

Culture Radar

*Supporting Strategic
Change in the Arts*

A Sustainable Future for Heritage & Culture in Moray: Appendices

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Appendix 1: Draft Terms of Reference for Moray Heritage Forum

DRAFT Terms of Reference: Moray Heritage Forum

Introduction

The Moray Heritage Forum is a cohort of heritage leaders (professional and voluntary) and stakeholders who have come together following the Discover Moray's Great Places project to drive collaboration and partnership for mutual benefit in Moray, and to deliver a sector change and development 'Route Map'. The Route Map builds on existing research and plans generated by the Discover Moray's Great Places project and is intended to move the heritage community in Moray forward in a sustainable manner.

The role of the Moray Heritage Forum is to inform, guide and monitor delivery of the 'Route Map', and delivery of the Moray Strategic Framework Development Project.

The activities of the Forum, and the Moray Strategic Framework Development Project, together constitute the 'Route Map' and are funded by a National Lottery Heritage Fund grant.

The Route Map will be delivered between [**] 2020 and [**] 2022. On completion of the project the Forum will be dissolved.

The Terms of Reference (TOR) outlined here are designed to guide the operations and functions of Moray Heritage Forum.

Aims of the Moray Heritage Forum are to:

- Come together to lead and shape a shared vision and purpose for heritage, with Moray's broad heritage community
- Develop partnership and leadership skills to deliver positive change
- Begin to demonstrate the impact and ambition for Moray's heritage for future heritage fundraising and investment
- Build and strengthen sector and funding relationships
- Deliver a new operating model to sustain Moray's heritage-long term

Member benefits

Volunteer Members of the Forum will receive no financial remuneration. but will be credited in project materials and reporting. Additionally, it is expected Members will benefit from their experience by gaining:

- A better understanding of their strengths as heritage leaders and change-makers
- Greater confidence in their advocacy and influencing skills
- Strengthened networks and relationships across the heritage and funding sector
- Increased confidence in seeking out and engaging with regional decision and policy-makers.

The Role of the Moray Heritage Forum

The Tasks of the Moray Heritage Forum are set out in the Route Map Milestones available [here – hyperlink].

The role of Forum Members in delivering the Route Map Milestones are summarised below:

Type	Role
Meetings	<p>Attend Moray Heritage Forum meetings, contribute to agendas and inform and advise on progress of Route Map activities.</p> <p>The Forum will convene [4 / 6] times per year.</p> <p>In 2020 these will be held on:</p> <p>[**] 2020</p> <p>[**] 2020</p> <p>[**] 2020</p>
Funding applications	<p>Working with the prepared Route Map project outline to:</p> <ol style="list-style-type: none"> 1. Submit a completed application for open project funding to National Lottery Heritage Fund by ** March 2020 2. Inform / advise on funding applications prepared by Suppliers as part of Milestones 3, 4 or 5
Recruitment	<ul style="list-style-type: none"> • Recruit suitably qualified Suppliers / Coordinator to deliver the activities set out in Milestones 3 and 4 of the Route Map
Research	<ul style="list-style-type: none"> • Inform and advise on the scope and design of research, evaluations and audits to be commissioned and delivered by Suppliers as part of Milestones 3 and 4 • Review, discuss or comment on research findings as they emerge with the Supplier / Coordinator
Operating structure development	<ul style="list-style-type: none"> • Lead, advise and contribute to the scoping, planning, delivery and administration leading to a new operating model for heritage as set out in Milestone 5.
Networking	<p>Outwith Forum meetings (and within reason) commit to participation at relevant public or sector events that support or contribute to delivery of the Route Map</p>
Marketing & Communications	<ul style="list-style-type: none"> • Encourage heritage community engagement and participation in the activities delivered by the Forum or the development project through personal and professional communication channels and networks. • Liaising with Supplier / Coordinator to support distribution of marketing and communication messaging to raise awareness of outputs from, and participation in Milestone 3 and 4 activities.
Administration and Reporting	<ul style="list-style-type: none"> • An eligible Member of the Forum will be responsible for being lead partner for its funding agreement with National Lottery, financial management of the grant and maintaining a budget for the project.

	<ul style="list-style-type: none"> • Forum Members are responsible for monitoring the project’s financial reporting and budget. • The Forum collectively has responsibility to coordinate formal project reporting, keeping Meeting and Working Group minutes to supply to supply to funders / stakeholders as requested (within reason, and in adherence with current GDPR laws) • An annual report on Forum activities, income and expenditure to be published, circulated to stakeholders and submitted to its funder as • A rota for circulation of agendas, minute and note taking will be employed for equality of the Members.
Decision-making	<ul style="list-style-type: none"> • Final decision-making on Forum activity is agreed through a formal vote by a quorate group. Where relevant, advice from stakeholders may inform the Forum, but decision-making remains with Forum Members.

Recording of volunteer time

Members of the Moray Heritage Forum fulfil their role in a voluntary capacity. Following NLHF Guidance, activities which fall naturally under a HLF volunteer category include both skilled, unskilled, professional labour.

Forum Members agree to record their volunteer contribution (in hours) as in-kind contribution to the project. Total volunteer hours will be used in annual reporting.

Selection and Member competencies

Selection will be by nomination of peers and stakeholders. Members should demonstrate suitable skills and experience to fulfil Forum tasks as set out in the Route Map in the form of a CV, prior to accepting these Terms of Reference.

Forum Partnership Culture

To develop and maintain good partnership principles, and to avoid conflicts of interest, Forum Members agree to the following:

- The Forum’s atmosphere and culture will be based on openness, trust and honesty
- The Members agree to work towards collective benefit of Moray’s heritage (rather than the individual gain of their respective groups, companies or organisations)
- That Forum members have the skills and expertise to appropriately manage public funds and facilitate delivery of the Route Map
- Members taking time to establish efficient methods of working together and communicating effectively and regularly
- Having a clear understanding of the collective responsibility of the Forum, and individual responsibilities in delivery tasks on the Route Map or delegated Working Groups
- Reviewing and updating this ToR annually to ensure it is still fit-for-purpose
- Announcing closure of the Forum once all necessary project and funder reporting has been completed in ** 2022.

In addition:

To support transparency, best practice and avoid conflicts of interest in the spending of public funds:

- Paid work to be contracted to deliver activities set out in the Route Map shall not be

awarded to individuals, or companies/organisations affiliated to Forum Members

- Groups, companies or organisations affiliated to Forum Members should not benefit disproportionately from activities or benefits delivered through Route Map activities.

Role of the Moray Heritage Forum Chair

- The Chair (elected by Forum Members and stakeholders) is elected for the duration of the Route Map project, not to exceed 2 years.
- The Chair is responsible for ensuring the Forum operates in accordance with its ToR.
- The Chair should facilitate meetings of the Forum to enable it to fully exercise its role and agenda.
- The Chair is responsible for ensuring Forum meetings are conducted in an atmosphere conducive to constructive and open dialogue

Composition of the Moray Heritage Forum

Founding Members of the Forum are:

[List names of Members' names]

We (the following) accept these Terms of Reference and agree to operate in accordance with them in fulfilling our roles as Members of the Moray Heritage Forum:

[Name]	[Signature]	[Date]
[Chair]		
[Name]	[Signature]	
[Member]		

Appendix 2: Draft Supplier / Coordinator Description

The following is a draft outline for a Supplier / Coordinator to be contracted to deliver Milestones 3 and 4 of the Route Map. It can be edited to reflect the Forum's preference for a company supplier / individual prior to issue.

DRAFT INVITATION TO TENDER: MORAY STRATEGIC HERITAGE FRAMEWORK DEVELOPMENT PROJECT

[Date]

Overview

The National Lottery Heritage Funded Discover Moray's Great Places Coast & Country project ran from August 2018 - March 2020, supported by a broad range of regional and sector stakeholders.

A final stage of the project was to commission consultancy from Culture Radar to explore long-term sustainability options for heritage and culture in Moray, to:

- Review existing approaches to and capacity for fundraising and income generation across the sector in Moray, and to explore opportunities to strengthen and sustain this over the long term
- Explore the need and options for a strategic operating model to support and develop regional heritage and culture for the long term.

The key conclusion, outcome and recommendation of the consultancy are:

- **Conclusion:** There is a need for an over-arching operating model to present a cohesive strategic vision for heritage, informed by and aligned to regional priorities and sector best practice, to lever regional investment and partnerships for the long-term sustainability of heritage in Moray
- **Outcome:** Development of the Moray Strategic Heritage Framework aligning Moray's heritage strengths with regional and sector priorities to make a case for partnerships and investment in the medium- to long-term
- **Recommendation:** That essential sector development work was needed to inform decisions for a Moray heritage operating model, and build the partnerships, capacity and investment needed for it to successfully launch and deliver the Strategic Framework.

Project Details

A Route Map setting out the development milestones and actions needed to successfully achieve the launch a new operating model and delivery of the Strategic Framework was prepared and forms the basis of a National Lottery Heritage Funded development project.

The project partners now wish to contract specialist expertise to deliver key Milestones from the Route Map which can be viewed here [hyperlink] and collectively move Moray's heritage sector forward to long-term sustainability.

The appointment of a suitably qualified Supplier / Coordinator is pivotal to the success and delivery of Milestones 3 and 4 of the Route Map.

Project Timescales

It is expected the contract will start in ** 2020 and be complete by ** 2022.

Requirements and outcomes

The Supplier will work closely with relevant stakeholders to ensure effective and efficient delivery of Milestones 3 and 4 of the Route Map, with responsibility for the overall coordination, implementation, execution, control and completion of the activities and meeting the needs and goals of the sector, and requirements of the project funder, National Lottery Heritage Fund.

Core deliverables of the project are detailed in the Route Map, with key milestones including:

- **Sector research and audits:** commissioning and project management of sector research and evidence gathering in relation to Moray's heritage conservation needs, digital skills and capacity, regional heritage impact and evaluation
- **Piloting business skills and volunteer development projects:** partnering with and delivered by relevant sector and regional suppliers
- **Audience and market development projects:** coordination of projects with key partners and national agencies to identify and extend audiences and engagement with Moray's heritage
- **Establishing benchmarks and targets for best practice:** informing new operating model's values and best practice targets for leadership, diversity, volunteering, governance and partnerships.
- **Fundraising and investment planning:** Develop (or commissioning qualified sub-contractors) fundraising and investment models for new operating model
- **Securing fundraising and investment:** Deliver (or commissioning qualified sub-contractors) to raise required funds for a new operating model and its project streams prior to May 2022.

Additional requirements include:

- Attendance and facilitation of Moray Heritage Forum meetings as required
- Co-ordination, marketing and promotion of Moray Heritage Forum and relevant Route Map activity
- Marketing and promotion of Route Map activity to the wider heritage sector in Scotland including, including online and social media
- Reporting on delivery progress to Moray Heritage Forum and National Lottery Heritage Fund
- Commission and work with external suppliers and evaluators to ensure effective monitoring and evaluation of Milestones 3 and 4 of the Route Map in line with NLHF requirements.

Project Reporting

The successful supplier will report at all stages of the project to Moray Heritage Forum.

The Supplier/Coordinator will be contracted and managed via the project's lead partner, [Moray Speyside Tourism / AN Other], and will report to Moray Heritage Forum. A designated member of [lead partner] staff will arrange a reporting schedule following contract.

Allowance should be made by the Supplier for attending meetings as may be required with Moray Heritage Forum, [Moray Speyside Tourism] and related Moray stakeholder groups.

Experience

Essential experience or proven track record in the following:

- Project management and delivery of heritage sector development projects
- Experience of delivering / managing National Lottery Heritage Funded projects
- Fundraising and income planning, and reaching fundraising targets
- Research, evaluation and feasibility studies
- Business and programme planning
- Building, managing and maintaining productive cross-sector and multi-stakeholder partnerships and relationships
- Experience of working with voluntary organisations, groups and boards
- Knowledge or experience of heritage management / conservation, volunteering, governance, implementation of digital innovations for heritage business and/or engagement and sustainability.

Budget

The budget for delivery of the project is £***** in total (including VAT) and should include for carrying out all stages of work, and relevant consultant fees. A breakdown of the budget should be supplied with a proposal, including a schedule and breakdown of time for all involved personnel. For the avoidance of doubt, the budget is all-inclusive.

Proposals

Proposals are invited from suitably experienced suppliers and consultants. Partnership consultancy approaches will be considered provided they cover all areas of the work required, and delivery is within budget.

Proposals should include:

- A brief summary of methodology to be used including project work plan and timetable
- Details (and CV) of the individual(s) carrying out the work
- Evidence of required experience and examples of similar projects undertaken within the last three years
- Breakdown of costs in £ excluding VAT.

Supplier Tender Submissions

Selection of a supplier will be by competitive, quality and best value basis, using a scored assessment that balances quality and price in the ratio 80:20.

Suppliers are asked to submit a proposal detailing relevant experience and how they will approach delivery of the brief.

Shortlisted suppliers will be asked to interview to comment in more detail on their methodologies for the contract.

Key dates

- Proposals submission deadline: [date]
- Interviews for shortlisted suppliers: [date]

- Appointment of successful supplier: [date]
- Inception meeting: [date]

All applications received will be acknowledged.

Ownership and Copyright

The ownership and copyright of all project material including research findings, data, pilot and programme designs will remain with Moray Heritage Forum, which reserve the right to publish or distribute materials as required.

Appendix 3: Summary of the Desk Research

Introduction

Desk research was tailored to three key areas to inform project outcomes:

1. National, regional and sector strategic priorities
2. Income and sustainability in the UK heritage sector
3. Over-arching operating models for heritage

The aim was to discover priorities, best practice and potential investment routes against which a strategic approach for change, development and sustainability for heritage and traditional culture in Moray could be made.

A summary of key findings in each area of the desk research follows.

1. National, regional and sector strategic priorities

National policy and strategies

- **Inclusive economic growth:** strong Scottish Government commitment through its Draft Culture Strategy and Scottish Government Economic Development Strategy.
- **Place-based investment:** the Scottish Government's *National Planning Framework* and its *Agenda for Cities* commits to helping create high-quality, diverse and sustainable places that promote wellbeing and social benefit, whilst attracting investment, growing the economy and strengthening tourism. Arguments for joined-up, strategic approaches are made in the 2019 *Cultural Cities Enquiry* making the case for new, productive place and city partnerships between public, private and culture/heritage sector.
- **Community empowerment:** this is driven by a growing global policy emphasis on cultural rights, social democracy, citizenship, diversity and health and wellbeing. At UK local government level, this can be seen in increased support for devolved decision-making - from participatory budgeting around local services, to the use in Mayoral cities of civic match-crowdfunding.
- **Rural economy:** continued and growing recognition of the value of, and need to protect, landscapes, habitats, cultural heritage and social traditions of rural areas. LEADER funding has been critical to this in some areas, with new rural investment programmes potential.
- **Heritage infrastructure** – National Performance Framework includes indicators to increase cultural engagement, improve the state of Scotland's historical sites and improve Scotland's reputation.

Moray-wide strategies

- **The Moray Economic Development Strategy 2019 – 2025** mirrors national ambition and features the need to attract and retain talent to its rural economy, with strategies to encourage settlement of young people and families and to address gender inequality in employment.
- **The Moray Growth Deal** will see an exciting new Cultural Quarter in Elgin directly linking regeneration with culture and heritage through Grant Lodge (showcasing Moray's food, drink, textiles and artist studios and gallery spaces), the Town Hall (theatre, performance

and UHI Moray College Creative Industries Hub) and a large 4/5-star hotel on outskirts of Elgin to support cultural tourism.

- Currently (beyond contemporary food, drink and textiles industries) there is no reference or connection made between Moray's heritage and traditional culture and its economic development aspirations.

Key regional stakeholder strategies

- **Highlands and Islands Enterprise's Ambitious for Culture** strategy prioritises economic and social growth, melding enterprise with support for critical communities across Moray. In partnership with Creative Scotland, HIE invests in the We Make Moray Place Partnership to support culture's contribution to tourism through activities and authentic experiences for visitors, while strengthening Scotland's offer on the international stage and helping creative businesses to start, grow and develop. In partnership with Moray's Great Places, HIE has invested in and supported the development of heritage ***
- **Moray Speyside Tourism BID:** makes a powerful case for growth building on the region's unique tourism assets and empowering local businesses to benefit by putting them at the heart of decision-making, getting away from reliance on public sector funding. Tourism is currently a seasonal industry in Moray, with many heritage organisations closing in the winter months (which impacts on income generation potential). The strategic addition of winter festivals and marketing has been incorporated as part of the long term growth strategy for tourism.
- **The University of the Highlands and Islands Strategic Vision and Plan 2015 – 2020** sets out its innovative approach to learning and distinctive research enriched by the people, natural environment, economy, culture and heritage of Moray and its communities. In it the University commits to acting as a force for economic, social and cultural change across the region by connecting and collaborating with businesses, public and third sector partners and communities.

National heritage body policies and strategy

In reviewing the strategies of Historic Environment Scotland, Museums Galleries Scotland, Scotland's Regeneration Forum (SURF) a number of priorities emerge supporting, and demonstrating the heritage contribution to Scotland's economic development, such as:

- Increasing economic and social wellbeing through engagement with heritage and natural environment
- Increasing the diversity of boards, staff and volunteers as well as the visitors to and audiences for heritage (with education and tourism identified as key groups)
- Supporting community empowerment through engagement in decision-making, and linking heritage and creative assets for community and rural regeneration

A number of cross-cutting themes also emerge to support delivery of these objectives, including:

- Increasing sector leadership and collaboration, particularly around leveraging strategic investment from public, private and voluntary sectors into the sector
- Improving skills and capacity across the sector
- Protecting and sustaining the nation's heritage assets for future generations to enjoy

2. Income and sustainability in the UK heritage sector

Most national funding agencies for heritage, culture and the arts are in the process of or have recently reviewed their funding models. This is in response to:

- Policy change
- Availability of both public and private funds
- Increased competition
- A need to encourage adoption of new approaches to income generation and business modelling, collaboration and adoption of digital solutions for sustainable heritage/culture businesses.

In some sectors (e.g. arts and contemporary culture) traditional ‘one-size-fits-all’ models of sustainable funding and support are largely breaking down in favour of flexible models drawn together around common interests and needs, with signposting to specialist expertise and advice from expert bodies and agencies.

Typical funding and income for the heritage and traditional culture sector

The table below sets out the main types of funding and income in use within heritage and traditional culture. Traditional fundraising is the heritage sector’s ‘comfort zone’ in terms of income generation.

Traditional fundraising	Investment finance	Enterprise
Grants (public and private)	Repayment finance	Retail
Individual giving	Blended finance	Café
Legacies	Public / private investment grants	Experiences / tours
Endowments	Secured loans	Merchandise
Corporate sponsorship	Bridging loans	Venue hire
In-kind / match funding or sponsorship	Growth / development capital	Publications
	Community shares / ownership	Services (including expertise, facility hire, training, education outreach, health & wellbeing engagement and services)
	Credit unions / community finance	
	Equity finance	

Use of investment finance within the heritage and traditional culture sector is relatively new, and where it has been experimented with, it tends to have been in charities, social or community enterprise organisations either of scale, or with some finance/business expertise.

Enterprise approaches are familiar in some heritage and culture settings, successfully where there are sufficient operational and organisational structures in place to support it.

Looking at the different skills required by organisations to access either grant funding or investment is useful when thinking about likely skills development for the heritage sector long-term.

Currently there is a significant gap between the skills and capacity of Moray’s largely volunteer-led heritage community which is dependent on public funding and traditional fundraising, and a self-sustaining heritage sector utilising a broad range of income and enterprise.

Traditional fundraising	New finance and enterprise
<p>Fundraising knowledge and skills</p> <p>Making the case for public/private funds (social, cultural, charitable impact)</p> <p>Knowledge and networks to reach eligible funding pots</p> <p>Funder / business sponsor relationship management</p> <p>Fundraising strategy, applications writing, sponsorship proposals</p> <p>Marketing to grow audiences, giving / gifts</p> <p>Restrictions on use of grant aid</p> <p>Reporting: project impacts (social / cultural)</p> <p>Governance / legal structure - charity mindset with fundraising focus ('give, get or get off')</p>	<p>Financial, commercial knowledge, expertise</p> <p>Making the case for investment readiness (financial/social return / growth)</p> <p>Access to low interest, flexible repayment finance, and capacity to grow networks beyond heritage sector</p> <p>Investor relationship management</p> <p>Business strategy, investment proposals and applications</p> <p>Marketing to grow customers / selling opportunities / export</p> <p>Reporting: investment impact (growth / profit)</p> <p>Governance / legal structure – fit for management and decision-making around new finance Strong financial management and risk mitigation</p>

The heritage workforce

A UK-wide survey in 2016 (commissioned by Arts Council England, Museums Galleries Scotland, the Museums Association, and the Association of Independent Museums) finds that, based on its 2,000 respondents, the sector’s biggest workforce concerns are:

- **The lack of diversity** in the heritage sector, which is predominantly peopled by white, older, well-educated females. Due to the high levels of volunteering in the sector, it can also be difficult for new graduates to ‘break in’ to roles without taking on unpaid internships or voluntary roles.
- **A lack of training and support for volunteers** – many of whom are contributing a high number of hours of support.

- **Lack of capacity to manage change or innovation** – due to organisational structures and internal cultures which can lead to an inability to develop best practice
- **Lack of fundraising and income expertise** - a fifth of the workforce (22%) reported having to ‘take on’ income generation as part of their job descriptions, although it wasn’t an area of expertise
- **Poor succession planning** means a high risk of losing valuable specialist knowledge around heritage and collections due to retirement.

Audiences for heritage and traditional culture in Moray

Jura Consulting delivered audience research for the Discover Moray’s Great Places steering group in 2018. The report provides a visitor profile for future business and income development.

Survey results show that annual visitor numbers vary greatly (from 300 to 91,000) depending on the scale and type of heritage recording (which is currently inconsistent) and that the majority (50%) of heritage respondents were motivated to grow engagement with tourists, but were less motivated (12%) to grow engagement with families, younger children or diverse audiences.

This supports an argument for linking a sustainability strategy for heritage with tourism, with incentives for increasing engagement with local young people and families who might provide a year-round visitors, spend and contribute to economic development priorities.

Overall, heritage respondents to the survey report key barriers to engaging with audiences including:

- Inadequate marketing of the heritage offer
- Inadequate visitor facilities and services
- Competition from other attractions in the region
- Limited collaboration between heritage organisations
- Lack of capacity in some organisations to drive marketing or audience engagement.

Discover Morays Great Places is addressing some of these barriers with marketing initiatives aimed at raising awareness of heritage offer with small tourism-related businesses.

The sector will also need to become motivated to engaged broader audiences with heritage (beyond tourists) if it is to make a strong case for investment and funding. Exploring business models and initiatives that attract young people and families, and working with partners (such as the Tourism BID among others) will help to diversify Moray’s heritage audience.

3. Over-arching operating models for heritage

Local authority trends - Scotland

The financial crisis, demographic change and national policy priorities are impacting significantly on local authority services with Councils looking for cost effective solutions for statutory, and alternative models for non-statutory services.

For many councils this has meant transferring out leisure, culture and museums services, and their related capital buildings (e.g. theatre, galleries, libraries and museums) in a range of models and solutions.

In OSCAR and Grant Thornton evaluations of local authority transfers, the majority of culture and heritage solutions have been in the form of:

- Arms-Length External Organisations (ALEOs are wholly-owned but arms-length organisations operating with Council subsidy but able to fundraise and earn income independently)
- Complete divestment of assets into independent Trusts or culture companies, but with the inclusion of a self-generating income stream as part of the transfer (e.g. ticket purchasing, sales, membership).

Other models such as social enterprises, joint ventures, joint provision with other councils (often neighbouring, as happened recently in Moray with High Life Highland temporarily managing its leisure service), service level agreements and contracts.

Transferred-out organisations that have thrived tend to be those that have:

- Aligned their activities with regional or national priorities (e.g. economic development)
- Clarity before transfer of business plans, future support (or not), income assumptions from assets being transferred, liabilities, running costs and tax arrangements
- Ensured they have recruited the appropriate skills into the new organisations to deliver a business plan (i.e. have not replicated a council 'service' model outside the council)
- Strict transparency and accountability in governance to avoid conflicts of interest

The literature emphasises however that there is no 'like-for-like' model that will easily translate from one council region to another.

The recommendation is each Council must respond to its own unique local context, develop a clear strategy and business model, and from this, decisions about appropriate governance models should be made.

In Moray, the Council's announcement in October 2019 of the closure of its Museums Service passes responsibility for establishing future support and sustainability solutions to the sector.

It is important however that any next steps taken by the heritage community include dialogue with the Council to enable re-engagement in the future if appropriate.

Key findings from the desk research

- Currently, Moray's tourism and its contemporary food, drink and textiles industries are considered important to the region's economic development. Heritage and traditional culture however are not referenced within its regional strategies and plans.
- The strategic priorities where heritage and traditional culture could align a development strategy are enterprise (e.g. through place-based and rural regeneration); tourism; education; and communities.
- There are cross-cutting priorities emerging across heritage sector strategies around: leadership and governance (particularly in relation to leveraging strategic investment into the sector); skills; diversity; and protecting and sustaining heritage assets for the future.
- 'One-size-fits-all' support structures are largely giving way to more flexible approaches with sectors coming together around shared interests and needs, and signposting to specialist expertise and advice.
- There is a universal need to diversify and build the skills of boards, staff and volunteers if the sector is to be able to sustain itself and prepare for the future. In particular attracting and retaining professional heritage skills and business and development skills.
- There is an urgent need to manage volunteer succession planning to avoid knowledge drain and in the sector.
- The sector will also need to become motivated to look for audiences and income beyond tourism, building and offer and business models that might help to attract and retain young families or professionals living in Moray year round. This would have the benefit of diversifying audiences, and the potential pool of volunteers, but also increasing spend and engagement with Moray's heritage.
- There is no 'like-for-like' operating model that will easily translate from one council region to another.

Appendix 4: Summary of Consultation Findings

Introduction

The purpose of consultation was to:

- Explore existing skills, resources and barriers to fundraising and income development for heritage and traditional culture in Moray to inform the scope, level and type of activities an over-arching operating model may need to support.
- Assess existing operating models, networks and assets in use across the sector to explore attitudes and experience in relation to governance and strategic partnerships that might support or hinder income generation and sustainability.

The following notes are drawn from meetings and consultations conducted by Culture Radar between October and November 2019.

A full list of the organisations and individuals consulted with in the timeframe can be found in Appendix 7.

Moray's track record in securing investment for heritage and culture

In the last ten years, several individuals and organisations (public and private) have either made successful bids for strategic funds, or successfully developed heritage and culture 'businesses'.

Large-scale partnership projects such as Castles to Cathedral to Cashmere successfully raised £420k from Heritage Lottery, the Moray Council and Highlands and Islands Enterprise and Elgin also benefitted from a major Conservation Area Regeneration Scheme grant of £3+m.

Privately run attractions such as Gordon Castle have developed thriving heritage businesses with diverse commercial income streams (e.g. runs as a venue, gin production, branded products, outdoor cinema, film and theatre festivals).

Grantown East Heritage and Cultural Trust has accessed substantial capital investment and runs a successful catering, retail and visitor attractions employing staff.

Morayvia near Lossiemouth has a growing sustainable heritage tourism offer which has secured government investment, project funding and generates income from growing visitor numbers.

Elgin Museum, which lost public funding some years ago, has a focused business and heritage strategy. With professional-level volunteers they have been able to both conserve and develop their collection, and access capital funds to renovate the museum with ongoing feasibility studies that will realise income in future.

Some volunteer run organisations, such as Forres Heritage Trust and Forres Area Community Trust, have successfully taken on community asset transfers and are operating heritage buildings with income generation from visitors and room bookings, and running much-needed services for their community in partnership with non-heritage funders (e.g. older person befriending scheme, a skate park, food bank etc).

Sponsorship from local business and industry (predominantly food, textiles, wind farms and engineering) does exist, but tends to be relatively small, on a case by case basis with most having a limit of £1,000 - £5,000 for local spend.

There are also non-heritage organisations such as tsiMoray which benefit heritage sector organisational indirectly through support, training and access to broader funds via public health programmes or through LEADER funding (2012 – 2020).

Formal and informal networks

Many organisations we spoke to expressed mistrust about some existing bodies or networks. In some cases, this was in relation to conflicts of interest (where fund steering group members had also benefitted from that fund) or a sense of some networks or groups being a 'closed shop'. In other cases, strong feelings of being undervalued or ignored by 'authority' or left out of strategic projects were noted.

Considering the timing and context for this work, some negativity in responses (particularly in relation to Council announcements) was to be expected. However, many consultees noted concerns in relation to conflicts of interest (i.e. a small group of people involved in decision-making across many organisations), and/or a lack of governance and transparency in the activity, eligibility or financial management of some networks or partnerships.

Despite this, organisations actually provided strong evidence that a broad range of active (if largely informal) networks and partnerships across the region do already exist.

Moray's Heritage Connections was mentioned by many as having been a conduit bringing together c.30 of the region's groups and organisations. It has a website and meets four times a year. Set up originally with funding from Moray Council and HLF, and with support from Moray Speyside Tourism, the group had been a proactive vehicle for information sharing, advice and coordination of some basic activities. With funding cuts, the group no longer has a coordinator and activity has largely ceased. With organisations ranging from Baxter's Highland Village to the Moray Burial Ground Research Group the capacity and needs of group members are different, and they do not represent *all* of the heritage offer in Moray.

Moray Speyside Tourism (BID) was regularly referenced as a support to individual organisations (through training, promotion and networking opportunities) advice and as an important conduit and lever for heritage business development. Visit Scotland and Visit Britain were also referenced.

The HLF/HIE funded **Discover Moray's Great Places** and the Creative Scotland/HIE funded **We Make Moray Place Partnership** were referenced by organisations who were or had been active in the projects they had delivered. The Discover Moray's Great Places Symposium on 15 November 2019 was generally seen as a positive event bringing together a broad range of heritage and culture sector individuals for the first time in a creative way.

Findhorn Bay Arts was referenced as an organisation people looked to and respected as 'making things happen', securing funding, or had provided opportunities for heritage organisations to engage with its arts events.

Involvement in the **North East 250**, (a partnership by Ballindalloch Castle and the Glenlivet Distillery, with support from food, drink, construction, legal and accommodation sponsors in the area) was seen as a pro-active network positioning a number of Moray heritage organisations with others across the extent of the North East, extending their reach and map of their marketing.

Membership of specialist networks such as **Historic Houses** for Ballindalloch Castle provides targeted marketing to dedicated visitors of castles and historic buildings. And membership of the **Heritage Trust Network** links both the Cabrach Trust and Forres Area Community Trust into a UK-wide network of peers, specialist advice, networking and learning events, access to on-line resources and a business pairing scheme.

Both **The Elgin Museum** and **The Falconer Museum** have strong academic networks and links (with University of the Highlands and Islands, Aberdeen University, Glasgow School of Art, and national and regional museums across the UK) as well as managing international relationships with, and requests from, professionals from institutions (museums and educational) in relation to their collections. Both organisations informally support and advise each other around collections and facilities.

In terms of built heritage, many organisations referenced national bodies and funders as having provided support and advice including, **National Lottery Heritage Fund, Historic Environment Scotland, Built Environment Forum Scotland, Architectural Heritage Fund** among others (e.g. **LEADER, The Elgin Fund**).

In terms of business development, some organisations had accessed advice or support from the **Scottish Council for Development and Industry**, the **National Farmers Union Scotland**, the **Scotch Whisky Association**, **tsiMoray**, the **Elgin BID** (business and development advice), and liaising with **Moray Council**

There were fewer references to international partnerships or links, although Burghead Heritage Trust mentions partnership with Televaag Museum in Norway, and Dance North referenced partnerships with British Council funded projects with Canadian Quebecois groups, and active collaboration with similar organisations in Norway, Finland.

Visitors

As with previous audience research, there was a broad range of visitor numbers reported by the organisations we spoke to, ranging from under 100 to 90,000, which reflects the broad range and type of heritage on offer in Moray.

While some organisations do collect visitor information, there is a lack of consistency about how organisations record and report their figures currently. Some supply their figures to Glasgow Caledonian University for their Scottish Visitor Attraction Barometer. However, there is no collation of that data for the sector to evidence its impact overall, or contribute to business development at a local level.

Overall, Moray Speyside Tourism recorded visitors of 800,000 in 2018 – but there is currently no way of presenting a heritage community contribution to that number.

Prevalent structures and governance

A broad range of operational structures are evident across heritage organisations and groups in Moray, mainly charities, charitable trusts, membership organisations, Community Interest Companies, limited companies and charity structures.

There has been a relatively high number of community asset transfers with several community development trusts in place. The Forres Area Community Trust, Forrest Heritage Trust, Glenlivet and Tomintoul Development Trust have taken on several capital assets between them. The Friends of Grant Lodge are in the process of discussing an asset transfer with Moray Council with the Friends of Elgin Town Hall also concluding terms with the Council.

Several organisations noted that they were considering changing structures as part of their organisational development and sustainability planning: Findhorn Bay Arts is in the process of converting to charitable status from a company; Forres Heritage Trust may in future consider social enterprise.

At a Moray-wide level, it is notable that several professional (or retired professional) people have been active on boards and steering groups for a long time, which must result in some conflict of interest in terms of good governance in a small geographical area.

Heritage and third sector organisations such as **National Lottery Heritage Fund, Community Fund, Museums Galleries Scotland, tsiMoray** among others provide support and advice around best practice for volunteering, governance and board development. **Arts & Business Scotland** has recently launched *New Voices: Fresh Perspectives*, a recruitment programme for young people on arts and heritage boards with funding from Moray's local **William Grant Foundation** (Dufftown).

These suggest there is a broad range of public and privately funded routes to support, develop and diversify local governance.

Staff and volunteering

Of the organisations with paid staff, one employs around 10 people (a private company) with others reporting 1 – 2 employees but on a project-funded basis.

The majority of organisations are volunteer run delivering governance, organisational and heritage functions between them.

Volunteer numbers range from a few, to over 60. While this creates a large pool of support for the organisation concerned, it also requires complex management of large groups of individuals with very different reasons for involvement. Similarly, some individuals noted they volunteered for more than one local group or charity, which sometimes left them stretched.

There was an understanding from the organisations themselves of the limitations of volunteers (in skills, demographics, succession planning) and the need to find new, younger cohort to take on volunteering, but attracting volunteers with specific skills could be hard.

At a local level, the heavy reliance on volunteering should be acknowledged in terms of sector fatigue, capacity, diversity and skills – issues shared with the UK heritage sector, and with Moray's economic development strategy.

Fundraising, income and costs

The majority of organisations and groups consulted used a mix of fundraising and income approaches.

- Fundraising is focused around charitable donations, public and privately funded grants and legacies.
- Self-generated income included a broad range from retail, tours and visits, entrance fees/ticket sales, self-catering lets, venue rental and events.

The key costs for most organisations included repairs and maintenance of buildings, utilities and administration. For organisations with staff, the additional employment costs were noted.

In terms of where organisations saw future opportunities for growth / increasing income, many noted:

- Potential through tourism generally and the Tourism BID specifically
- Linking with or developing more events
- Developing better attractions, services and facilities for visitors

Some organisations were recognised by others to have been particularly successful in growing income, fundraising and sponsorship (**Morayvia, Findhorn Bay Arts**), in developing their organisations strategically and accessing developing funding (**The Elgin Museum**) and developing partnerships and accessing funds beyond the sector for community benefit (**Forres Area Development Trust, Glenlivet and Tomintoul Development Trust**).

Key findings from the consultations

- Although there was no clear shared vision for heritage emerging from the consultations, there was a strong desire to be more connected with broader Moray objectives and investment opportunities
- Evidence of several organisations of different types demonstrating entrepreneurial tactics and strategic focus for their organisations.
- For the most part, it is a lack of capacity and relevant skills, and high dependence on retirement-age volunteers, that limits ability to implement change, new business models, or benefit from opportunities available
- Substantial sums have been raised for town or region development / sustainability projects
- There is evidence across the sector of networking and partnership at different levels across Moray, into neighbouring regions, across the UK and internationally.
- Strong evidence of community empowerment around and engagement in heritage and traditional culture through high levels of volunteering and community asset transfers
- Broad range of operating and business model – and an understanding that governance and structure plays an active part in long term sustainability options
- It is notable that a small pool (of largely retired professionals) have been active on a range of boards and steering groups for a long time creating potential conflicts of interest and contributing to a lack of diversity on heritage boards.

Appendix 5: Moray Heritage SWOT

The following SWOT was conducted following the consultation process, reflecting on findings from the desk research and emerging strategic and best practice priorities.

Strengths

- Moray has a wealth of heritage collections, buildings, intangible, natural and industrial heritage assets
- The sector is knowledgeable, intensely passionate about its heritage, is naturally entrepreneurial and has had success in raising income and funds
- There is a strong desire to have Moray's heritage strategically and purposefully linked with Moray's bigger picture for the future
- There are sector strengths that align with regional and national priorities for economic development (particularly into enterprise, tourism, education and communities)
- The sector has a broad understanding of the change needed for sustainability (skills, diversity, leadership and networks) – its capacity that's the issue
- There is national agency development support in areas important to Moray's sustainability (sector and organisational change, business development, digital, income generation)
- The sector has embraced community empowerment and engagement with heritage and culture (from volunteering to community ownership)
- There is shared desire for future collaboration and peer support across the region that will help heritage and culture to thrive

Weaknesses

- The sector presents a complex mix of heritage types, organisational structures, sizes and business models – there is no 'one-size-fits-all' support package
- No consistent evaluation or monitoring of the impact and successes of the sector for case-making
- Largely older voluntary sector lacking in the resource, capacity and skills to preserve and maintain heritage assets, and not motivated towards long term business development
- Sector fatigue – volunteer community already delivering a huge amount, and often stretched over more than one asset
- No one is championing the contribution of heritage and traditional culture at a strategic level (although some links exist)
- Withdrawal of public service support over time has slowly increased the gap in sector support and resilience
- Currently limited participation and engagement with younger, diverse local population or visitors – weakens ability to make case for many funds with strategic

Opportunities

- Build on the legacy of Discover Moray's Great Places to develop a coherent shared vision for the future of heritage and traditional culture in Moray
- Opportunity to come together around shared needs (at a strategic level), reaching out to national agencies to for sustainable development
- Opportunity to effectively build a case for the sector's contribution to key regional priorities e.g. Enterprise, Tourism, Communities and Education, opening up pathways to investment
- Opportunities to refresh partnerships and networks through collaborative projects and pilots that support economic and sector development priorities
- To continue to deliver the outputs and assets generated by Discover Moray's Great Places (marketing and interpretation assets) supporting local business engagement with heritage
- Strategic funding to explore and develop innovative digital solutions for Moray heritage sustainability, potentially in partnership with education and national funders
- Social investment and civic crowdfunding
- Leave the door open for the Council to contribute or 'come back in'

Threats

- Negativity and decline through the gradual removal of public funding and support means there is a danger the sector becomes 'stuck' and is unable to move or realise potential from the assets in Moray
- Sector fragmentation and a failure to engage with funders and policy makers in a strategic, collaborative way threaten the sector's ability to attract strategic investment and partnerships and the sector is left behind in Moray's economic development
- Failure to demonstrate relevance in economic, cultural and social terms puts Moray's heritage 'at risk' due to lack of support from key audiences and stakeholders
- Long term sustainability is threatened if the current sector demographic (older/retired volunteers) is not augmented with skills that can realise income, business and digital innovation and digital solutions, and innovation to protect and conserve the volunteer workforce's rich intellectual property
- The lack of professional expertise in both business development and heritage and collections damages sector's reputation and credibility with major funders and agencies
- Community asset transfers require a high level of organisational skills and capacity – needs constant review and augmentation of skills and volunteers to avoid risk

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Appendix 7: Participants and Consultees

Introduction

Culture Radar conducted regional consultations and interviews between October and November 2019 across Moray. Consultations were achieved through phone, Skype and face-to-face meetings, and via regional events including:

- Moray Fundraising Seminar, 1 Oct 2019
- Moray's Great Places Heritage & Culture Symposium, Moray College, Elgin, 15 Nov 2019
- Moray's Heritage Connections AGM, 28 Oct 2019

The October to December timeframe was insufficient to deliver a full, detailed survey of heritage income and fundraising in Moray, or to delve into the complexity of employment, workforce and volunteering skills. Conversations and consultation findings were referenced against national trends emerging from the desk research.

Context for the consultation conversations:

- This was the final piece of work commissioned by the Discover Moray's Great Places project
- Moray Council announced the forthcoming closure of its Museums Service on 29 October 2019
- A public crisis meeting in Forres (22 October 2019) in relation to the future of the Falconer Museum (which, as the last of the Council's heritage assets will be closed temporarily)

The timing of the consultations therefore coincided with critical levels of change in the sector.

Heritage sector individuals and organisations taking part in face-to-face meetings or group survey relating to the consultancy project:

- Burghead Headland Trust – Hilary Gloyer
- Covesea Lighthouse Community Company – Chris Tuke, Chairman
- Dance North – Elizabeth Egan, Diane Smith
- Dufftown 2000 Ltd – Steve Oliver
- Elgin Museum – Janet Trythall, Claire Herbert
- Findhorn Bay Arts – Kresanna Aigner, Samantha Fraser
- Findhorn Village Heritage – Sue Finnegan
- Fochabers Museum – Kay Griffin
- Forres Area Community Trust – Debbie Herron, Development Manager
- Forres Heritage Trust – Bob James, Vice Chairman
- Friends of the Falconer Museum – Michael Rhind, Gordon Scott, Christine Clerk, Dr John Barrett, Ruth Fiskin
- Moray Heritage Connections (Chair) and Garmouth Heritage Trust – David Mackay
- Moray Council Museums Service - Anne Owen
- Glenlivet and Tomintoul Development Trust – Rebecca Irons
- Kinloss Abbey Trust - Sir James Dunbar-Nasmith
- Moray Burial Ground Research Group – Ruth McIntosh
- Morayvia – Stan Barber
- Pluscarden Abbey – John Gleeson

Sector stakeholders

- Creative Scotland – Karen Dick (Acting Head of Place Partnerships)
- Glasgow School of Art, School of Design & Innovation, Altyres - Dr Pedro Almeida
- Grant Lodge – Sarah Nicholson (Secretary)
- Heritage Associates – Helen Avenell (Director)
- Heritage Lottery Fund in Scotland – Tom Ingray-Counter (Senior Investment Manager)
- Museums Galleries Scotland - Lucy Casot (CEO), Jacob O’Sullivan (Collections and Interpretation Manager), Joe Traynor (Head of Museum Development)
- Sunderland Culture Co – Keith Merrin (Director)
- SURF Scotland – Andy Milne (CEO)
- tsiMoray – Jackie Maclaren (Leadership Team), Jo Smithson (Community Development Officer)
- University of Highlands and Islands Archaeology Institute - Martin Carruthers (Lecturer in Archaeology)
- We Make Moray Place Partnership – Sandra Morrison (Place Partnership Coordinator)

Sector and stakeholder attendees, public consultation event, Forres, 9 December 2019:

- Ballindalloch Estate - Guy Macpherson Grant
- Burghead Headland Trust - Hilary Gloyer
- Claire Doughty Publicity - Claire Doughty
- Elgin Museum - Stewart Halkett, Janet Trythall, Jen Kelshaw
- Falconer Museum - Peter Taylor
- FIB/Forres Area Community Trust - Sandra MacLennan
- Findhorn Bay Arts - Kresanna Aigner
- Findhorn Village Heritage - Tim Negus
- Forres Area Tourism Network - Joanna Taylor
- Forres Heritage Trust - George Alexander
- Friends of Falconer Museum - Gordon Scott, Dr John Barratt, Christine Clerk, Michael Rhind
- Glasgow School of Art - Marianne McInnes
- Glasgow School of Art - Dr Pedro Almeida
- HA Heritage Associates - Helen Avenell
- Highlands and Islands Enterprise - Karen Chamberlain
- Katherine Chen Zhao
- Kinloss Abbey Trust - James Dunbar Nasmith
- Logie Estate - Penny Laing
- Lossie High School - Fionna Shearer
- Morays Heritage Connections - David Mackay
- Moray LEADER - Chris Muir
- T&G Landscape Partnership - Jackie Taylor
- TSI Moray - Jo Smithson
- VisitScotland - Jo Robinson
- WDC - Lisa Farley
- We Make Moray, Creative Place Partnership - Sandra Morrison

With thanks to Moray’s Great Places Steering Group

- Jim Royan (Chair)
- Ian Urquhart
- Lord Lieutenant Grenville Johnston
- Highlands & Islands Enterprise - Fiona Robb
- Moray Speyside Tourism – Laurie Piper, Shona Donnelly
- Moray Council Economic Development - James Grant, Reni Milburn, Kirsty Conti
- Findhorn Bay Arts – Kresanna Aigner