

Museums' Association Members' Event, Hunterian Museum, 20 November 2003

The Scottish Museums Council's Role and Response to the Action Framework:

Graeme Roberts

I'd like to begin by thanking the Museums Association for the opportunity to talk to you all today about the issues facing the Scottish museum sector, and to advocate SMC's view on the way forward. There is an understandable view that Scottish museums have had too much talk and not enough action, but I welcome today's opportunity to add to the discussion. We are all agreed on the need for more action. However, if the museum sector is to develop a convincing common vision of the kind of museum provision we want to see in 21st century Scotland, active dialogue and consultation between diverse partners and at all levels is critical. Through effective partnership and collaboration we will be able to deliver first class museum services to the people of Scotland.

The diversity of the museum sector in Scotland has led some over the past year- notably the Education, Culture and Sport committee- to question whether museums have a common purpose. It's a valid question in a landscape where widespread and chronic lack of resources can lead more often to competition between museums than partnership based on shared goals. It's a question we need to address, and a problem we need to overcome, if we are to present a powerful voice to Government and others on museums' role in Scottish life.

Despite very real differences in size, governance, staffing and funding arrangements, SMC is clear that museums do have a unifying sense of purpose. We like the MA's definition of a museum which, we would argue, equally describes the aspirations of the National Museums of Scotland and the smallest independent, volunteer-run facility.

Museums enable people to explore collections for inspiration, learning and enjoyment. They are institutions that collect, safeguard and make accessible artefacts and specimens, which they hold in trust for society.

Today, I want to give my perspective on where we go from here -both as a sector and in the case of SMC as an organisation with a key role to play in that process. I want to address:

1. The external climate of change, and the challenges for museums
2. Identified priorities, and progress to date
3. SMC's role

Slide 1: The External Climate of Change

1. The External Climate of Change, and the Challenges for Museums

The cultural sector in Scotland is entering a period of unprecedented change. We can identify a number of significant changes in recent years to the external environment in which SMC and its members operate. These include:

- Following devolution, the implications of the National Cultural Strategy and the progress to date in its implementation by successive culture Ministers (5 so far since 1999);
- The need to be seen to make salient contributions to Scottish Executive priorities (whether inclusion and access, or more specific priorities such as education, health and employment)
- The completion of the National Audit and subsequent Scottish Executive Action Plan for the Sector;
- The proposed Scottish Executive review of the cultural sector, with the likelihood of changing roles and responsibilities for all partners in the sector. The indications are that it will be all-encompassing but under-pinned by principles of partnership, subsidiarity and best value.
- Community planning, and the need to ensure all museums' role (LA and independent) within that process.
- Under-pinning all of this, the increasing importance of aligning our members' priorities with the strategic change in the sector

Slide 2: Organisational Challenges

At the same time, there are a number of resource challenges facing SMC and its membership:

- Growing capital and revenue investment needs across the sector, and the need to manage strategic change within this context
- The increasing reliance on different sources of funding much of it project-based, and the consequent impact on sustainability of programmes
- The ongoing need to demonstrate value for money
- The loss of charitable exemptions for many of our members.

Slide 3: Wider Challenges

These challenges take place in the wider context still of:

- Evolving issues around physical, intellectual and virtual access to museums and galleries and their collections.
- Falling visitor numbers, but growing visitor expectations
- Competition from other attractions/ distractions- be they science centres, 24 hour shopping or interactive television
- A changing visitor profile- wider demographic considerations such as an ageing population, and falling levels of literacy.
- The implications of technology on communications, information-sharing, knowledge management, growing access expectations across our membership and from the public.

Against this backdrop then, we need to identify key priorities for the Scottish museum sector.

2. Identified Priorities and Progress to date

None of what I have to say will come as a surprise to you- because SMC has been energetic in advocating priorities for the sector in person and in print, in public and in private to those with a stake in the future of our museums. We have confidence in these priorities because they have come from the largest research and consultation exercise ever undertaken in the Scottish museums sector.

The National Audit provides Scotland with a unique evidence base for wide-reaching and long-term museum policy, and its publication was most definitely a beginning not an end. It identified the strengths and the needs of Scottish museums individually and collectively, and initiated and informed the Executive's consultation on an Action framework. SMC played a lead role in this consultation- from co-ordinating a high profile national conference at Edinburgh International Conference Centre, which provided a platform for debate for

museums and their partners, to regional consultation meetings in Aviemore, Perth, Falkirk and Dundee. The outcome was SMC's response to the Action Plan consultation last December- with a 122 costed recommendations, certainly one of the most comprehensive the Executive was to receive. We were clear that the response needed to reflect both SMC's role as the representative body of non-national museums in Scotland and SMC's role as an expert strategic body, recognised by the Executive themselves as their chief adviser on non-national museum issues.

In fact, there was a remarkable degree of consensus throughout the museum community on the key issues which museums face, and how they might be addressed. In terms of advocacy this made our task clear as the months passed with no sign of an Action Plan. Prior to the parliamentary and local elections in May we summarised and re-iterated those priorities in our manifesto for the new Parliament and Councils, the *Top Ten Priorities*. We shared in the disappointment of museums throughout Scotland at the Action Plan finally published in August this year. This is not because we disagree with the 5 areas of action identified in it – anything is a welcome beginning- but because they do not in themselves address the key issues identified by museums, and only begin to address the questions posed for consultation by the Executive.

Taking a more positive view, Frank McAveety, the new Minister for Culture, has expressed himself willing to explore radical solutions to cultural delivery and the narrow scope of the Action Plan has been attributed to an intention to consider broad issues of entitlement, investment and structure as part of the proposed Review of the Cultural Sector. Here museums have an advantage- recognised at our agm recently by the Minister's new expert adviser Bryan Beattie- because the rich and imaginative ideas proposed by museums in response to the Action plan consultation are as valid as they ever were. Unlike other parts of the cultural sector, museums have been pressing for radical change for years- our key challenge now is to make our voice heard in the clamour that will accompany deliberations on the comprehensive spending review.

Slide 4: Top Ten Priorities

- 1. Realistic and sustainable levels of revenue funding for museum services**
- 2. Development of access, and cultural rights**
- 3. Development of museums' contribution to learning**

- 4. Capital investment in museum sites and venues**
- 5. Recognition and safeguarding of distributed national collection**
- 6. Building museums' capacity at regional level**
- 7. Workforce development for staff and volunteers**
- 8. Comprehensive performance measurement**
- 9. Development of ICT**
- 10. National Museums Strategy, based on partnership, but with clarity of roles for all**

1. Realistic and sustainable levels of revenue funding for museum services

In SMC's response to the Action Plan we acknowledged that the areas identified would help to address specific issues, but unfortunately would not address the single most pressing issue- the need for core funding for core museum functions. Museums can play a key role in helping Government to achieve it's aims in relation to lifelong learning, tourism and community development, but first national and local Government must address the chronic lack of core funding and the adverse effects of years of under-investment in the sector. Urgent investment is needed. The Executive budget for culture in 2004/7 is £498.36m. Taken in this context of the overall Executive budget for culture the investment required by the non-national museum sector is small; overall sums of between £7 and £14 million were quoted in the course of last year's consultation.

Slide 5- Scottish Executive breakdown culture figure budgets for 2004/

Further, if museums can demonstrate impacts on learning, tourism, regeneration and health, then it also follows that investment should be made on a cross-departmental basis from the Executive. On occasion this does happen- at our recent Cultural Co-ordinators Training Day, Dan Hillier, Visitor Services Manager at the Royal Observatory in Edinburgh, described a recent initiative in his organisation which attracted an investment of £300,000 from the Executive's education budget- but it does not happen often enough. The ROE set out to use their scientific expertise to provide Continuous Professional Development to teachers as part of the Scottish Science Strategy, tackling a lack of confidence amongst teachers in scientific areas. The benefits of such investment across the board would be great in delivering real access to our heritage, with real impacts on learning, tourism and regeneration, but first we need to advocate and demonstrate more consistently and effectively the difference we could make. In this respect the Action Plan is correct to highlight the need for research, and evaluation, which demonstrates museums' wider social and economic impact. This is an area

in which it would be productive to build upon the National Audit in a second phase, so that we are able to link the information we have about museums' buildings, collections and services to the real difference they make to people's lives.

Just as important as national investment is the role of Local Authorities in supporting their own and independent museums- the Scottish Executive/ COSLA guidelines spell out the importance of Local Authorities for cultural provision throughout Scotland. During 2002 – 2003 Scottish Local Authorities spent £37,462m on museums and art galleries. But while the status of the guidelines remains advisory, we will continue to see massive variation on expenditure with Glasgow spending around £25 per head of population on culture while Argyll spends 0.18 pence. At the heart of this disparity is differing interpretations of what constitutes 'adequate cultural provision,' and lack of clarity on what local authorities' statutory duty actually entails. When we add to this the threats to Local authority museum budgets from other areas of the Local Authority agenda, we can see why many respondents to last year's consultation felt that there was a need to enforce investment by ring-fencing local authority museum budgets.

We can approach this from two perspectives: firstly by encouraging a radical review of funding arrangements as part of the proposed cultural review- establishing models of what we mean by 'core' provision in relation to collections, buildings and services and linking these to standards of adequacy. Or we can approach it more radically from the perspective of cultural entitlement- what does the citizen of Scotland have a right to expect in terms of access to their heritage? At SMC we're interested to explore this issue further, building on interesting models under development elsewhere, at home and abroad such as Highland 2007's proposal for a cultural pledge, and indeed the MA's model for free museum visits, which has outlined and costed a voucher scheme for schoolchildren in England entitling every one of them to make at least one visit each year of their school life, which would cover not simply the cost of admission to a museum but the costs of transport and support from specialist staff and relevant resources to ensure a high quality experience once they arrive.

Picture Slide 2: Development of Access and Cultural Rights

2. Development of access, and cultural rights

The principle of the individual's full access to Scotland's cultural heritage and how we ensure it for present and future generations must be central to any developments arising from the review of culture. Article 27 of the Universal Declaration of Human Rights states 'everyone

has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits’.

With the proposed Review of Culture, and a political will for change, Scotland has an opportunity to lead the way in the UK by developing a framework for cultural delivery based on cultural entitlement or rights. But we need to go further even than this, because entitlement in itself is not a guarantee of engagement for those who currently feel excluded – for a host of complex reasons – from museums. We need to find out more about visitor and non-visitor motivation and adopt strategies to overcome barriers to involvement by a greater number and wider range of people.

We need to see more projects like the excellent collaboration between Scotland Against Drugs and volunteers at the Scottish Railway Preservation Society, in a project which involved recovered drug user in developing skills in the conservation of engines. For SRPS it was an opportunity to develop a partnership that could lead to a widening of their local volunteer base and potentially new audiences. We’re delighted to report that this innovative project has now generated a further collaboration in the North East, with a new project about to be launched involving Scotland Against Drugs and the Grampian Transport Museum.

Picture Slide 3: Development of museums’ contribution to learning

3. Development of museums’ contribution to learning

One of the most striking pictures to emerge from the National Audit was that of the rare beast, the museum education officer- extinct in large numbers of museums in Scotland, and found predominantly in large national organisations or urban authorities. Throughout the Action plan consultation museums raised the issue of the urgent need to increase the numbers of specialist museum staff with a remit for encouraging learning, and it was disappointing that the consultation, which asked the question ‘how can museums contribute to wider agendas, such as education’ appeared not to listen to the answer that came back.

The museum sector has shown itself willing and able to explore new and collaborative projects to increase their capacity to open up their collections for learning. For example, in South Lanarkshire museums will use a recent grant from SMC to work with members of the South Lanarkshire Forum, involving independent museums throughout the area to develop sustainable learning resources. Resources might include the skills of staff and volunteers, documents, partnerships and equipment, which will be tailored to the museums and

complementary between them. Or in this picture at the Hunterian we can see museum workshops developed for children with dyspraxia at Richmond Street School, in Glasgow.

There are many good ideas and examples of good practice, but the bottom line here is the need for investment to create a step change in the services we can offer consistently as a sector. Here SMC hopes to move learning higher up the agenda through the development of a three year national learning and access strategy. Last week we held the first meeting of our external steering group which comprises a wide range of key national and local bodies who, like us, wish to realise museums' potential for learning. Learning is core to museums' purpose, and needs to be funded appropriately- it must not be a lottery.

Picture Slide 4 / Lady Victoria Colliery

4. Capital investment in museum sites and venues

SMC, COSLA and VOCAL have all identified the need for significant investment in the historic buildings and sites that house collections. It was also highlighted as a priority by the UK Museums' Needs Assessment completed by the HLF last year. The Audit was illuminating- 63% of museums are housed in buildings, which are listed by Historic Scotland as historically significant. The Audit's independent significance panel went further still: they stated that '*It is clear that in many cases the sum of the buildings and their collections taken together is greater than the constituent parts. This is particularly true of buildings associated with a particular industrial process where the location contributes significantly to an understanding of the subject. . . [and] other building where interpretation of a collection within a particular building adds significantly to an understanding of the subject matter, for instance, birthplace museums.*' In other words, it is not just what it is but where it is that matters in improving our understanding of heritage. By donning a pit helmet and exploring the Lady Victoria Colliery, site of the last working mine in Scotland, visitors have a vivid and absorbing insight into the working conditions and lives of the miners.

It follows logically that the proposed review of the cultural sector needs to take full account of the importance of museums' custodianship of the built heritage. In response to the recent Executive review of Historic Scotland, we questioned whether there is a tension between Historic Scotland's role as a strategic agency, and its role as a commercial operator of visitor attractions with a 56% market share. It is critically important that the forthcoming cultural sector governance review looks at the wider view of culture, including the cultural heritage, as set out in the National Cultural Strategy. It is essential that the built environment, for

which Historic Scotland has responsibility, is given its rightful place as part of the culture of Scotland, and that the functions undertaken by Historic Scotland and others are considered as part of that review.

More-over, as pressure mounts on funds available from the Heritage Lottery Fund, we need to ensure strategic alignment of funding sources so that those funds are used in Scotland in support of any developing national museums strategy, or framework.

Picture Slide 5: Recognition and safeguarding of the distributed national collection
5. Recognition and safeguarding of the distributed national collection

The Audit demonstrated the strength and breadth of the distributed national collection, and highlighted its dispersed location in all museum types in all parts of Scotland. The anomalies in the care of that collection have been well-documented, most notably in the case of the internationally significant industrial collections predominantly in the custodianship of poorly funded independent trusts. The Action Plan does in fact commit the Executive to a plan for the three industrial museums currently supported by the Strategic Change Fund and we need to take that thinking to its logical conclusion.

The Audit gives a much richer picture than perhaps a concentration on the well-documented examples implies. For instance it reveals the strength of the distributed textile collection, and Burns collection and Scotland's photographic heritage- important in the context of proposals for a new National Museum of Photography. The principle of the distributed national collection has been established and is recognised, for example, in the Cities Review. It is vital that we now find a mechanism for safeguarding it.

From the Audit data we can see centres of excellence both in terms of the richness of collections and in relation to service provision to visitors. We can also establish where specialist staff are located, for example, in the areas of education and conservation. This provides opportunities for joint working and collecting, but also importantly a chance to build partnerships which 'showcase' the best that Scotland's museums have to offer. It would mean more initiatives like 2 recent projects funded through the Strategic Change Fund.

The first (shown here) is an exciting project led by Heriot Watt University in partnership with Glasgow School of Art, University of Glasgow and Dundee Archives, Paisley Museum

Service and the Scottish Borders Council. The aim is to improve access to the Scottish textile collection by developing a web-based database of textiles, combining the expertise of curators, archivists, and conservators in a collaborative network. One of the outcomes will be increased access by contemporary design students to support and enrich learning.

The second was launched last month by Frank MacAveety at the Writers' Museum in Edinburgh. It will provide resources to expand our understanding of Robert Burns' work, and to illuminate the rich and dispersed collection of objects associated with his life and work together for a national and international audience.

Historically in Scotland, we have resisted designation of collections on the English model, arguing that investment needs to be linked to both the quality of collections and broader issues of access and visitor services. However, SMC argues that the time is right to re-appraise whether Scotland needs a designation scheme, starting with (but not limited to) the largest collections identified in the National Audit. *If this were to go ahead it could be linked to the notion of cultural rights- so that steps are taken to ensure that access to Scotland's metaphorical crown jewels are made available to all of us.*

6. Build capacity at regional level to release museums contribution to learning, tourism and social inclusion

Many respondents to the Action Plan consultation, including SMC, identified the need to develop museum capacity at regional level. The need is for museums to be more effectively embedded in the community planning process, and to enable and facilitate the development of beneficial partnerships between museums and other partners. Many museums already work with a wide range of partners, but equally under-staffing can inhibit the development of partnership working. A key challenge is for museums to achieve the profile and presence required at regional and local level that ensures a seat at the community planning table, and therefore an influence and impact on the way services are delivered.

The Executive responded by highlighting this area in the published Action Framework in August, and subsequently circulated a draft consultation paper on proposals for a Regional Development Challenge Fund. In our role as the proposed administrators of the scheme, SMC, two weeks ago, organised a seminar to discuss the proposals at the Stirling Management Centre. I hope that those of you who were present will agree with the view of SMC staff that the discussion was highly constructive. Participants were in broad agreement

with the aims, objectives, themes and criteria of the scheme. They did however argue cogently that the Fund should be flexible enough to support either posts or projects, which met the scheme's aims. And further that the mechanism should be determined at local level by the partnership bodies. Although consultation is ongoing until the end of November, we are optimistic that these points will be incorporated into the final scheme.

Again, there are interesting models already in operation from which we might learn – such as – Highland Council's agreement with independent museums on the delivery of core and additional services, under-pinned by increased investment. Similarly, the 'Links' project led by the Western Isles Museum Service seeks to establish a new framework for partnership between the LA Museum, the 24 Commun Eachdraidh, LA Health, social work, education and Gaelic departments, and a host of other partners. If successful, it could see, for example, museum staff supporting local heritage volunteers to curate exhibitions and interpretation in schools, at ferry terminals and in residential care homes. Whatever the mechanism adopted for the Regional Development Challenge Fund, SMC remains convinced that museums need greater influence at regional and local level to make an impact on the lives of wider and new audiences.

7. Invest in people (staff and volunteers)

This is an area where I am sure we share an interest with the Museums Association in the development of the people- staff and volunteers (pretty equal in numbers if not in opportunity)- who work within museums. We would argue that we need to take a strategic approach to capacity building, skills development and training- so that, for example: we act upon shortages of specialist staff in areas such as education through targeted investment: we develop appropriate support structures to address issues of volunteer recruitment, retention and management; we identify and address skills gaps. On this last one, a number of Strategic Change Fund projects aim to do precisely that. For example, through the development of leadership skills or through support for Scottish Vocational Qualifications for Learning assistants, as in the Dundee City Council/ Dundee Heritage Trust project, which could transform visitor experience within the city by providing a holistic approach to interpretation of the city's history.

A strategic approach to workforce development is very much a part of SMC's role, although arguably only with the Strategic Change Fund has there been an opportunity to make a significant sectoral impact. Throughout the UK, lead responsibility and therefore resources

for skills development will increasingly be channelled through the new Sector Skills Councils. It is therefore essential that Scotland participate in proposals for a new Sector Skills Council for the Creative and Cultural Industries, and at SMC we have been working hard with a number of agencies to contribute to that process. SMC has contributed to the Expression of Interest to be submitted by the Cultural Heritage Training Organisation the Department of Education and Skills at the end of this month. If approval is given to work up a business plan, we will continue to provide active representation of Scottish museums' interests.

8. Comprehensive Performance Measurement

Picture Slide 8: Discovery

Building on the National Audit standards framework, the Scottish Executive should commit resources to the development of a measurable standards scheme for Scotland's museums. Audit Scotland with local authorities and SMC should be charged with the review of statutory performance indicators for local authorities. This work should be supported by the development of detailed guidelines on best value for museum services. It might also be linked to schemes such as EFQM, the European Framework for Quality Management.

Defining quality is one of the key challenges we face as a sector. The new Registration Standard soon to be launched by Resource will define a new baseline for recognising organisations as museums but will not provide the necessary framework or mechanisms for recognising and encouraging performance above the baseline. We need mechanisms which enable us both to recognise excellence- as the Gulbenkian judges did earlier this year when they shortlisted Dundee Heritage Trust's education programme at the Discovery for their prestigious prize- and, to encourage improvement across the board.

9. ICT Development

Picture Slide 9

SMC has continuously argued for investment in technology to enable museums both to make their collections more accessible to bigger audiences and to modernise the management of those collections. With the development by SMC, working with an external steering group of interested stakeholders, of a national ICT strategy for museums we have an opportunity to commit to a national development programme. We would like this to encompass, for example, the provision of broadband capacity for museums in the same way that the Peoples

Network has revolutionised access to information through public libraries. We would like to secure the public role of SCRAN, which has played such an important part in making Scotland's museums collections accessible to schools online, so that all of us have access to that resource from our home internet terminals free of charge.

We would like more museums to have the opportunity to produce exciting and accessible projects- using technology as a tool- to create and engage new audiences- like this one – the Commercial Breaks project -at Almond Valley. Here families are working with staff to create web adverts to promote objects in the collection to an online audience. Or a project closer to home today, like the online Whistler catalogue launched here at the Hunterian in February as part of the Whistler celebrations, which will enable those, who did not have the luxury of a trip to see the exhibition, to enjoy a virtual tour of the magnificent works gathered together and interpreted.

10. National Museums Strategy, based on partnership, with clarity of roles

Our response to last year's consultation was clear about the need for effective strategic and advisory structures, which could enable museums throughout Scotland to realise their full potential in making an impact on people's lives. The resulting Action Plan identified 'a greater role for the National Museums and National Galleries in support of the non-National museum sector, providing advice, expertise and other assistance.' *Gordon will explain today how he thinks this might work in practice.* So we may have a beginning, but given the complexity of the cultural landscape, we need to take this much further in the proposed review of culture. We need to identify clearly the roles of all the key players – the Scottish Executive, the national organisations, SMC, local authorities, universities, the independent sector. The underlying principle should be partnership based on parity of esteem, underpinned by transparency, accountability and stakeholder input. And within this context all of us should be prepared to make the changes necessary to deliver a shared vision of first class, inclusive museum services for the people of Scotland.

SMC's role

(Graeme- much of this is a straight lift from the draft corporate plan, which Bishops will put to the Board on Tuesday- if you agree, and obviously if the Board approve it, think it would be good to include at the MA Event)

If these are the priorities, I want to expand now on what the role of SMC could and should be in ensuring that we meet them.

Our vision is to *develop modern and accessible museums and galleries in Scotland using collections to shape identity, improve understanding, provide enjoyment and promote confidence*. SMC has 5 key priorities over the next 3 years:

(slide of headlines in bold)

1. Advocacy- advocating and communicating the crucial role of museums and galleries as an integral part of culture contributing to the quality of life of the people of Scotland.

As part of this priority we will advocate the role of museums and galleries within the cultural sector during the forthcoming review and beyond. We will seek to embed clear messages in a set of comprehensive strategies for the sector- as we have already begun to do in the areas of learning and access and ICT- and will support strategy implementation at national, regional and local levels.

2. Promoting and enhancing access, learning and stewardship of collections across the sector

Working with our members and partners in pursuit of the objectives I've outlined above to widen access and increase learning opportunities in museums, to ensure effective care of the distributed national collection and to promote the role of collections as core to the delivery of museums.

3. Building alliances at national, regional and local level

Important elements of work within this priority will be the facilitation of dialogue between museums, the Executive and key national players, as well as support for dialogue at regional or local levels. We will establish support mechanisms for joint working across the sector at regional and local levels- some of you may have seen that last week we advertised a new post of Regional Development Manager at SMC, which will play a key role in implementing the Regional Development Challenge Fund. This work will be underpinned by our development and advisory role, which

will continue to build capacity in terms of core skills, business management skills, organisational development activity and support with strategy implementation. The effective management of knowledge and intelligence across our membership and with stakeholders will continue to be key to informing joint initiatives and exploiting synergies across the sector.

4. Making a positive impact on Scottish Society

We are committed to developing standards and providing intelligence so that, where necessary, museums can re-shape activities to meet best practice and visitor expectations. We will continue to provide advice and support on accessing new and wider audiences, for example, through service improvement, marketing and improved use of technology. We need to use our grants budget to support partnership initiatives particularly where they can demonstrate impact and innovation. Already we have begun first stage evaluation of the Strategic Change Fund, and we will carry that through with long term monitoring and evaluation so that we can share those outcomes widely, and learn from each other's successes, and mistakes.

5. Delivering best value in terms of quality and value for money

We will continue to promote good management, high professional standards and the effective use of resources across the sector. This will be done in part through development and delivery of self-assessment standards frameworks – such as the Design Quality Indicators for Museums buildings - effective quality assurance and performance management schemes.

SMC has a unique contribution to make, either directly or through influencing the activities of members and key partners. I've described here what we will do, but I want to end by outlining how we will do it. In delivering these objectives, SMC has identified fundamental values that underpin our activities (*and in our view should underpin the activities of any organisation charged with the strategic development of Scottish museum services to people in Scotland.*)

(Slide of headlines in bold)

- **Integrity-** holding true to our priorities and objectives to promote the interests of members and key stakeholders - acting objectively - in our relationships with the Scottish Executive, Executive Agencies, and others.

- **Accountability-** to members and the wider community of stakeholders. Open-ness and transparency in the way we work.
- **Partnership-** across the sector and with other sectors at national, regional and local levels.
- **Relevance-** Refining and evolving our services and advice in the light of changing contexts and expectations while maintaining consistency in our underlying principles.
- **Continuous Improvement-** in everything that SMc does and as an underpinning principle in the strategies we develop and the advice and support we give.