and others research direct and indirect economic impact of museums.	25	50			75
88	VisitScotland/ SMC promote membership of the Visitor Attraction Grading Scheme as a mechanism for improving standards of visitor care and services, addressing current barriers to museums' participation.	-	-	-	-	-
89	Regional Development Officer posts assist museums to play a full part in local tourism initiatives, encouraging joint marketing and interpretive strategies where appropriate.	see 40	see 40	see 40	see 40	see 40

Note: - =no new cost

4. Contribution to the wider agenda
Objective/Outcome: promote and develop museums' contribution to learning and the wider social and economic well-being of communities.

Recommendations £ thousand		Year 1 2003	Year 2 2004	Year 3 2005	Year 4 2006	Total over 4 years
90	SMC works with LECs, Association of Scottish Visitor Attractions, VisitScotland and other training providers to address skills development in tourism related areas, for example through advice and guidance on business planning and development through the small business gateways.	-	-	-	-	-
91	The ICT Strategy for Scotland's Museums addresses the ICT needs of museums to enable them to meet rising visitor expectations.	see 48	see 48	see 48	see 48	see 48
92	Local Authority planning and economic development departments, LECs and HLF involve SMC and local cultural services at an early stage when considering potential new museum developments, to ensure sustainability.	-	-	-	-	-
93	Museums, historical societies, LECS and others consider alternative and sustainable options for interpretation of cultural heritage, which may not be capital and cost-intensive.					
94	HLF considers the need for re-investment in capital projects to retain visitor interest.					
95	SMC works with the new Sector Skills Council, VisitScotland, and others to develop museums as good employers, encouraging wider uptake and participation in accredited training and standards schemes, such as vocational qualifications, modern apprenticeships and Investors in People.	-	-	-	-	-
Totals		260	535	495	530	1,820

Note: - =no new cost

5. Roles and structures Objective/Outcome: Develop effective strategic and advisory structures which are appropriate to modern Scotland						
	Recommendations £ thousand	Year 1 2003	Year 2 2004	Year 3 2005	Year 4 2006	Total over 4 years
96	The Scottish Executive clearly articulates the role of the Department and its relationship with SMC and any successor.					
97	The Scottish Executive considers what policy and funding models it wishes to adopt.					
98	The Scottish Executive adopts a transparent policy for any direct funding.					
99	Local authorities invest in their own services and in independent museums as part of their community planning and community budgeting responsibility.					
100	Local authorities take a regional development approach, not restricted to local authority boundaries. In due course it may be appropriate to invest directly in regional networks which include 2 or more local authorities and independent museums.					
101	The Scottish Executive reviews GAE in 2004-5.		see 1			
102	In reviewing GAE, the Scottish Executive considers ring fencing funding streams for local authorities, linked to the regional development approach.		see 2			
103	SMC in consultation with local authorities develops detailed 'adequacy' standards in parallel with the review of GAE in 2004-5.	-	see 56	-	-	-
104	SMC in consultation with local authorities develop detailed guidelines for Best Value.	see 57	-	-	-	-
105	The Scottish Executive funds a managed transition to a new national agency by April 2006			tbc	tbc	tbc
106	Unless and until a new agency is established, the Scottish Executive formally acknowledges and appropriately funds SMC as the national development agency.	-	1,700	1,800	see 105	3,500
107	NMS and NGS continue to participate in national initiatives.					
108	NMS, NGS and SMC consider joint forward planning including co-ordination of corporate plans on an annual basis.	-	-	-	-	-

Note: - =no new cost

5. Roles and structures

Objective/Outcome: Develop effective strategic and advisory structures which are appropriate to modern Scotland

Recommendations £ thousand		Year 1 2003	Year 2 2004	Year 3 2005	Year 4 2006	Total over 4 years
109	The Scottish Executive and DCMS clarify the role of Resource in Scotland.					
110	The Scottish Executive and DCMS establish clear performance indicators for Resource's activity as it relates to Scotland.					
111	Core funding and investment programmes look to embed the development and maintenance of effective working partnerships, including cross domain partnerships					
112	The Scottish Executive recognises the value of partnership by identifying cross departmental resources					
113	Local authorities adopt the regional development approach, working with other local authorities and independent museums					
114	HLF and SMC continue to work in partnership to develop regional capacity	-	-	-	-	-
115	HIE and SE networks invest in the development of regional capacity in partnership with SMC					
116	SMC co-ordinates national initiatives eg national documentation strategy and programme	-	-	-	-	-
117	SMC works with NMS, NGS, Botanic Gardens and others to promote specialist forums	-	-	-	-	-
118	NMS and NGS work with other museums to develop joint exhibitions and programmes					
119	Audit Scotland with SMC and local authorities develops appropriate partnership PIs for local authorities	5	-	-	-	5

Note: - =no new cost

5. Roles and structures

Objective/Outcome: Develop effective strategic and advisory structures which are appropriate to a modern Scotland

Recommendations £ thousand		Year 1 2003	Year 2 2004	Year 3 2005	Year 4 2006	Total over 4 years
120	SMC identifies and provides appropriate training in partnership planning for museums	-	5	10	10	25
121	SMC works with National Archives Scotland, RCAHMS and Historic Scotland to develop cross domain policies eg guidance on access	-	-	-	-	-
122	SMC continues a policy of identifying and disseminating examples of best practice as part of its remit to promote sectoral development.	-	-	-	-	-
Totals		5	1,705	1,810	10	3,530
TOTALS		859	4,823	4,959	3,723	14,364

Note: - =no new cost