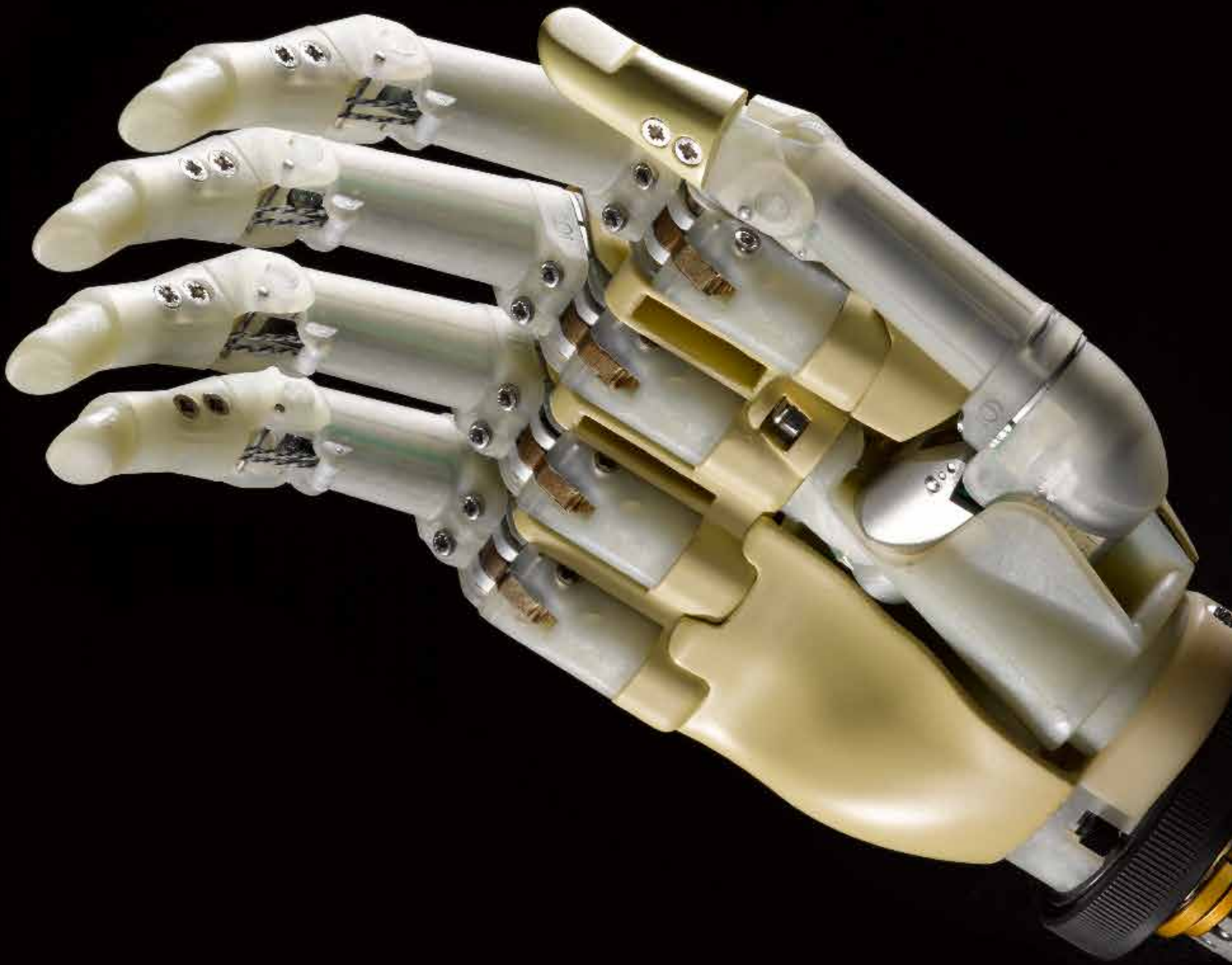


Strategic Plan

2011–2016

2015/16 update



NATIONAL MUSEUMS SCOTLAND

STRATEGIC PLAN 2011-2016 (2015/16 Update)

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SECTION 1: INTRODUCTION

1.1 Who Are We?

National Museums Scotland is one of the UK's leading museums services and has one of the largest multidisciplinary collections in the UK. We have approximately 450 staff and four museum sites across Scotland: the National Museum of Scotland on Chambers Street in Edinburgh; the National War Museum in Edinburgh Castle; the National Museum of Flight in East Lothian; and the National Museum of Rural Life near East Kilbride. There is also the National Museums Collection Centre at Granton in north Edinburgh, which is the main location for our stored collections and conservation facilities.

We were created on 1 October 1985 by the amalgamation of the National Museum of Antiquities of Scotland and the Royal Scottish Museum. National Museums Scotland is a Non-Departmental Public Body, governed by a Board of Trustees, and we have charitable status (ref. charity number SC 011130). The largest source of funding of National Museums Scotland is Grant-in-Aid received from the Scottish Government. Income from sponsorship, commercial activities, grants and philanthropic donations makes an increasingly important contribution.

National Museums Scotland wholly owns a limited company, National Museums Scotland Enterprises Limited, which operates commercial services (hospitality, retail, publishing and image management). The National Museums Scotland Charitable Trust is an independent body whose purpose is to aid any objects deemed legally charitable, giving preference to those which are directly or indirectly of benefit or assistance to National Museums Scotland. The Trust manages income received from donations, grants and bequests.

1.2 What Do We Do?

National Museums Scotland's **mission** is an overall statement which describes what we do:

"We preserve, interpret and make accessible for all, the past and present of Scotland, other nations and cultures, and the natural world."

Our principal **functions** are set out in our governing legislation - the National Heritage (Scotland) Act 1985, Section 2(1). They are to:

- Add to and care for our collections.
- Ensure that they are accessible to the public, through exhibitions, learning resources and by other means.
- Ensure that research on the collections is undertaken and communicated, to create and share knowledge about them.

In summary, we are responsible for the procurement, preservation and promotion of a substantial part of Scotland's cultural, historic, and national heritage. National Museums Scotland has in its care over four million objects and our collections have been built up over more than two centuries. They encompass a broad range of subject areas such as archaeology, world cultures, natural sciences, science and technology, decorative art and design, and Scottish history and culture.

1.3 Why is it Important?

Our prime purpose is to hold the National Collections which we manage in trust for the people of Scotland, in perpetuity, and to enable access to them for as large and as broad an audience as possible. We operate for the public and national benefit, not just for this generation but for the future generations of Scotland, and for visitors to this country. Our collections are vital to the heritage of our nation and key to understanding our history. Such an appreciation of Scotland's past is imperative for a clear understanding of its present, and building a dynamic and ambitious vision for its future.

Enabling people to learn through our collections is a core responsibility. We offer learning programmes and resources across schools, universities and communities. We work to inspire people to learn more about Scotland and the world through engaging programmes, events and high quality displays. Online access to collections and learning resources reaches audiences beyond our museums.

1.4 Our Public Reach

Awareness of our organisation is widespread and reflected in our public reach. We participate periodically in Omnibus population surveys to assess national awareness of our museums. The latest survey in September 2013 recorded sustained awareness at just over two-thirds (67%) of all Scots, with awareness of our flagship National Museum of Scotland reaching its highest level to date, matching the peak reached during the Museum's re-launch in summer 2011.

1.5 Our Social Impact

Cultural organisations play an important part in engaging with people to promote participation, wellbeing and social inclusion. At the National Museum, amongst Scottish visitors the proportion of C2DE categories has grown from 16% (2010/11 pre-redevelopment) to 22% (2013/14). This represents a real increase since the reopening of the National Museum of Scotland of 164% in the numbers of visitors from these socio-economic groups, and a significant broadening of our appeal and relevance to a more diverse range of people.

In addition to extensive work with schools, we deliver a number of learning programmes and placements which are targeted at young people (16-24 year olds) in formal and informal learning, both on our sites and elsewhere, which improve young people's skills and creativity. These include: work placements/internships; our work experience programme; event volunteers; and community engagement projects. For example:

- Currently we are hosting ten work placements. These provide young people with training and skills development that is valuable and wide-ranging for both the student and National Museums Scotland.
- We host approximately 25 young people (aged 15-18) on a week's work experience every year working on a range of activities, which provide valuable experience.
- In the last year, we have provided 500+ volunteers (largely young people 18-25) the chance to help with our events. These were drawn from students/unemployed and provided them with valuable skills and experience to assist in gaining employment.

1.6 Our Economic Impact

In early 2012, we commissioned independent consultants to update their 2010 Economic Impact analysis for us, with the benefit of the first six months' data from the operation of the transformed National Museum of Scotland and our subsequently increased visit forecast. The revised report concluded that we contribute at least £3.19 to the Scottish economy for every £1 invested by the Scottish Government – up from £1.90 in 2007/08. The study projected that in 2012/13, the first full financial year following the reopening of our flagship Museum, £67.8 million in Gross Value Added (GVA) per year would be generated for the Scottish economy by National Museums Scotland, supporting over 3,100 full time equivalent (fte) jobs. In Edinburgh alone, this equates to £48.6 million GVA and 2,238 (fte) jobs.

In addition to these economic benefits, the study emphasised the importance of our organisation in helping sustain and enhance the tourism economy for Scotland and its capital, noting that world class museums are a proven driver of contemporary international tourism. The findings also noted the relevance of National Museums Scotland to business, highlighting the scale and quality of spaces for corporate hospitality and events, and the wider importance of culture in attracting investment and high-quality jobs. As noted above, we are also a centre for unique learning experiences, inspiring people of all ages, encouraging a global outlook, and boosting creativity and innovation.

By way of comparison, it should be noted that National Museums Scotland:

- Has a substantially larger economic impact than any of the Edinburgh Festivals other than the Fringe; and
- Supports approximately the same number of jobs (FTE) as the Fringe.

1.7 Our Staff

Our museums can neither function nor progress without skilled, well trained and committed employees. Our commitment to employee development and engagement is one of our strategic priorities - to "Lead and develop people to realise their potential". In order to support delivery of this, we developed an Employee Engagement strategy and action plan for 2012-2015. This is built upon the results of our organisational surveys and a consultation process with employees and the trade unions. The strategy encompasses six themes: leadership; communication; performance and reward; wellbeing; partnership; and team working. We are part way through implementing this strategy and plan, with a range of initiatives in place and actions delivered.

1.8 Our Sustainability

National Museums Scotland is committed to continuously improving its environmental performance as part of a wider commitment to sustainable development. As part of this, National Museums Scotland has made sustainability a strategic priority. We aspire to demonstrate and communicate best environmental practice in order to reduce our impacts on the environment, and promote resource efficiency both for ourselves and the wider community, in the UK and globally.

1.9 Our Investment Needs

While our plans for the future are ambitious, their achievement depends on a number of key factors. A key challenge is the complexity and age of the estate. Over the past few years good progress has been made in reducing a considerable underlying maintenance backlog as a result of targeted investment by the Scottish Government. However, we continue to face significant challenges in maintaining and renewing our estate. After allowing for the effects of major projects underway or starting by 2015/16, we will still have an underlying maintenance backlog of up to £13 million. Further progress will be dependent upon securing continued future investment.

While we have systems in place to monitor and manage our energy consumption, significant further investment is required to continue reducing our energy consumption both to improve our environmental sustainability and contribute to our financial sustainability by reducing overall costs.

1.10 Key Achievements under the Previous Strategic Plan

Our last Strategic Plan (2006-12) guided our activity from 2006 to 2011. During that time we achieved a great deal and are proud of our successes. For example, we:

- Exceeded our planned visitor numbers (physical and virtual), and attracted new and different audiences. By the end of 2010/11 we had welcomed 1.32 million visitors to our museums (against a target of 1.29 million) and there were 921,000 visits to our website (our target for the year was 744,000).
- Significantly improved our public offer including special exhibitions, new and revamped displays, events, the redeveloped website and a broadened digital offer.
- Made significant acquisitions and improved the care of our collections.
- Completed our internationally important £46 million transformation of the National Museum of Scotland, which reopened on time and on budget in July 2011 to public and critical acclaim. By the middle of February 2014, it recorded its 5 millionth visitor since the relaunch.
- Enhanced and re-launched our National Museum of Flight.
- Developed the National Museums Collection Centre as the main location for our stored collections and conservation facilities.
- Increased our national role through formal partnerships, and the provision of training and support to the Scottish museum sector.
- Revitalised our international links and profile, and planned future joint activities and exhibitions.
- Continued to progress our long term agenda to improve the efficiency and effectiveness of our services and operations, and increase joint working with other organisations.

SECTION 2: STRATEGIC FRAMEWORK

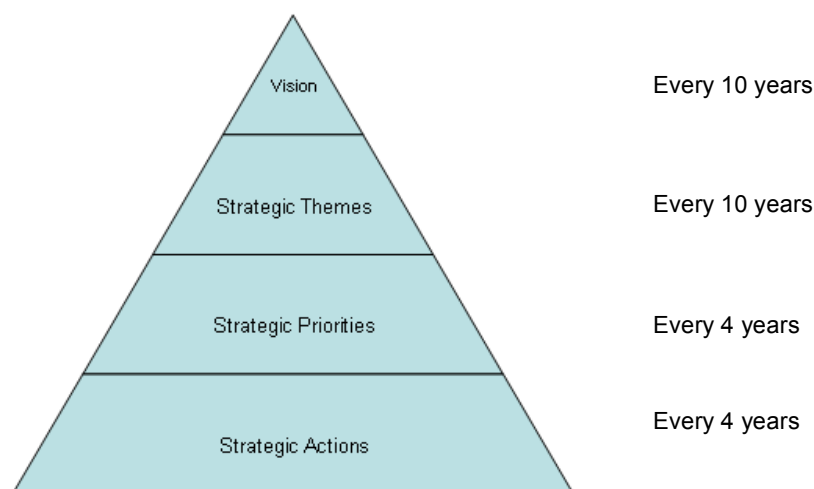
2.1 Looking Forward

We achieve our ambitions through a structured system of planning and performance management. This is based on our Strategic Framework which cascades into specific organisational, departmental and individual actions, and a set of Key Performance Indicators.

During late 2009 and 2010, we reviewed our long term aspirations and refreshed our Strategic Framework through our *Achieving our Ambitions* project. The previous framework was created in 2002, since when the organisation had made significant progress. Our strategic review took account of achievements to date, fresh perspectives from staff and external contacts, and the opportunities and challenges presented by a changing external environment. The outcomes of the review fed directly into the creation of this current five-year Strategic Plan which aligns with the UK Government's current Spending Review period (2011-16).

2.2 Our Strategic Framework

In 2011, we put in place a ten-year Strategic Framework to enable us to prioritise, increase our impact and achieve our ambitions.



There are two key contextual elements that accompany our Strategic Framework:

(i) Our four organisational **values** describe how we want to operate – with each other and externally – over the next ten years:

- **Creative:** we are innovative and thrive on good ideas
- **Generous:** we are open, friendly and enabling
- **Collaborative:** we are enquiring, receptive and well connected
- **Forward-Thinking:** we look for the big picture as well as the detail

(ii) A key **principle** running through everything we do is a commitment to continue to increase our efficiency and effectiveness, including working in partnership with other organisations – local, national and international.

2.3 Our Vision, Themes, Priorities, Actions and Outcomes

The Strategic Framework consists of:

- (i) Our **vision** – which sets out what we aspire to achieve (2011-2021).
“Inspiring people, connecting Scotland to the world and the world to Scotland.”
- (ii) Four **strategic themes** – which set out our main areas of delivery (2011-21). They provide the broad framework for our activities and actions.
 - *Collections*: developing the potential of our collections, making them more relevant to today’s audiences.
 - *Audiences*: engaging people with our collections, at and beyond our Museums.
 - *Connections*: building more strategic relationships, nationally and internationally.
 - *People & Resources*: engaging and developing our people, enhancing our estate and increasing income.
- (iii) Our **strategic priorities** – which guide our efforts and resources over this current five-year planning period (2011-16) in a challenging financial climate.
 - *Achieve more focused and ambitious collecting, and review the existing collections*
 - *Enable greater access to objects, information and expertise*
 - *Improve preservation of the collections for future generations*
 - *Create inspiring and memorable visitor experiences*
 - *Enable more participation and dialogue with a broader range of audiences*
 - *Exploit digital approaches and technology to increase access to collections*
 - *Maximise the benefits of partnership activity*
 - *Extend the reach of our collections within and outside Scotland*
 - *Establish a higher profile for our national and international programmes*
 - *Lead and develop people to realise their potential*
 - *Increase generated income*
 - *Make our estate fit for purpose*
 - *Embed sustainability in all we do*
- (iv) A set of **strategic actions** – which set out the actual steps we are taking under this Plan, supported by more detailed annual actions. Our strategic actions are set out in Appendix 1.
- (v) Sitting alongside the strategic themes and strategic priorities are our **intended outcomes**, which we expect to realise by the end of this planning period. These will enable us to know in 2016 whether we have achieved the aspirations of this Strategic Plan. While there are interdependencies across the four strategic themes, the following four tables set out the main priorities through which we will realise the outcomes.
- (vi) We measure the success of our progress towards the achievement of our Strategic Plan through our **Key Performance Indicators**. Our Indicators align with our four strategic themes to enable us to measure progress towards these main areas of delivery from 2011-2016. These are also noted in the following four tables.

The tables set out how our intended outcomes, priorities and key performance indicators link together. They also note how they align to the **Scottish Government’s Programme** in terms of the Government’s National Performance Framework, which is supported by 15 National Outcomes (see section 3.2 for further detail).

Theme 1: Collections

Our Intended Outcomes are:	Our Priorities will be to:
<p>1.1 Focused development of the collections through significant acquisitions and effective management.</p> <p>1.2 Increased access to and improved understanding of the collections through digital platforms, access to stored collections and public programmes.</p> <p>1.3 A programme of collections-based research, integrated with public programmes and partnerships.</p> <p>1.4 Enhanced storage facilities for the long term preservation of and access to the collections.</p> <p>1.5 Improved conservation and care of the collections.</p>	<p><i>Achieve more focused and ambitious collecting, and review the existing collections</i></p> <p><i>Enable greater access to objects, information and expertise</i></p> <p><i>Improve preservation of the collections for future generations</i></p>
How we will Measure Success:	
<p><u>Key Performance Indicators</u></p> <ul style="list-style-type: none"> • Total number of loans • Total number of academic publications • Total number of object records (with images) online • Record input equivalent to, or upgrading of, percentage of collections database • Percentage of collections storage by area meeting appropriate standards 	
How this Contributes to the Scottish Government's Programme:	
<ul style="list-style-type: none"> • National Outcome 1: we live in a Scotland that is the most attractive place for doing business in Europe. • National Outcome 4: our young people are successful learners, confident individuals, effective contributors and responsible citizens. • National Outcome 13: we take pride in a strong, fair and inclusive national identity. • National Outcome 16: our public services are high quality, continually improving, efficient and responsive to local people's needs. 	

Theme 2: Audiences

Our Intended Outcomes are:	Our Priorities will be to:
<p>2.1 Established the revitalised National Museum of Scotland as a must-see and must-do destination for visitors.</p> <p>2.2 Developed the National Museum of Flight as a place for discovery and enjoyment.</p> <p>2.3 Established creative collaborations for activities, events, and learning and interpretation resources at all sites.</p> <p>2.4 Reached more people across Scotland through programmes of touring exhibitions, learning and digital offerings.</p> <p>2.5 Grown community engagement through partnerships and external support.</p> <p>2.6 Raised our profile nationally and internationally through transforming the National Museums Scotland website.</p> <p>2.7 A programme of engaging, audience-focused, digital content made available via a variety of different platforms.</p>	<p><i>Create inspiring and memorable visitor experiences</i></p> <p><i>Enable more participation and dialogue with a broader range of audiences</i></p> <p><i>Exploit digital approaches and technology to increase access to collections</i></p>
<p>How we will Measure Success:</p>	
<p><u>Key Performance Indicators</u></p> <ul style="list-style-type: none"> • Total visit numbers • Total number of website visits • Total learning participation • Visitor satisfaction 	
<p>How this Contributes to the Scottish Government’s Programme:</p>	
<ul style="list-style-type: none"> • National Outcome 1: we live in a Scotland that is the most attractive place for doing business in Europe. • National Outcome 4: our young people are successful learners, confident individuals, effective contributors and responsible citizens. • National Outcome 13: we take pride in a strong, fair and inclusive national identity. • National Outcome 16: our public services are high quality, continually improving, efficient and responsive to local people’s needs. 	

Theme 3: Connections

Our Intended Outcomes are:	Our Priorities will be to:
<p>3.1 Strengthened our position as a national museum and a recognised ambassador for Scotland.</p> <p>3.2 Strengthened our collections knowledge and expertise nationally through collections-based training and professional exchange.</p> <p>3.3 Increased physical and virtual access to our collections through working in partnership on programmes of loans, exhibitions and research.</p>	<p><i>Maximise the benefits of partnership activity</i></p> <p><i>Extend the reach of our collections within and outside Scotland</i></p> <p><i>Establish a higher profile for our national and international programmes</i></p>
How we will Measure Success:	
<p><u>Key Performance Indicators</u></p> <ul style="list-style-type: none"> • External participation in our annual programme of support for the Scottish museum sector • Reach of media coverage • Value of media coverage • New engagement with our collections and expertise across the world 	
How this Contributes to the Scottish Government's Programme:	
<ul style="list-style-type: none"> • National Outcome 1: we live in a Scotland that is the most attractive place for doing business in Europe. • National Outcome 4: our young people are successful learners, confident individuals, effective contributors and responsible citizens. • National Outcome 13: we take pride in a strong, fair and inclusive national identity. • National Outcome 16: our public services are high quality, continually improving, efficient and responsive to local people's needs. 	

Theme 4: People & Resources

Our Intended Outcomes are:	Our Priorities will be to:
<p>4.1 Met our organisational needs through an Employee Engagement Strategy and programme.</p> <p>4.2 Increased visitor income through donation boxes and charged services.</p> <p>4.3 Increased income through sponsorship, donations, grants and membership.</p> <p>4.4 Increased Gift Aid income from National Museums Scotland Enterprises Limited.</p> <p>4.5 Consolidated the estate in line with the existing estate strategy by disposal/demolition and new build at the National Museums Collection Centre.</p> <p>4.6 Developed retained sites to be fit for purpose.</p> <p>4.7 Reduced our carbon footprint and made improvements across a range of environmental impacts.</p> <p>4.8 Communicated our sustainability commitments, achievements and programmes.</p>	<p><i>Lead and develop people to realise their potential</i></p> <p><i>Increase generated income</i></p> <p><i>Make our estate fit for purpose</i></p> <p><i>Embed sustainability in all we do</i></p>
How we will Measure Success:	
<p><u>Key Performance Indicators</u></p> <ul style="list-style-type: none"> • Absence levels • Permanent salary costs as a percentage of total costs • Non-government income as percentage of total income • Total CO₂ emissions • Percentage of our estate in condition category B or above 	
How this Contributes to the Scottish Government's Programme:	
<ul style="list-style-type: none"> • National Outcome 1: we live in a Scotland that is the most attractive place for doing business in Europe. • National Outcome 14: we reduce the local and global environmental impact of our consumption and production. • National Outcome 16: our public services are high quality, continually improving, efficient and responsive to local people's needs. 	

2.4 Planning

Our strategic, operational and departmental plans join together all strands of working across our different departments to enable staff and the public to see the vision and key priorities of the National Museums. They are:

(i) This **Strategic Plan 2011-16** which sets out our future *strategic direction* for the five financial years and aligns with the UK and Scottish Government's current Spending Review period.

(ii) Our **Operational Plan 2011-16** which outlines the specific *strategic actions* we will complete over the five years. Each of these actions contributes to one or more of our intended outcomes and they drive the content of the Departmental Plans.

(iii) Our internal **Departmental Plans** which detail the focussed and measurable *annual actions* individual Departments will progress.

(iv) The **Individual Forward Work Plans** for each member of staff which include our annual *personal objectives*.

These Plans describe the changes we will make over the five years, and do not detail the ongoing work we undertake and services we provide to the public on a day-to-day basis.

While the core Strategic Framework has remained constant for the five years, our Board of Trustees reviews the overall progress of our Plan on an annual basis. The outcomes of this review process informs our actions for the coming financial year, e.g. an increased emphasis on particular priorities.

2.5 Reporting

National Museums Scotland is accountable for the use of the public funding we receive from the Scottish Government to provide our services and manage our organisation. Each year, we report on our progress and performance in two key public documents:

- Annual Report & Accounts
- Annual Review

The information we provide includes details regarding our: organisation; key activities and achievements; Accounts; Audit; Internal Control; and progress against our Key Performance Indicators over the previous financial year.

SECTION 3: EXTERNAL ENVIRONMENT

3.1 Governance Arrangements

National Museums Scotland is a Non-Departmental Public Body (NDPB), which is a body established by statute outside the departmental system of government. NDPBs are responsible for delivering a specified service to the public and normally receive most of their funding from central government. National Museums Scotland receives the majority of its income from the Scottish Government in the form of an annual allocation of funds known as Grant-in-Aid. National Museums Scotland's sponsor department in the Scottish Government is the Directorate of Culture, Europe & External Affairs which sits within the portfolio of the Cabinet Secretary for Culture, Europe & External Affairs. On a day-to-day basis, National Museums Scotland deals with the Cultural Excellence Team on matters of both policy and funding.

We have a Board of Trustees, the members of which are appointed by Scottish Ministers. The Board is responsible for determining the vision and strategy for our organisation, and for monitoring progress to achieve these. The Executive Team, led by the Director, is responsible for the implementation of strategy and policy, and for operational management and decisions.

3.2 The Scottish Government's Programme

The overall **purpose** of the Scottish Government's programme is:

"To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing economic growth."

To achieve this, the Scottish Government has been aligned to deliver on five overarching **strategic objectives**. These strategic objectives aim to make Scotland: wealthier and fairer; healthier; safer and stronger; smarter; and greener.

Scottish Ministers are committed to the "outcomes based approach" as set out in 2007 in their **National Performance Framework** ten year vision. The Framework demonstrates the Government's performance, and provides a focus for public services on the delivery of the Government's programme and priorities. The Framework is supported by 16 **National Outcomes** which describe what the Government wants to achieve by 2017.

In late 2011, the Framework was refreshed and this included the addition of a **National Indicator** to "increase cultural engagement". With regard to National Museums Scotland's alignment, Theme 2 in our Strategic Framework (Audiences) supports this indicator and our visitor numbers, website visits, and participation in learning activities and programmes provide evidence of how our organisation achieves it. Our performance over the last four years of this Strategic Plan has been very successful. In 2011/12, we accomplished a substantial leap to 2.5 million visitors and 1.3 million website visits for the year, and the figures have stayed high at 2.3 million and 1.6 million respectively for 2014/15.

In July 2012, the Scottish Government wrote to all public bodies setting out a statement on the ways in which the Government expects bodies to 'act corporately' across a range of issues. At the time of writing, National Museums Scotland's alignment to the **Corporate Expectations** is as follows:

Public Service Reform and Community Planning

As noted earlier in this Plan, a key principle running through everything we do is a commitment to increase our efficiency and effectiveness. This includes exploiting any suitable opportunities that arise to make savings and increase externally generated income. National Museums Scotland has consistently met its efficiency and savings targets.

National Museums Scotland is one of the three National Collections bodies, the other two being the National Galleries of Scotland and the National Library of Scotland. Community Planning is less applicable to National Museums Scotland than with other public bodies, given the status of the Collections and remit. In saying that, we actively work in all 32 Local Authority areas in Scotland regarding loans, exhibitions, education and skills development. This is important for increasing access to the National Collections outside Edinburgh and in supporting the development of the Museum sector.

Alignment to the National Performance Framework

National Museums Scotland makes a contribution towards all 16 National Outcomes. However, our work and the services we provide link most closely to the following five Outcomes:

- National Outcome 1: *we live in a Scotland that is the most attractive place for doing business in Europe.*
- National Outcome 4: *our young people are successful learners, confident individuals, effective contributors and responsible citizens.*
- National Outcome 13: *we take pride in a strong, fair and inclusive national identity.*
- National Outcome 14: *we reduce the local and global environmental impact of our consumption and production.*
- National Outcome 16: *our public services are high quality, continually improving, efficient and responsive to local people's needs.*

As noted above, there is a specific National Indicator to “increase cultural engagement”. As one would expect, this high-level Indicator is reflected heavily in our organisation’s Key Performance Indicators (detailed on pages 7-10). Our performance continues to be high and is reported each year in our Annual Report & Accounts.

Youth Employment

Learning Programmes: We deliver a number of learning programmes which are targeted at young people (16-24 year olds) in formal and informal learning, both on our sites and externally, which improve young people’s skills and creativity. For example, ‘Get Energised’ is a schools programme funded by the Scottish Power Foundation where we work with a wide range of schools in a variety of locations across Scotland, building connections with young people and encouraging them to consider science as a career.

Community Engagement Projects: We run successful Community Engagement initiatives which are aimed at young people in education, undergraduates and unemployed people. We have also offered work shadowing experiences and, looking forward, are currently exploring future placement opportunities. Through our ‘Scotland Creates’ project (funded by the Esmee Fairbairn Foundation and Creative Scotland), over the past two years we have worked with over 200 young people (aged 16-24) through four partner museums across Scotland. A key element of the project was to enable the young people to develop new skills and gain experience which could be of value to them in future employment.

Work Placements: We support work experience (15-18 year old school pupils) across our different sites, placing approximately 25 pupils per year from schools. We also support a large number of university students and young people (18-24 year olds) each year as volunteers and in work placements to gain experience in a range of aspects of museum

work including collections, conservation, and learning programmes and events. Some have gone on to gain paid employment with the Museum. We also have growing interest and help from volunteers, many of whom are students, for our 'one off' large events providing them with valuable transferable experience and skills for the workplace.

Museum and Academic Training: We support entry to the Museum profession through our programme of placements and internships which includes close links with the University of St Andrews (Museum Studies), the University of Glasgow (Centre for Textile Conservation) and Museum Galleries Scotland (internships scheme). For example:

- In 2013/4, we hosted an externally funded one year traineeship under the Heritage Lottery funded Museums Galleries Scotland (MGS) intern programme for young people. This was in our National & International Partnerships Department and the trainee subsequently gained permanent employment with National Museums Scotland. We will be hosting another trainee under a new Heritage Lottery funded MGS programme during 2015/16.
- We have successfully applied to become a partner in the British Museum's National Programmes team for the *Learning Museum* in 2015, a HLF 'Skills for the Future' programme 2014-2016.

In addition, we play an active role in supporting academic study at doctorate level through participation in supervision and examination in relevant disciplines with universities across the UK.

Finance

In terms of economic development in Scotland, our core business supports cultural tourism by attracting visitors to Scotland with world-class facilities, exhibitions and research opportunities, largely free of charge. We increasingly help make economic connections internationally through co-operation with priority areas such as China and India.

Scottish Government pay policies, including the Living Wage, have been implemented and have a larger than average impact as we employ a comparatively high proportion of lower paid staff in front-of-house and security services who benefit from the design of the national policy.

Fraud Prevention

National Museums Scotland has proper counter fraud procedures and plans in place, and we participate in the National Fraud Initiative.

Procurement

National Museums Scotland utilises Scottish Government procurement frameworks where appropriate and are currently working with Scottish Procurement as part of their hard facilities management maintenance term contract which combines the estate requirements of a range of organisations to gain economies of scale.

Shared Services

National Museums Scotland has engaged with the shared services agenda in a number of business areas, e.g. our building maintenance contract, which is through the Scottish Government, is shared with Historic Scotland and the Children's Reporter.

We will continue to develop and take such opportunities where synergies exist. For example, for a number of years the National Galleries of Scotland have shared our National Museums Collection Centre site and we are currently exploring options to extend this.

Collaboration

In our *Mary Queen of Scots* exhibition we told the story of an iconic Scottish personality and her life by working in collaboration with other public bodies across Scotland (e.g. Historic Scotland, National Galleries of Scotland and National Library of Scotland), the UK (e.g. the Royal Collection Trust, British Museum) and Europe (e.g. Musee du Louvre and Bibliotheque Nationale de France in Paris) to bring to life this story from our shared history

Human Resources

National Museums of Scotland contributes to benchmarking exercises and to HR Forums, to identify and understand best practice and learn from this to improve our performance. We have also undertaken comprehensive staff surveys since 2004 and have used the findings and trends analysis to develop and deliver both organisational and departmental action plans.

Our Employee Engagement Strategy (mentioned in Section 1 above) has been developed through extensive consultation with staff and trade unions. A comprehensive programme of activities and measures of their success is being implemented. We have also reviewed our competency framework, aligning it with our Strategic Framework, which is used within all key HR processes to ensure delivery of the Strategic Plan.

Transparency

We publish returns under the Public Services Reform (Scotland) Act, our Annual Report & Accounts, the Annual Review, as well as Board minutes and other key corporate documents.

3.4 High-Level Linkages

We work in partnership with a number of public and private sector organisations to support the delivery of our priorities. Our national and international working covers a wide range of activities including formal partnerships, loans and touring exhibitions, informal collaborations, knowledge exchange, and the provision of advice and support.

We are building our international relationships, with a new Strategy which was approved by our Board of Trustees in 2013. We are focusing on areas where international engagement will offer opportunities for enhanced profile, enrichment of collections and expertise, and wider public engagement, including new special exhibitions. The Strategy is enabling us to form more effective partnerships, work more closely with the International team in the Scottish Government and align with national priorities as appropriate. Our recent exhibition about Scottish heritage and Scottish connections across the world (*Common Cause: Commonwealth Scots and the Great War*) helps ensure that Scotland's heritage and influence across the world is recognised and enjoyed now and by future generations.

Working with universities is an increasingly important part of our research work designed to ensure that our understanding of the collection remains current and relevant to our audiences and partners. For example, we are currently working with a consortium of UK universities to explore gaps in the fossil record of evolution, funded by the UK Natural Environment Research Council. Closer to home, we recently signed a Memorandum of Understanding with the University of Edinburgh to promote joint research efforts, which is an approach we are seeking to expand with other Scottish institutions such as Royal Botanic Gardens Edinburgh.

In our national role as the steward of many of Scotland's nationally important collections and as an international centre of excellence, we believe that it is important that we should provide advice and support to the museums community in Scotland. We are building our role in support of national sector development, for example the Heritage Lottery Fund and Scottish Government-funded touring exhibition project *Next of Kin* with eight museums partners from across Scotland (2015-17). National Museums Scotland and the museum partners will share personal stories that reflect individuals and families experience of the First World War through national and local collections. This initiative is also a national knowledge exchange project focused on the exchange of skills in interpretation, collections care and public engagement practice.

SECTION 4: FINANCIAL CONTEXT

4.1 Overview

This Strategic Plan covers the five financial years to the end of 2016 and aligns with the UK Government's current Spending Review timeline. Our budgets over the planning period have focused on enabling us to deliver our priorities and maximise the use of our resources.

In common with much of the rest of the UK public sector, the current financial environment is dominated by the need to manage with less government funding than in the past in real terms and in some cases in cash terms. Reductions in our budgets, increasing competition for visitors and donors, and the demands of an ageing estate continue to present a challenging environment going forward.

Over the planning period, we have implemented a financial strategy designed to cope with the constrained operational funding whilst minimising the loss of public service, and supplementing capital funding with self-generated income. On average, across our capital investment programme we match every public pound with a self-generated pound ensuring the public and the Scottish Government get double value for their money.

We are looking for ways we can enhance income in revenue terms, but this is more difficult to achieve as there is currently a relatively small pool of willing funders. Without government funding at similar levels to now, it will be difficult to continue to self-generate income at current levels.

It should be noted, however, that our ability to continue to secure non-government sources of funding is significantly dependent on the continuance of Government investment at current levels. Further reductions in Government Grant in cash or real terms will inevitably impact on our ability to secure funds elsewhere.

4.2 Spending Review Outcomes 2011-16

We are now in the final year of the Spending Review period and we can see how our finances have changed. Cost increases and savings over the Spending Review period are summarised below:

	2011/12	2012/13	2013/14	2014/15	2015/16	Total
	Budget	Budget	Budget	Budget	Budget	
	£000	£000	£000	£000	£000	£000
Income and Expenditure						
Cuts/Pressures						
Grant-in-Aid cut	885	-	101	(98)	(100)	788
Staff Costs – pay & oncost changes	205	126	348	444	633	1,756
Ops Costs – committed additional costs	50	174	285	624	527	1,660
	1,140	300	734	970	1,060	4,204
Income Generation/Savings						
Income generation	109	102	(32)	76	154	409
Staffing cost reductions	486	166	609	288	295	1,844
Major Exhibitions - net cost fluctuation	-	-	(204)	219	47	62
Operational cost reductions	545	32	361	387	564	1,889
	1,140	300	734	970	1,060	4,204
Deficit	-	-	-	-	-	-

Over the five year period, we have experienced funding reductions and cost pressures of £4.2 million, principally the growth of staff costs in accordance with national pay policy and operational costs (mainly energy) combined with a significant cash reduction in Grant-in-Aid.

This has been funded mainly through a combination of staffing and operational cost reductions. We implemented a major staff voluntary exit scheme in 2012 based on organisational redesign and reduction of staffing numbers. We closed the National Museum of Costume. We also took all suitable opportunities to improve operational efficiency, always keeping in mind the quality expectations of the people that visit our national museums.

2015/16

In the final year of the planning period, inflation and cost increases are expected to add £1.1 million to net costs. This is partly driven by additional staff costs, principally the cost of staff progression through their pay grade and pay increases set out by the national pay policy. There is also the significant increase in the cost of the employers' contribution to the civil service pension scheme in 2015/16 and provision to fund a voluntary exit scheme for staff. In operating costs, increasing energy costs continue to be a major pressure although less than in recent years. The other changes originate from two sources:

(i) Fluctuation in exhibition costs: the programme of exhibitions is under development and the variety of exhibitions creates significant variability on both costs and income from year to year.

(ii) Revised energy consumption: the energy budget has been revised upwards partly to reflect the experience of operating the National Museum of Scotland since re-opening and to provide for expected consumption at a new storage building currently under development at the National Museums Collections Centre. This is a necessary investment in improving the care and protection of the collections through improved environmental control and management. With the improved environmental management in place, it should be possible to improve on these costs in the future and work is in progress to identify energy saving measures.

In anticipation of these challenges, an income generation and savings programme was designed and implemented from 2011/12 onwards. The programme is expected to yield savings of a further £1.1 million in 2015/16, much of which repeats in future years and therefore has a much greater cumulative effect over time. The majority of the savings come from four sources:

(i) Reductions in the levels of investment in our museums.

(ii) The final elements of the staff cost savings arising from organisational redesign.

(iii) The impact of further elements of our review of office and storage accommodation reaching implementation e.g. vacating and selling Leith Customs House in 2015.

We also expect growth in some sources of income. We have been notified that our Grant-in-Aid for 2015/16 will increase in cash terms. Overall our self-generated income reduces in 2015/16 but this is a temporary effect of the special exhibition programme which has fewer than usual exhibition days during the year which reduces both costs and income. Excluding special exhibitions, our efforts to self-generate more of our income have been hindered in recent years by the wider economic situation. However, as the economy improves and our ability to identify and engage new funders grows, we expect to see an improvement in self-

generated income provided that our Grant-in-Aid does not contract so rapidly that the concept of match funding becomes difficult to sustain.

Over the next year, it is expected that the savings and new income generation measures implemented will balance the actual and anticipated growth in costs and loss of income.

4.3 Financial Summary

The impact of the changes noted in Section 4.2 above gives an Income and Expenditure Budget as below:

	2014/15	2015/16
	Budget	Budget
Income and Expenditure	£000	£000
Income		
Grant-in-Aid	20,422	20,522
Other income	3,052	2,853
	23,474	23,375
Expenditure		
Salaries	13,540	13,878
Operational Costs	9,934	9,497
	23,474	23,375
Savings or additional income to be identified	-	-

As indicated above, the current savings and income generation programme plus the increase in Grant-in-Aid is expected to meet the challenge of rising costs in 2015/16.

However, beyond this Spending Review period and therefore beyond the scope of this Plan, if Grant-in-Aid is further reduced and/or costs continue to grow, a deficit will emerge requiring to be tackled by a further programme of savings and income generation measures. Given the work which has already been undertaken over the past few years, delivering such a programme of further cost reductions and increased income would prove to be a considerable challenge. Nevertheless, early planning for this scenario is already being undertaken with, for example, the possibility of a Voluntary Exit Scheme for staff being operated in 2015/16.

4.4 Capital Projects

Committed Capital Projects

We have committed to three major capital projects in the remainder of this Spending Review period. The Scottish Government has provided vital financial support to these projects, especially for the National Museums Collection Centre and backlog maintenance element of projects which underpin all of our services. Across our capital investment programme we have been able to use Scottish Government funding to leverage an equal amount of funding from other sources. Without this pound for pound investment being seeded by Scottish Government funding, these projects would probably not happen.

All of this work is of critical importance if we are to continue to offer excellence to the people of Scotland and visitors from abroad:

- National Museum of Scotland Masterplan implementation, Phase 3 -
This involves the renewal of a further ten exhibition galleries within the National Museum of Scotland which will leave a further final two galleries at this site to be renewed at a later stage. The anticipated cost of this phase is £14.12 million. Approval has been given by the Heritage Lottery Fund for a grant of £4.85 million towards this project, and the Wellcome Trust has allocated £1.3 million for the biosciences element of the project. Matched funding is currently being sought through fundraising from Trusts, individuals and the corporate sector, with good progress being made. With the backlog maintenance funding from the Scottish Government, we are also carrying out roof and glazing renewal works to the building as part of this project.
- National Museums Collection Centre Masterplan implementation -
This has involved demolition of existing buildings and construction of a new storage building in Granton at a cost of £11.84 million. This replaces unsuitable collection facilities at Port Edgar, which were vacated as part of the construction of the new Forth Crossing, and unsuitable facilities in Leith Customs House. In addition, we expect to commence work on improving storage, research and conservation facilities at the Centre by 2015/16 at a cost of around £2.85 million, with confirmation awaited of Scottish Government Capital Grant-in-Aid allocated for 2015/16.
- National Museum of Flight Masterplan implementation, Phase 2 -
This involves the £3.63 million restoration of two of the historic hangars, the installation of exhibitions for the first time and the introduction of environmentally friendly ground source heating. Part funding has been provided by the Scottish Government as the project addresses key site backlog maintenance issues, and approval has been given by the Heritage Lottery Fund for a grant of £1.3 million towards this project. Further funds will be sought from Trusts, individuals, and the corporate sector.

Backlog Maintenance

In addition to our capital projects, we are working to reduce a backlog of property maintenance works, which reached a peak value of £19.1 million at 31 March 2011. This is being addressed by working with the Scottish Government to implement our Estates Strategy over the long-term, which is estimated to last up to ten years, covering the current and the next two Spending Review periods. The strategy is based around the major projects listed above, vacating unsuitable premises and a detailed programme of smaller scale works, all of which is supported by Scottish Government and other grants. To date, the Scottish Government has committed £3.6 million for backlog maintenance in this Spending Review, in addition to the support specifically for the National Museums Collection Centre project.

We intend to use any additional funding made available in the future to reduce our backlog maintenance liability further. We have made good initial progress on addressing this issue and are currently re-assessing the value of backlog maintenance. However, new maintenance liabilities continue to emerge over time and a liability of up to £13 million remains to be funded. This continues to be a significant challenge and risk for the organisation:

- National Museums Collection Centre -
Despite considerable investment in recent years, major risks remain at this site. This is due to the continuing occupancy of four wholly unsuitable post Second World War buildings. We are, therefore, developing proposals for a further phase of construction at the National Museums Collection Centre. In addition to removing the remaining high risks to the collections, the work would create an essential focal point for collections access, research, loans and touring exhibitions. As part of this, we will continue to explore the scope for joint developments with National Galleries Scotland and Historic Environment Scotland as they develop their plans on the land adjacent to this site.
- National Museum of Flight -
A key immediate risk is in relation to the four internationally significant aircraft currently housed in the open air at the site and also Concorde, which is currently in a temporary home. Our current investment planning for the next ten years therefore includes a proposal to construct a new hanger to house all four of these 'at risk' aircraft and provide a long term location for the iconic Concorde.

Environmental sustainability is embedded during the design stage of our capital projects, with appropriate environmental technologies incorporated such as building management control systems, LED lighting, increased insulation and thermal efficiency of the fabric of buildings over and above building regulation requirements. For example, ground source heating is being installed within Hangars 2 and 3 as part of our current major project at the National Museum of Flight.

SECTION 5: RISKS AND DEPENDENCIES

5.1 Overview

While our plans for the future are ambitious, their achievement depends on a number of key factors. In particular, we continue to face challenges in maintaining and renewing our displays and estate. Although good progress has already been made, we have to sustain our efforts and target further investment at completing this work.

5.2 Risks

Backlog Maintenance

Maintenance of premises that are fit-for-purpose is critical for our continued success. We need to enable staff to work effectively, visitors to enjoy our museums in comfort and safety, and to be able to safeguard the priceless National Collections for future generations. Our Estate Strategy includes an assessment of the current estate, its condition and its performance. We are committed to further improvement and better maintenance of our estate to a sound, operationally safe condition but our success hinges on our ability to secure further funding for estate improvements.

Building & Display Renewal

Beyond normal maintenance, we have a range of buildings which require comprehensive refurbishment, with some facilities in need of replacement. This means even after current investment projects are complete, some 30% of our internationally important objects will be in accommodation below acceptable levels. If this is not addressed, there is a risk that the Trustees of National Museums Scotland are unable to fulfil their statutory duty to care for the collections.

Loss of Skills and Experience

There is inevitably a risk that when staff leave, whether under a voluntary exit programme or in other ways, that skills and experience built up over a number of years may be lost to the organisation. Wherever possible, processes, knowledge and procedures will be documented to minimise this risk.

Public sector Pay Policy and funding constraints is having an increasing impact on recruitment:

- For a range of specialised roles we recruit from a restricted pool of specialists in a variety of fields, many outside Scotland and sometimes outside the UK.
- In some fields, it is becoming increasingly difficult to recruit due to salary issues and this risks compromising our ability to deliver our and Government's priority outcomes.

5.3 Dependencies

Financial Framework

We worked closely with the Scottish Government and the other National Collections bodies in 2013/14 to devise and implement new financial arrangements to ensure our reserves of self-generated income are available for use when needed. Support from the Scottish Government enabled these to be available for use by the end of 2013/14.

Grant-in-Aid Reductions

Our main source of funding is Scottish Government Grant-in-Aid. The Scottish Government has been very supportive in recent years in providing additional short-term funding for major projects and backlog maintenance, and has recently announced increases in the cash value of Grant-in-Aid. However, due to the overall national context of public expenditure constraint, the cash value of the Grant in the closing year of this Plan (2015/16) is lower than the closing year of the previous Plan (2010/11), and energy prices have increased sharply and implementing national pay policy will have added significantly to our costs over the five years. Sustaining services in such a context is challenging and the other risks highlighted here are amplified by growing financial pressures.

STRATEGIC ACTIONS 2011-16

COLLECTIONS THEME

STRATEGIC PRIORITY 1: ACHIEVE MORE FOCUSED AND AMBITIOUS COLLECTING, AND REVIEW THE EXISTING COLLECTIONS

	Actions to achieve this Priority
(i)	Implement our Collections Development Strategy.
(ii)	Increase external funding to maximise leverage, extending the reach of our Purchase Grant.
(iii)	Cultivate relationships with potential donors and lenders to enhance our collections.

STRATEGIC PRIORITY 2: ENABLE GREATER ACCESS TO OBJECTS, INFORMATION AND EXPERTISE

	Actions to achieve this Priority
(i)	Disseminate collections information through digital media projects, exhibitions, publications and other channels.
(ii)	Implement a rolling five year programme of research including externally funded projects, integrated with public programmes and partnerships.
(iii)	Devise and deliver effective and prioritised programmes for disposition of and research access to stored collections as part of a new Collections Services Strategy.

STRATEGIC PRIORITY 3: IMPROVE PRESERVATION OF THE COLLECTIONS FOR FUTURE GENERATIONS

	Actions to achieve this Priority
(i)	Increase percentage by area of collection storage meeting best practice through improved arrangement and storage furniture in new and existing buildings.
(ii)	Devise and deliver effective and prioritised conservation programmes as part of a new Collections Services Strategy.

AUDIENCES THEME

STRATEGIC PRIORITY 4: CREATE INSPIRING AND MEMORABLE VISITOR EXPERIENCES

	Actions to achieve this Priority
(i)	<i>Deliver phase 2 the Royal Museum Project, to achieve target numbers and high levels of visitor and stakeholder expectations (achieved in 2011/12).</i>
(ii)	Complete phase 3 of the Masterplan for the National Museum of Scotland.
(iii)	Produce a plan for Phase 2 of development and an update to the site Masterplan for the National Museum of Flight.
(iv)	<i>Produce development plans for the National Museum of Rural Life, and the National War Museum (action now deferred to next strategic plan period).</i>
(v)	Develop and deliver a vibrant programme of charged for and free special exhibitions and associated public programmes at the National Museum of Scotland in collaboration with UK and international partners.
(vi)	Produce a plan for delivery of Phase 4 of the Masterplan for the National Museum of Scotland.

STRATEGIC PRIORITY 5: ENABLE MORE PARTICIPATION AND DIALOGUE WITH A BROADER RANGE OF AUDIENCES

	Actions to achieve this Priority
(i)	Introduce and then maintain 'Insights into Collections' to increase access to collections and collections knowledge.
(ii)	<i>Progress 'Sounds Global' for the Olympic Games 2012 (achieved in 2012/13).</i>
(iii)	Develop a new strategic phase of learning and programmes activity across Scotland as a means of extending the reach of collections.
(iv)	Maximise profile through marketing and media channels, including web and social media, to engage target audiences and deliver the Marketing & Communications Strategy.

STRATEGIC PRIORITY 6: EXPLOIT DIGITAL APPROACHES AND TECHNOLOGY TO INCREASE ACCESS TO COLLECTIONS

	Actions to achieve this Priority
(i)	Develop the new National Museums Scotland website into a hub for rich multimedia experiences, dynamic resources and interactivity.
(ii)	Develop and deliver a programme for increasing the breadth and depth of collections on-line.
(iii)	Develop content accessed through web and mobile platforms for exhibitions.

CONNECTIONS THEME

STRATEGIC PRIORITY 7: MAXIMISE THE BENEFITS OF PARTNERSHIP ACTIVITY

	Actions to achieve this Priority
(i)	Build and extend new and existing relationships, informal and formal, at national and international level which enhance and support our public programming activities and ambitions.
(ii)	Increase external funding to enhance national and international programmes.

STRATEGIC PRIORITY 8: EXTEND THE REACH OF OUR COLLECTIONS WITHIN AND OUTSIDE SCOTLAND

	Actions to achieve this Priority
(i)	Deliver an annual programme of support for the Scottish museum sector and cross-Scotland partnership working.
(ii)	Building national and international partnerships based on our Research Strategy.
(iii)	Establish a touring exhibitions programme.

STRATEGIC PRIORITY 9: ESTABLISH A HIGHER PROFILE FOR OUR NATIONAL AND INTERNATIONAL PROGRAMMES

	Actions to achieve this Priority
(i)	Increase international profile and connections through our International Strategy.
(ii)	Maximise recognition in Scotland, the UK and internationally through a strategic communications and media relations programme.

PEOPLE & RESOURCES THEME

STRATEGIC PRIORITY 10: LEAD AND DEVELOP PEOPLE TO REALISE THEIR POTENTIAL

	Strategic Actions to achieve this Priority
(i)	<i>Develop an Employee Engagement Strategy which will deliver the strategic priorities aligned with our values (achieved in 2011/12).</i>
(ii)	Develop, implement and measure progress of a programme aligned to our Employee Engagement Strategy.

STRATEGIC PRIORITY 11: INCREASE GENERATED INCOME

	Strategic Actions to achieve this Priority
(i)	Increase income from donation boxes and museum admission charges.
(ii)	Increase research income through partnership, consultancy and grants, and achieve an appropriate contribution to overheads.
(iii)	Deliver our Development Strategy to support an agreed menu of priority activities through annual capital and revenue fundraising.
(iv)	Achieve projected Gift Aid payments from National Museums Scotland Enterprises Limited.
(v)	Increase income through public programmes activity.

STRATEGIC PRIORITY 12: MAKE OUR ESTATE FIT FOR PURPOSE

	Strategic Actions to achieve this Priority
(i)	Implement the next phase of the project to improve accommodation for staff and support facilities at the National Museum of Scotland.
(ii)	<i>Complete the relocation of staff and activities from Building 8 at the National Museums Collection Centre (achieved in 2011/12).</i>
(iii)	Create a Masterplan for the National Museums Collection Centre and implement the first phase of this as a replacement for the Port Edgar collection store.
(iv)	<i>Implement the first phase of the project to address our significant backlog maintenance issues. (achieved in 2014/15).</i>

STRATEGIC PRIORITY 13: EMBED SUSTAINABILITY IN ALL WE DO

	Strategic Actions to achieve this Priority
(i)	Reduce our Carbon footprint through the implementation of our Carbon Management Plan.
(ii)	Implement a monitoring programme and targets for reducing energy consumption.
(iii)	Make improvements across a range of environmental impacts such as waste and travel, and communicate our achievements.

FINANCIAL PLAN 2011-16

	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Budget	Budget
	£000	£000	£000	£000	£000
Operational Income and Expenditure					
Income					
Grant-in-Aid	20,997	20,625	20,324	20,422	20,522
Other Operational Income	1,810	2,748	3,261	3,052	2,853
Less: Transfer to Capital	(308)	(504)	-	-	-
Total Income	22,499	22,869	23,585	23,474	23,375
Expenditure					
Salaries	13,598	13,087	13,079	13,540	13,878
Operational Costs	9,172	9,220	9,049	9,934	9,497
Donation to NMS Charitable Trust	-	2,026	1,500	-	-
Total Expenditure	22,770	24,333	23,628	23,474	23,375
Deficit or savings to be identified	271	1,464	43	-	-
Major Projects Income and Expenditure					
Income					
Scottish Government Grant-in-Aid	1,920	2,150	6,050	5,950	2,200
Transfer from operational income	308	504	1,635	899	399
HLF (Heritage Lottery Fund)	2,630	-	207	983	4,970
Fundraising via NMS Charitable Trust	2,092	-	-	2,551	8,718
Use of reserves and asset sales	316	-	-	-	650
Total Income	7,266	2,654	7,892	10,383	16,937
Expenditure					
NMoS Galleries Phase 2	5,810	152	-	-	-
NMoS Galleries Phase 3	-	107	564	2,056	10,686
NMoS Galleries Phase 4	-	-	-	50	-
Chambers St Public Realm	-	-	-	-	200
NMCC – New Building	-	747	5,171	6,078	186
NMCC – Building 1	-	-	-	300	2,150
NMoF Phase 2 - Hangar Renewal	-	-	133	500	2,966
Backlog Maintenance minor projects	-	471	774	530	399
NMS Purchase Fund	250	200	200	200	200
National Fund for Acquisitions	150	150	150	150	150
Other projects & equipment	1,056	827	900	519	-
Total Expenditure	7,266	2,654	7,892	10,383	16,937
Scottish Government Grant-in-Aid Funding					
Operational - cash					
Running Costs	20,997	20,625	20,324	20,422	20,522
Capital - cash					
Purchase Grant	250	200	200	200	200
National Fund for Acquisitions	150	150	150	150	150
NMCC – New Storage Building	1,220	600	4,800	4,100	-
General (Inc. Backlog Maintenance)	300	1,200	900	1,500	1,850
Total – Cash Grant-In-Aid	22,917	22,775	26,374	26,372	22,722
Non-cash Depreciation (incl impairment)	3,068	4,192	4,192	4,192	4,192
Total Grant-in-Aid	25,985	26,967	30,566	30,564	26,914

Cover image:

i-LIMB, the first commercially available prosthetic hand to have five individually powered fingers, developed in Edinburgh.