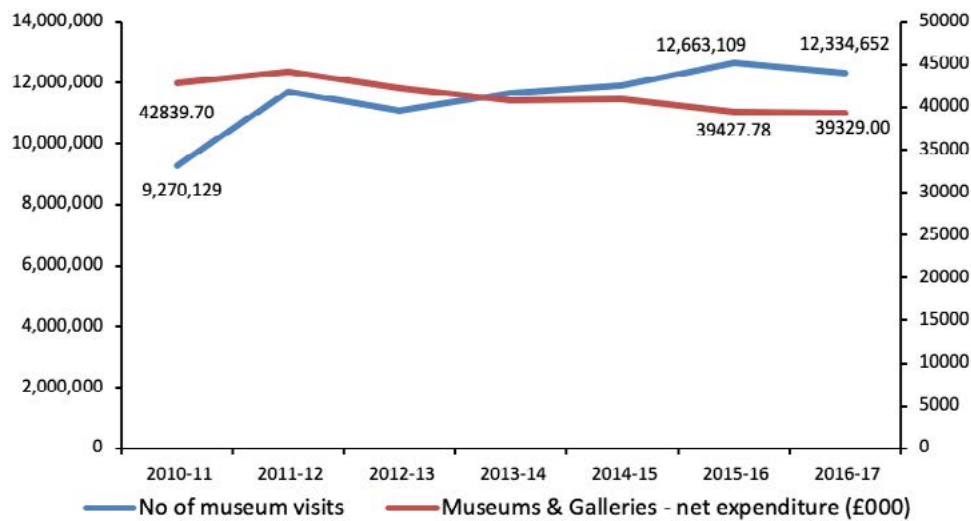


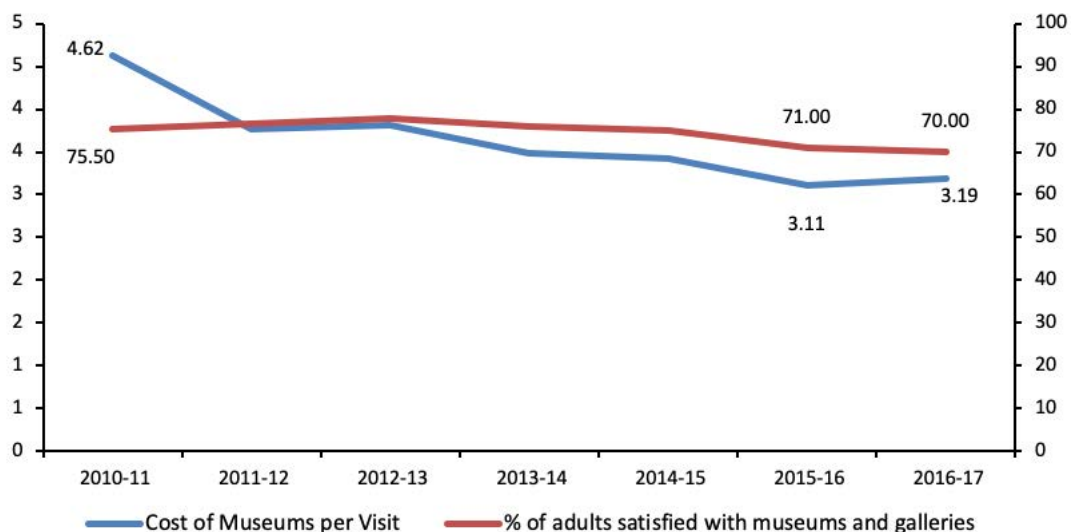
Museums Briefing 2018

Culture and leisure services continue to play an important role in the quality of life of the population. They have a positive impact on the social and economic outcomes of communities, as well promoting increased health and wellbeing and reducing demand on other core services.

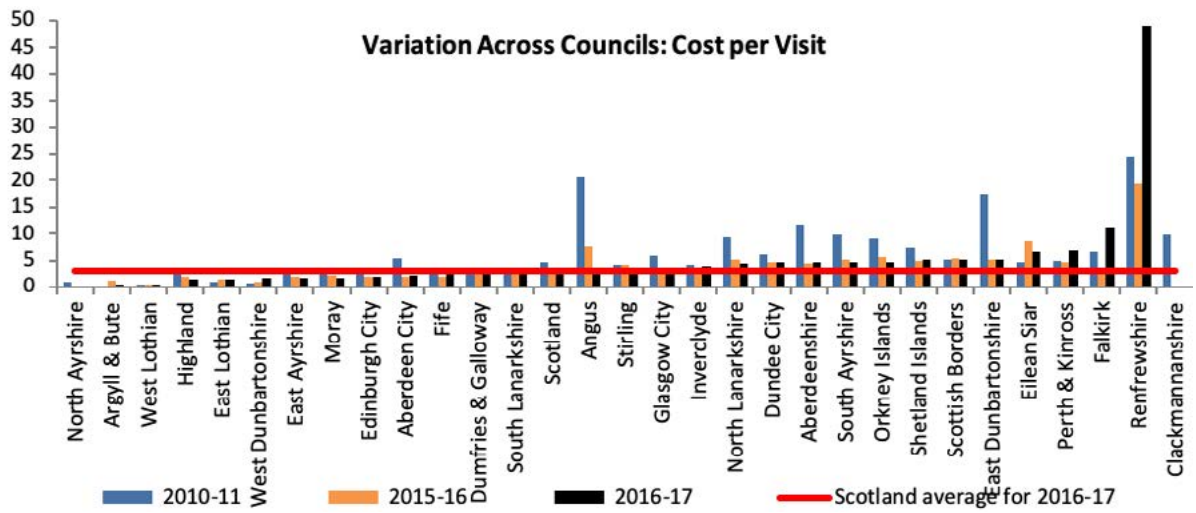
Museums services are seeing falling unit costs accompanied by increasing visitor numbers- Over the seven-year period since base year there has been a real terms reduction of 31% in cost per visit, from £4.62 to £3.19.



As with other leisure and recreation services the high-level data only tells part of the story of what has been changing in museum services over the seven-year period. Net spending on museum services across Scotland has fallen by 8.2% since 2010/11 but in the same period visitor numbers have increased by 33.1%. The combined effect of this increase in the productive use of the service has been to reduce significantly the unit cost as measured by the cost per visit indicator.

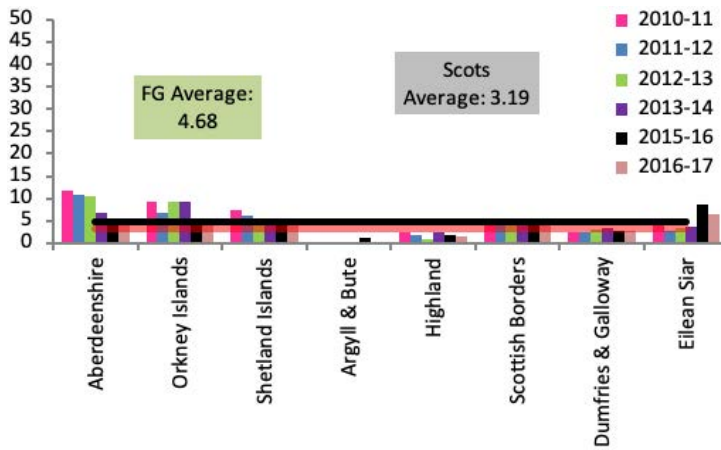


There is a significant range between councils' museums costs, which has widened in the past 12 months. In 2016/17 the range in cost per visit was £0.28 to £48.91 (£0.28 to £11.31 excluding Renfrewshire as an outlier). There is no systematic relationship with deprivation, rurality or size of council.

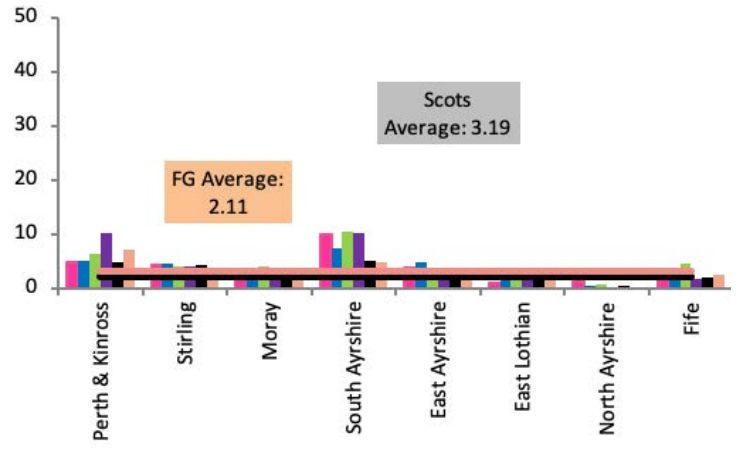


Family Groups: Cost per Visit

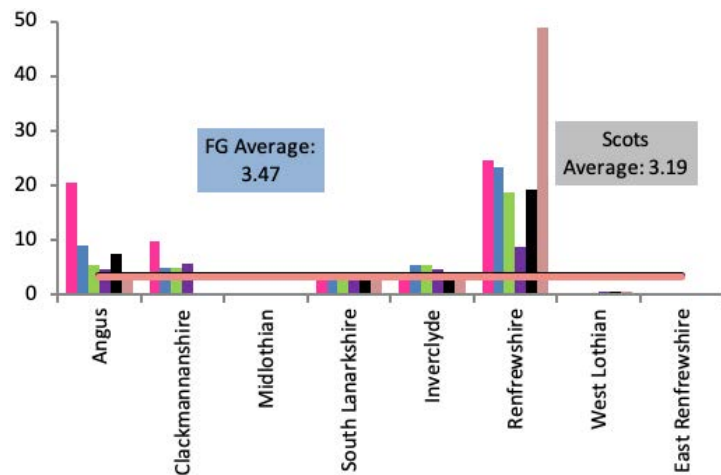
Family Group 1



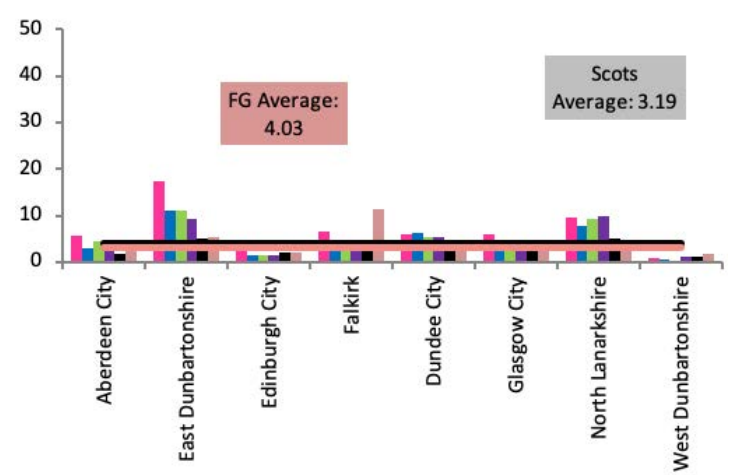
Family Group 2

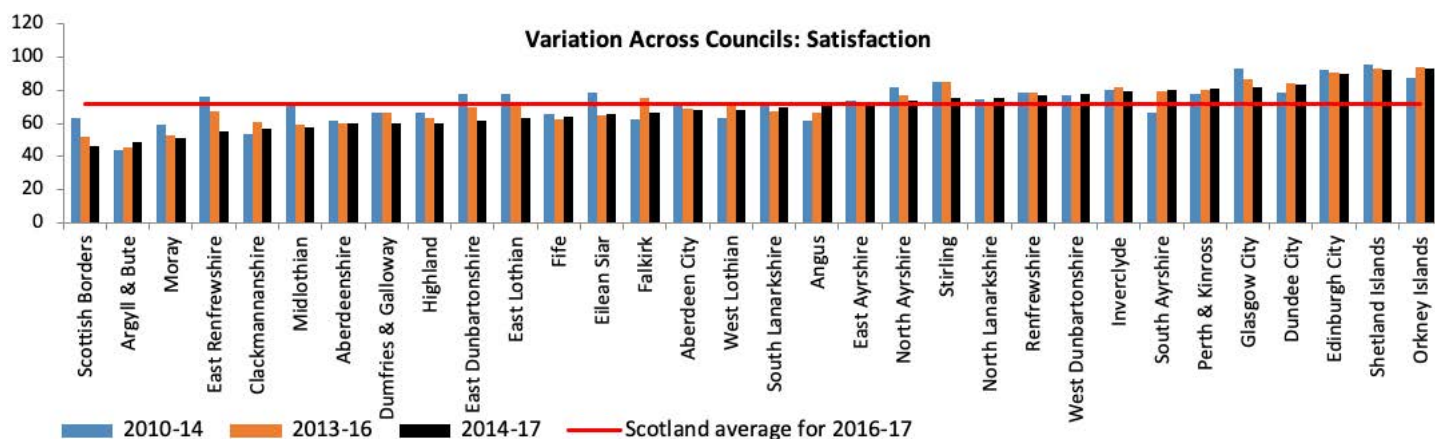


Family Group 3



Family Group 4





Work within Family Groups has identified the following factors as important in understanding the variation between authorities in Culture & Leisure services:

- Local political and strategic priority given to the role of Culture and Leisure in supporting improvement in wider outcomes e.g. health and wellbeing, tackling inequality, economic development, community empowerment
- Scale of provision and level of service
- Digital channel shift
- Service delivery model and balance between in house and arms-length/trust delivery
- Service structure and integration with other services
- Staffing composition, level and roles
- Level of volunteering, community involvement and asset transfer
- Income generation capacity
- Asset management and co-location/multi-use venues Asset Management and rationalisation in relation to office premises

Sharing Practice – February 2018 Benchmarking Event

While **community engagement** takes time and effort, the payoff is that it provides advocates for local services which brings value for you and for them. Community Engagement across museums services is carried out widely, however guidance, support and finance are required to develop and improve.

It was widely agreed that services should keep **collections at the heart of community** engagement to give prominence to the objects. Museums services are using their collections to illustrate and showcase local history and stories.

Developing evidence for and links between museums services and **wider outcomes** is more important than ever- demonstrating evidence of improvement around health and wellbeing outcomes for example is key for many services to build successful business cases for maintaining and developing staff and programmes.

Communities & Volunteers

Making capital of community involvement and volunteer programmes, continues to be a key element of successful business planning for councils and trusts.

- **Fife** Cultural Trust carried out significant engagement with the community during the development phase of Dunfermline Carnegie Library & Galleries, using existing staff connections to local communities and funding a volunteering development officer.

- **East Dunbartonshire** have given greater priority to co-curation within their redevelopment of Kirkintilloch town hall (funded by the council and Heritage Lottery funding) – and have a volunteer co-ordinator putting this together supporting people/groups/social clubs to co-curate. There is a new permanent feature/exhibition called ‘Made in Kirkintilloch’ which is about the industrial heritage of the place and its people – community arts and community engagement with artists underpin this development.
- **South Ayrshire** have seen greater commitment to engagement with communities, often piggy backing on the work being undertaken by Libraries on this due to resource constraints. They are keen to make more use of volunteers and trying to secure the resourcing required to fund this (recruitment, training, co-ordinating, supporting and supervising)
- **North Ayrshire** align their services with the council priority ‘to build stronger communities’ and show how this is within everything the Culture and Leisure services do. There is an acknowledgement for the need for community space and community engagement resource – and this is embedded in the way Culture and Leisure services are now delivered. They anticipated financial pressures coming their way and were proactive in planning and redesigning around the community. They ask communities what they want to see and put on and support them to use the council venue as a space. This shift to greater emphasis on how they work with the community (Including a focus on vulnerable groups and communities) has ensured heritage remains important, and helped them sustain the venues they have (1 heritage, 3 museums) – with one new venue opening recently (Irvine Town House - a high tech venue, art gallery and civic rooms enabling large receptions).
- **South Lanarkshire** structured their gallery reinvention around ‘the community decides’ in terms of objects, spaces, collections. They found that using personal stories opens a new array of objects and focussed on getting groups involved in this. They have also ensured their use of digital and social media has helped to raise their profile, market their work, and get the community involved. The pressures on funding have required South Lanarkshire to consider their community for development. The positive of this is the legacy in term of community improvement will last, while projects are often gone once the funding ends. However meaningful and sustainable community engagement requires resources.
- **Scottish Borders** have a requirement to create reports on managing volunteers to account for drift from month to month, for example in month 1, 50 hours given worth the value of X; month 2, 35 hours given worth the monetary value of X- account for changes.
- **Edinburgh** previously changed from a 7-day service to 5 days per week, however are using evidence from community group engagement to increase service hours again.
- **Perth & Kinross** have volunteer leads in their libraries and museums, in addition to reviewing their volunteering policy to strengthen partnerships and make volunteer recruitment more project based. Perth has the Black Watch museum which is run by retirees- volunteers managing volunteers. Suggested that a volunteer ‘after care’ programme might be helpful. In addition, they have several community led museums across the area (Trail Project, Kinross Museums, Alyth Museum)
- **Dundee** delivered a project with their supporters group with funding from HLF and Awards for All in which volunteers from the supporters group managed new volunteers and researchers.
- **Edinburgh** have dedicated volunteers that give paid tours every day at the castle.
- **Aberdeenshire’s** Stonehaven Forest Museum is now community run.

Income Generation

Income generation continues to grow as a key focus for council museums services and trusts.

- **Moray** have gone from having several museums to only one, The Falconer in Elgin. The remainder are independent and/or community run. Their focus currently is on income generation options, and whether to transfer to Trust. They are in the process of developing a Business Improvement District (BID) for Elgin, which has never been done before for culture and leisure services. All culture and leisure businesses in the area will work together and pay in money, depending on size, to invest collectively in local improvements

to their business environment. They will also develop a business plan which help develop a unified voice around how to strengthen the local economy which will aim to raise additional funding.

- **Glasgow** are looking at charging certain groups that use the service, for example tour operators.
- **Dundee** are working to develop translated materials available for a fee.
- **Perth & Kinross** established a maker space at the AK Bell library which has attracted new people into venue to use the 3D printer. They are now looking at charging for certain services in the space, for example banner printing.
- **Aberdeen City** have started charging for presentations to certain external organisations.

Improving Outcomes

Museums services are working to demonstrate how they contribute to wider outcomes like health & wellbeing and economic development.

- **South Lanarkshire** are placing greater focus on delivering services to deprived areas. Their strategy to improve participation revolves around key groups where improvements in outcomes and reduction in inequalities have been prioritised – e.g. early years, young people, older people (biggest group in South Lan), visitors with a disability (also higher than average). They work in partnership with NHS Mental Health services, Schools, Active Leisure etc in this work.
- **Glasgow** developed the Understanding Glasgow online tool, which aims to create an accessible resource that informs a wide audience about the wellbeing of Glasgow's population across a range of domains including leisure and culture and health and wellbeing. They are also working to evaluate the impact around health and wellbeing by using anecdotal qualitative evidence as well as data, working with the Glasgow Centre for Population Health.
- **Perth & Kinross** have linked locality planning with cultural services and are working to embed wider outcomes into project profiles, for example 'Stories of Place' which brings together statistical and community information to help understand what it is like to live in Perth & Kinross.

New Ways of Working

Service redesign continues to be key for maintaining museums services in the context of reducing expenditure and management fees.

- **North Ayrshire** have restructured their staffing, with Rangers and Heritage staff now under one area. This meant that although they opened a new venue, they lost 2 staff.
- **South Lanarkshire's** restructure is ongoing, with the reduction in the size of the service and collections means the existing staff have taken on new roles. There is an ongoing push for integration of leisure and culture to make the service as efficient as possible, however caution remains around ensuring this is not at the expense of collections/objects or the identity or value museums/heritage services provide.
- **South Ayrshire** restructured their workforce, creating a flatter management structure. The service is now organised along horizontal lines rather than hierarchical.
- **Scottish Borders** and McMillan Cancer Support have developed a project called Move More Borders; patients can be referred to this service to take part in a variety of activities to suit individual needs/likes. Live Borders provide space for activities to take place as well as tea, coffee, biscuits, support and help for people with mobility issues. Working with McMillan has meant that they are more aware of the different needs people have (example given, when we say 5-minute walk for people with mobility issues that might be 15 minutes); working with partners also helps you reach out to audiences you wouldn't be able to otherwise.

- **Dumfries & Galloway** have provided space in Dumfries museums for ‘drawing for enjoyment’ and ‘photography for enjoyment’ projects, which have helped them reach new people and increase footfall in the museum.
- **Glasgow** have a single programme manager for heritage partners who delivers joint Kelvinhall programming. All partners jointly fund this post.
- **Museums Galleries Scotland** Skills for Success programme has supported twenty-two 12 month placements for people in museums across Scotland, as well as providing training around a number of topics including community engagement skills.



Useful Links

- Presentation on Knowledge Hub: [Community Engagement at Fife Cultural Trust](#)
- [Museums Briefing 2017](#)
- [Museums case studies on the LGBF website](#)
- Explore the LGBF data by service, across councils and over time using the [My Local Council Tool](#)
- Explore how council services contribute to improving outcomes using the online [Outcomes Tool](#)