



Scottish Museums Council

Strategic Change Fund

“We need to ensure that collections important to Scotland are protected and made available to present and future generations. We shall consider how to promote sustainable funding in the museum sector. We shall identify criteria to guide the restructuring of the sector.”

Scottish Executive, National Cultural Strategy, 2000

Guidance notes

1 Background to the Fund

The Scottish Museums Council is the representative body and membership organisation for Scotland's non-national museums. The Scottish Executive considers SMC to be its “main adviser on local museums and the main channel of Executive support for Scotland's 400 or so local museums and Galleries”.

The 1998 SMC-led “National Strategy for Scotland's Museums” called for a fresh look at museum development and practice in the country, stating, “All museum development should incorporate the principle of sustainability”.

The Scottish Executive set aside £3 million over 3 years from 2001-02 to 2003-04 for restructuring within the sector. £1.26 million has been allocated as a funding package to 3 industrial museums. Scottish Ministers then asked SMC to lead on developing criteria for access to the balance of the Fund in consultation with the sector. The Executive is seeking uses of the funds that will permit strategic change within the sector as a whole and within individual museums. A number of representative bodies including COSLA provided written comment. SMC

also held consultative meetings throughout Scotland. A very clear consensus emerged:

- a national framework for museums in Scotland is an overriding priority
- the Fund should promote strategic change as outlined below.

2 Aims of the Strategic Change Fund

Throughout the consultation, proposed purposes and uses for the Strategic Change Fund project funds were discussed. The approach taken to the development of applications and the anticipated outcomes reflect the views of the sector as a whole.

The overall aim of the Strategic Change Fund is to promote strategic change through funding projects that deliver or test sustainable outcomes.

Within that overall aim:

1. Applications must fall within the following broad themes –
 - Building museum audiences
 - Building organisational capacity in museums
 - Increasing access to collections
2. All applications must also
 - Be capable of wider applicability throughout the sector
 - Be capable of evaluation
 - Commit to dissemination of the results
3. The Strategic Change Fund is limited in size and time. The funds must therefore deliver high impact and high quality, value-for-money outcomes that can serve as exemplars for the future.
4. The Awards Panel will look favourably on applications that propose creative and innovative schemes and accepts there is an element of risk in testing new models or approaches.
5. The Awards Panel will also consider organisation wide implementation of pilot projects.
6. The strengthening or formation of partnerships across and beyond the sector that deliver synergies or permit the development of structured relationships is also encouraged.
7. The Fund will not meet recurrent funding or revenue funding

The application process

3 Do I qualify?

The Strategic Change Fund is open to museums in Scotland that are full members of SMC.

Lead applicants must hold collections that have been assessed by the National Audit Significance Panel to be in whole or in part of national significance.

If you satisfy these mandatory criteria, then you are eligible to apply as a lead applicant.

4 How do I apply?

1. In line with the views expressed during the consultation, a two-stage application process has been introduced.
2. All applicants must complete the simple Stage 1 application form and return it to SMC for initial assessment.
3. Stage 1 will be considered by the independent Awards Panel.
4. In recognition of the lack of capacity within the sector, SMC will be pro-active in soliciting applications, brokering partnerships and supporting museums in developing applications that meet the aims of the Fund.
5. Successful applicants will be invited to develop a Stage 2 application.
6. SMC will assist with the development of Stage 2 applications, through the provision of advisory services from its own staff and with the help of external consultants.
7. Stage 2 applications, will be considered by the independent Awards Panel who will make final recommendations to SMC Board.

5 How much can I apply for?

1. The Fund will normally consider applications that require sums between £25,000 and £100,000.
2. Although matching funding is desirable you may apply for up to 100% of the costs of your project.

3. Consultancy costs incurred in developing your application may be included as part of the application, but these costs will only be met if your application is successful.
4. The timing of staged payments and special conditions will be discussed with each successful applicant.
5. We envisage reserving a minimum of 10% of an award against completion and evaluation.

6 Deadlines

Round 3

Deadline for Stage 1 applications 30 May 2003

Deadline for Stage 2 applications 22 August 2003

7 Examples

Examples might include:

Building Audiences

- Developing long term learning partnerships
- Developing long term marketing partnerships

Building Organisational Capacity

- Developing models of strategic change
- Establishing a regional centre of excellence and expertise either alone or through a consortium
- Leadership and management development programmes
- Establishing new partnerships with non museum organisations or services including:
 - LEC's
 - Tourist Agencies
 - Education, social work and other local authority departments
 - Further and informal education sector

Increasing Access

- Collaboration on modernising collections management systems
- Rebalancing and refocusing collections within a group of museums

- Developing a comprehensive ICT strategy either alone or as a consortium
- Strategic planning for retrospective documentation either alone or as a consortium
- Strategic planning for digital preservation

The outcome should be strategic change that increases sustainability.