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# Introduction

## *We make art work for everyone*

At the National Galleries of Scotland we are passionate about art and its power to move, to inspire, and to connect with people of all ages and backgrounds. The collection that we look after is extraordinary in its quality and breadth, ranging in date from the Middle Ages to the present day. This amazing national resource should be available for everyone to use for their own purposes and in their own way – artists, curators, schoolchildren, students, residents of Scotland, overseas researchers and tourists; this is our purpose as an organisation - to make art work for everyone.

This plan sets out our ambitions for the period 2022-2027. In a period of dramatic change, and with society striving to recover from the impact of the global pandemic, we have looked afresh at our strategy for the coming years. Our fundamental vision, *Art for Scotland, Inspiration for the World* remains relevant, but we have given renewed focus and energy to some key aspects of our aims and priorities. This includes an even greater emphasis on the part that we play in helping to address the climate emergency; catalysed by recent events, including the Black Lives Matter movement, we have also looked at our existing work in all areas of equalities, diversity and inclusion, with the aim of creating meaningful change in our approach; and we want to place the health and wellbeing of our colleagues and our audiences even more centrally in all our work.

The plans that we describe here are framed by exciting developments. We are in the final phase of the Scottish National Gallery Project, due to open in 2023, with superb new galleries for the historic Scottish collection. Another major project, The Art Works, aims to completely transform the way we care for and share the national collection, on-site, on-line and on tour. We have consulted widely on a new brand and positioning for NGS which will help us to communicate and engage with our audiences in a more inclusive and open manner.

Across everything we do, we acknowledge the generous support of a great many supporters and stakeholders. NGS is both a charity and a government sponsored public body and our strategy is framed by the wider priorities of Scottish Government. As we move forward, we are eager to embrace change rather than simply revert to old ways of thinking and working. Our approach is also informed by on-going dialogue, internally and externally. We welcome any comments you may have on our plans.

Sir John Leighton  
Director-General

Benny Higgins  
Chairman

## Context

The setting in which we will operate from 2022-2027 is challenging. At the time of writing, we are witnessing the horrors of war in Ukraine which will have far-reaching and unimagined consequences across the world for many years to come. The experience of the pandemic has highlighted the crucial role that art and culture plays in society, for example in improving physical and mental wellbeing and combatting isolation. The enthusiastic response of audiences when they returned to our Galleries after periods of lockdown demonstrated very clearly the genuine desire that people felt for access to the collection and our programme. Similarly, an increased dependence on technology has opened new possibilities to change the way we live and work with an even greater potential to encourage participation in our activities and widen our reach. However, the pandemic has also increased concern about the inequality of opportunity in our society, in relation to education, health, welfare and economic prosperity. And there continues to be huge pressure on public funding which is likely to intensify in the coming years.

Our strategy is designed to help us address these challenges, to remain relevant to the society within which we operate and to meet the expectations of key stakeholders, including the Scottish Government. The priorities of Government are set out in the National Performance Framework and we demonstrate our alignment with these below. Government has also indicated that it will have a strong focus on three key areas in the coming years; tackling child poverty; addressing climate change; and supporting economic recovery. We believe that NGS can make an important contribution across all of these issues. More generally, in an unstable world, access to art and culture encourages us to explore community, identity, history and inspiration for the future. Art is a universal language with the power to connect us to each other and to ourselves and we believe that this is needed now, perhaps more than ever before.

## National Framework

NGS receives its core funding from Scottish Government. While the strategies and policies of NGS are the responsibility of our Board of Trustees, we work within the wider context of policy established by Government and we are closely aligned with Scottish Government's purpose, priorities and National Performance Framework. The Culture Strategy, which was published in 2018, also sets out a vision of a country where culture is valued, protected and nurtured. It is this strategy, and the broader context of government priorities, within which NGS has built its own strategy.

### National Purpose:

To focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth.

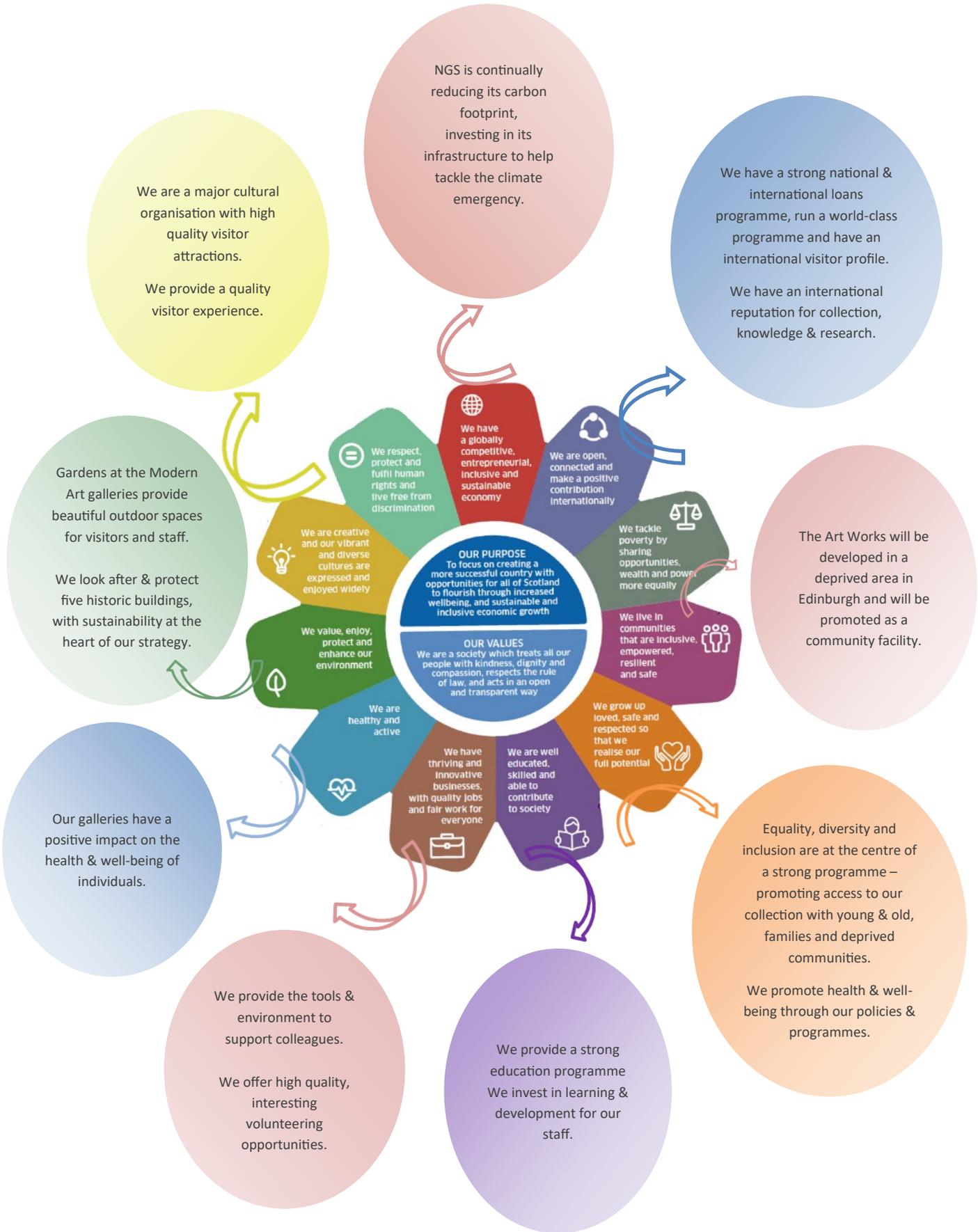
### National Priorities:

The Programme for Government 2021-22 focuses on how Scotland will be led out of the pandemic, but this sits alongside the drive to address the climate emergency, the drive to eradicate child poverty and building an economy which secures sustainable, inclusive growth for everyone across Scotland. While contributing to Scotland's recovery, NGS also aims to contribute to those three very specific priorities:

- **Climate Change**  
Cultural institutions have a role to play in supporting society in the transition to low carbon and NGS recognises the part it needs to play in combating the climate and ecological emergency by establishing our on route map to net zero.
- **Child Poverty**  
NGS will continue to encourage access to the nation's fine art collection for all young people, offering a safe space and child-friendly environment in which to learn. Our learning and engagement programme provides many opportunities within communities including the provision of "art fuel" packs and free lunches during school holidays as part of some of our onsite activities.
- **Stronger Greener Fairer Economy**  
NGS is playing an active role in assisting Scotland recover from the pandemic. We are committed to investing in our infrastructure in the greenest way, investing in the restoration of the culture sector while supporting the health and wellbeing of the people of Scotland and using art to tackle inequalities across the sector.

### National Performance Framework:

The National Performance Framework sets out national outcomes and indicators, against which progress is tracked in order to give a measure of Scotland's wellbeing. The national outcomes have been mapped against some of NGS's activities to demonstrate how we support this strategy and assist in its delivery.



# National Strategy: Delivery Plan for the National Strategy for Scotland's Museums and Galleries 2020-2022

In March 2020, Museums Galleries Scotland launched the final delivery plan in support of the national strategy. This Plan details four areas of strategic focus, which align with government priorities and reflect new challenges in the context in which we operate: Workforce Development, Developing Sector Resilience, Responding to the Climate Emergency and Increasing Digital Capacity. Museums Galleries Scotland is in the process of consulting with the sector to update this strategy.

In the meantime, NGS has continued to deliver within the context of the current national strategy, sharing its aims and areas of strategic focus.





Colour of Summer - Move, Make, Colour, Create NGS Family Day. Photo by Roberto Ricciuti.

## **Our Purpose**

Art working for everyone

We believe that art is a universal language. It has the power to connect us to each other and to ourselves. In everything we do, we strive to make art work for everyone.

## **Our Vision**

Art for Scotland: Inspiration for the world

We are inclusive, original and ambitious – we will make the national collection accessible to all and inspire curiosity across the world.

## **Our Aims**

We have three, over-arching aims that are closely inter-connected and which support and strengthen each other, to help deliver our vision.

### Increased participation

- We want to welcome and include everyone, reaching more people and more diverse groups.
- We want to open up conversations with our audiences to discover new ways to experience and explore the collection together.

### Greater impact

- We want to make sure our work is both world-class and relevant.
- We will make an active contribution to some of the key challenges facing society, including improving health and wellbeing, combatting inequality and addressing the climate and ecological emergency.

### Investment in our future

- We will invest to make the most of our people and their talents, knowledge and skills, our collection and buildings. We will take a long-term view about investing in all these areas, making sure everyone has a role to play.
- We will create more secure and varied sources of income so that we become more self-sufficient, financially.

## Our Values

### *Inquisitive*

Our audiences are our inspiration. They stimulate our curiosity. We listen, we question, we play, we imagine.

### *Daring*

We're courageous enough to embrace change, we're brave enough to experiment and bold enough to provoke new ways of seeing.

### *Generous*

We share our passion and our knowledge generously; building creative and collaborative relationships with artists, audiences, partners and each other.

### *Rigorous*

We strive for excellence and coherence in everything, achieving the very best we can by making the most of every asset.



## Our Assets

People: we have a dedicated, professional team, with a wide range of skills and specialist knowledge.

Collection: we look after a world-class collection consisting of more around 200,000 objects

Buildings: our estate includes five Grade- A listed buildings in the centre of Edinburgh

Technology: harnessing the potential of new technology and digital working is a crucial part of our approach

Partnerships: collaborative working with partners at home and abroad is central to the way we operate.



Conservator Lesley Stevenson working on the large Scottish painting Christ Teacheth Humility, 1847 by Robert Scott Lauder. This major conservation project was undertaken during 2019–21, the progress of which was shared through social media, digital blogs and film. Photography by Bryan Robertson .

## Our Key Priorities and our Goals: 2022-2027

### We have six key priorities for 2022-27:

- Our Public Offer
- Equalities, Diversity & Inclusion
- Environmental Response
- Health & Wellbeing
- Contributing to Recovery: Continuity & Change
- Income Generation & Managing the Cost Base

### Key Performance Indicators:

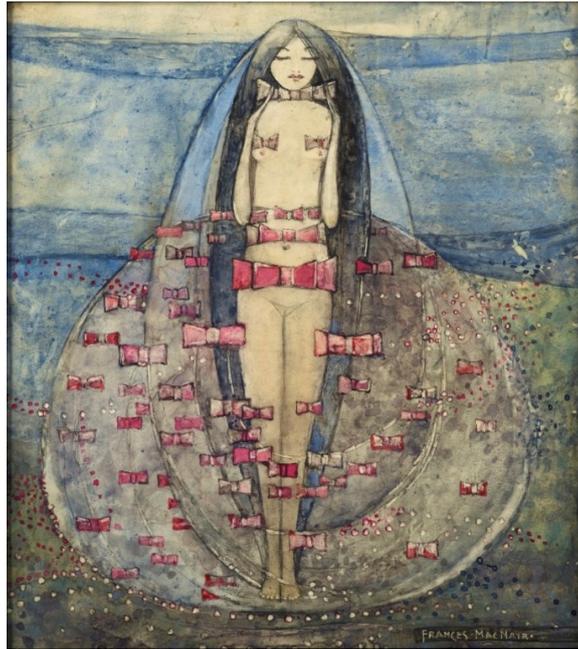
We have developed our KPIs in line with our six priorities.

Public Offer	Visits to gallery sites
	Website activity
	Digitisation of the collection
	Visitor satisfaction
	Social media engagement
Equalities, Diversity & Inclusion	Number of hours training delivered aligned to EDI
Environmental Response	Reduction in carbon emissions
	% of the collection housed in museum standard conditions
Health & Wellbeing	Number of hours training delivered aligned to Health & Wellbeing
Contributing to Recovery: Continuity & Change	Income per visit
	Collection audit
Income Generation & Managing the Cost base	Trading company profit/loss
	Transactional income (ticket sales, membership, donations)



Edinburgh Milkmaid with Butter Churn, c.1785 DAVID ALLAN (1744–1796) Watercolour on paper, 25 × 30.8 cm, Purchased, 2019.

## Our Public Offer



Bows, c.1910 FRANCES MACDONALD MACNAIR (1874–1921) Watercolour, pencil and bodycolour on vellum, 34.6 × 30.5 cm Purchased, 2019. Reproduced courtesy of Patrick Bourne & Co

The national collection of art is an extraordinary asset for Scotland, and we are determined to open it up for discovery, exploration and use by our audiences, at our sites in Edinburgh, on-line and on tour across Scotland, the UK and the rest of the world. We will continue to develop a world-class programme of displays, exhibitions, publications and related learning and outreach activities.

### Our 2022-2027 goals:

- Review our Public Programme to ensure that we maintain a high-quality offer, ensuring that this is aligned with our Audience Framework, EDI goals and our sustainability plans.
- Implement our new brand positioning and identity, enabling us to reach and engage more audiences and diverse groups, as well as reaffirming our own identity.
- Continue to develop the collection with new acquisitions to ensure its relevance and quality.
- Complete our programme to digitise the collection.
- Continue to expand our digital and social channels to share knowledge, stimulate debate and to expand our reach and engagement with audiences.
- Develop a more structured and consistent approach to our partnerships to ensure that they align with our overall strategy.
- Develop our programme of loans and outreach activities into a more coherent strategy to extend our national reach and profile. Working with our partners, we will re-launch ARTIST ROOMS as a centrepiece of our national touring programmes.
- Strengthen our key international partnerships and use these to raise our profile beyond Scotland.
- Develop our research potential, attract new sources of funding, and strengthen our collaboration with universities and other educational institutions to ensure that NGS is a key centre for knowledge and expertise for the Fine Arts in Scotland



*Mercurius MC in the Ruined Exhibition*, featuring producer and rapper Matt Tulloch. Photograph by Neil Hanna. © National Galleries of Scotland, Tinderbox Collective, Impact Arts and the artists 2021 The *RUINED* exhibition was the outcome the *Image Liberation Force* project, through which young Scots re-invented Scottish history by imaginatively 'mashing-up' works from the National Galleries' Scottish art collection.

NGS aims to be proactive in the shaping of a society that is diverse, tolerant and respectful. Our vision is of an inclusive organisation and a national collection which is accessible to all. We recognise that to achieve this we must demonstrate equality, diversity and inclusion (EDI) in everything that we do. We have published a set of principles on our website to underpin our work and we are developing commitments and action plans in six key areas.

### Our 2022-2027 Goals

- Increase the representation in our collection and programme of artists and sitters with protected characteristics and those facing disadvantage and inequality.
- Review the collection and our interpretation through the lens of EDI to build research, reveal ignored or overlooked histories and ensure the language we use reflects our commitments.
- Embed EDI into our culture, creating a safe and welcoming environment that is inclusive and equitable for all.
- Assess and balance social, economic and environmental impacts to ensure the decisions we make are fair and truly sustainable.
- We will seek to enable all visitors to the Galleries, in person and online, to have a positive experience that is welcoming and inclusive. This will involve looking at how we can break down barriers to attendance and participation, whether perceived or physical.
- We will work with external organisations, advisors and stakeholders to further relationships and understand the issues impacting people today, ensuring EDI is central to our planning and decision-making processes.

## Environmental Response



*Art in the Open (2019)*. The Meadows, Edinburgh. Pop up outdoor drawing workshop delivered by artist Damian Callan, in partnership with the Bike Library Sustrans. A Scottish National Gallery Project activity. Photo Credit: John Linton/Sustrans

We recognise the urgent need for NGS to play our part in combatting the climate and ecological emergency. We have already made good progress, for example, we reached our 42% carbon reduction target two years early in 2017/18 and cut our carbon footprint by 60% between 2008/09 and 2021/22. All our galleries have achieved Gold Status from Visit Scotland's Green Tourism accreditation scheme. Going forward, we will work with our partners in Scotland's cultural sector and beyond to inspire people and communities to help make positive change. Our plans for The Art Works will create an exemplary low carbon building to house the collection.

We now have a new Environmental Response Plan that sets out our aims and ambitions for the coming years.

Our 2022-2027 Goals:

- Through our exhibitions, learning programmes and digital content, we will find inclusive and sustainable ways to engage our audiences in understanding how we can all contribute to a low carbon society.
- As Scotland's aims to reach its net-zero target before 2045, we will reduce our environmental impact by adopting low carbon alternatives wherever possible across our own estate.
- Subject to funding, we will adapt our buildings, improve environmental controls and replace our equipment in a phased approach in our pathway to net-zero.
- We will prepare for the effects and impacts of climate change in order to protect Scotland's world-class art collections for future generations.

## Health & Wellbeing



Left: *Life Hacks* (2020) young people and North Ayrshire Health and Social Care Partnership and Youth Services, creating life affirming creative interventions. Activities included making ink from plants, drawing live alpacas from a structure built by participants.  
Right: North Edinburgh Art Fuel packs. Open-ended art activities based on the five ways for wellbeing, using collection images as inspiration. High quality materials were included to encourage and support creativity at home, during the school holidays.

It is widely recognised that engaging with art and culture can have a positive impact on people’s physical and mental health and wellbeing. Providing opportunities to engage with art can be an important means to help prevent health issues, improve self-confidence, and build resilience. At NGS we have been supporting wellbeing for audiences through our programmes and activities for many years, but the experience of the pandemic has highlighted the importance of this work. We want to increase the impact of our work with a more structured approach to health and well-being, embedding this more centrally in our programmes for our public.

During the pandemic, we launched the Art of Well-being for colleagues to help encourage engagement and participation in activities that helped their own health and well-being. We will continue to develop this approach and to support our colleagues as we embrace new ways of working.

### Our 2022-2027 Goals

- We will work with partners (for example in the Health and Social Care sector) to develop a shared understanding of the role that art can play in improving health.
- We will strive to embed well-being outcomes across our public offer and in our capital projects, including The Art Works.
- Continue to develop our existing initiatives relating to health, such as Help packs for sick kids, and our programmes for audiences with special needs.
- Continue to support our colleagues with on-going well-being initiatives to help them realize their goals.
- Continue to support our colleagues to be able to embrace the benefits of hybrid working.

## Contributing to Recovery; Continuity & Change



Cut and Paste Live (2019) St Andrew Square, participatory collage.

As we emerge from the immediate impacts of the global pandemic, NGS will seek to re-energize our programmes and regain audiences, contributing to the wider recovery across society. We will use learnings from recent experiences to inform new ways of thinking and working but we also recognise the need for continuity, so we will also hold on to what is good and known to work well.

### Our 2022 – 2027 Goals:

- Adapt our Audience Framework, setting revised targets in response to the changing national and international context.
- Use the successful delivery of the Scottish National Gallery Project to raise our profile and attract new and existing audiences.
- Continue to develop The Art Works project and, in the interim, ensure adequate care and storage of the collection.
- We will seek to implement our five-year investment plan for our Estates, IT and Security infrastructure.
- Invest in new systems for the management of the collection, including our digital assets and archive materials.
- Ensure adequate investment in the physical security of the collection, colleagues and public.
- Incorporate learnings from the pandemic to improve business continuity and develop cyber-resilience.
- Plan long-term to develop the skills and capacity we need as an organisation.
- Support colleagues with new ways of working, ensuring that we have the right mix of technology and training.

## Income Generation & Managing the Cost Base



Scottish National Gallery Shop Reopening, October 2019

The majority of our funding comes from Scottish Government, but NGS is also successful in generating income from other sources. With pressure on public finances likely to intensify, the drive to develop and diversify our self-generated income is crucial to the sustainability of our organisation. Alongside this, there is the need to ensure that we have effective cost management and long-term planning for investment.

Our 2022-2027 goals:

- Develop five-year financial and investment plans in line with Government spending allocations.
- Manage our cost base efficiently and increase resilience through investment in infrastructure, new ways of working and processes.
- Implement new initiatives to ensure the success of our Trading Company.
- Develop existing and new income streams through fund-raising, donations and philanthropy with an emphasis on loyalty and membership.
- Use the (re)- opening of the Scottish National Gallery Project as a platform to support membership and Trading Company income.
- Continue to invest in our digital systems and training to improve the effectiveness of how we operate and support each other.
- Invest in The Art Works to deliver our statutory duty around collection care and access, reduce commercial storage costs and provide a more sustainable environment in which to house our collection.

## Major Capital Investments



New galleries for Scottish art © Metaphor



New accessible paths, sandstone terrace and associated landscaping in East Princes Street Gardens  
Photography by Rankin Fraser, landscape architects on the project, taken in May 2020

## 'Celebrating Scotland's Art': The Scottish National Gallery Project



### SNG Galleries Before and After

Galleries Before, Photography NGS. Galleries After, © Metaphor

This is a major project to transform the Scottish National Gallery at the heart of Scotland's capital. The redevelopment will radically improve the way we present our world-class collection of Scottish art, improve visitor access and create a more natural and attractive setting for the Gallery within Princes Street Gardens. The redevelopment will deliver an enhanced commercial performance from the site and improve efficiency and increase sustainability. Work began on site in the autumn of 2018, and we aim to complete the project in 2023.

#### Vision for the Project

Scotland's art will be proudly promoted to twenty-first-century audiences.

#### The Key Aims in Summary

- Position the Scottish National Gallery (SNG) as a world-class resource for the appreciation and promotion of Scotland's outstanding art, set within an international context.
- Create revised displays across the entire Gallery for historic Scottish art and the international collection.
- Transform the visitor experience at the Scottish National Gallery and improve circulation through the entire building.
- Improve the performance and resilience of the Scottish National Gallery.

## The Art Works Project



NGS The Art Works – Artist's Impression of a Collection Store

The current provision for caring for and distributing the national collection is sub-standard and spread over multiple sites across the city and many aspects of this no longer meet present and future needs and demands, including the increasing need to be able to share and distribute the collection nationally and internationally. The Art Works, an entirely new facility, will house 95% of the national collection of fine art and establish a hub where researchers, partners, the wider cultural sector, and the general public can better interact with and make use of the significant proportion of the collection that is not on display in galleries.

The Art Works is an investment in collection care that challenges the traditional notions of collection storage through a design that supports a dynamic response to both traditional and new ways of interacting with art. The Art Works is the key enabler for NGS's work with the wider cultural and heritage sector across the country and will increase the use of the collection, allowing more people to engage with it and therefore gaining the health, learning and wellbeing benefits culture interactions support.

The location of the facility in Granton, North Edinburgh makes it a key part of the wider City of Edinburgh Council lead regeneration project, the Granton Waterfront Development. This project allows NGS to play a vital role through its work with local partners to improve education, wellbeing, health, and economic outcomes in one of the most deprived areas of Scotland.

John McAslan + Partners have been appointed to design a scheme which fully utilises the Granton site and to create proposals for realising our vision across what is expected to be several phases of construction. The design for The Art Works is an environmental construction exemplar: we are using Passivhaus principles and this will be the first major cultural building to achieve Passivhaus accreditation in Scotland. The building is also being designed to ensure that it can achieve Net Carbon Zero.

The Art Works is vital to the future of NGS and the extraordinary collection of art that it holds on behalf of the people of Scotland and the rest of the UK. A true sustainable development project, it combines economic environmental and social sustainability and is a clear demonstration of how arts and culture can contribute to the national economic recovery.

## Vision for the Project

An open house for art and our community, where we care for, research and share our country's art collection.

## The Key Aims in Summary

- Position the National Galleries of Scotland as a world leader in sustainable collection care that reflects the global context of reducing energy consumption.
- Create a new hub for sharing the collection more widely across Scotland and the rest of the world.
- Widen the accessibility of our art collection – inspiring people in Scotland and from across the world.
- Establish a world-class centre for the research of Scotland's outstanding national collection.
- Develop existing and new partnerships to maximize the benefit of this new facility.
- Support the creation of a positive and inspiring future for the Granton area.

NGS will continue to operate in uncertain times over the next 2-3 years, but it is anticipated that 2022-23 will be a year of consolidation and recovery. Activity levels and costs will need to be managed to ensure that spend is managed closely. A five year spending plan has been developed in line with this Strategic Plan and will be reviewed regularly as the Plan is implemented.



## Financial Plan 2022-27

The Covid-19 pandemic impacted NGS's income streams, with periods of closure and capacity limits on our visitors when we were able to open. Whilst we have now moved into a recovery period in 2022-23, visitor numbers and therefore self-generated income remains below the pre-pandemic levels, and as inflation increases due to external factors impact NGS's cost base, and Government funding remains static, the financial challenge is significant.

Government funding and the rising cost base:

Around 80% of NGS operating income comes from grant-in-aid from Scottish Government. The remainder comes from self-generated income – donations, trading, events. From 2020-22, commercial income levels dropped in line with low visitor numbers and the reduction in international travel, affecting our ability to generate additional income.

Although we manage our operating costs and people numbers very tightly, our costs continue to rise, mainly due to pressure on salary levels and increasing employment costs; and to the inflationary impact on material costs and utilities prices. In 2021 and 2022 NGS offered a voluntary exit scheme for staff and 43 colleagues took up that opportunity. This will enable NGS to manage its staff costs more effectively and to develop the skill sets of the future.

Investing for the future – Estates & Security:

We have an extensive estate, with five historic buildings which require on-going maintenance and repair. Our annual estates budget is now absorbed by utility charges and maintenance contracts. We have invested in our estates support staff and developed a five-year capital investment plan to address the challenges. A key element of this plan is to adopt a more active and integrated approach to asset management and maintenance. However, this will require additional capital funding to be able to replace outdated equipment and installation.

Environmental Response Plan:

Whilst we have made good progress in reducing our carbon footprint, we will require additional investment to optimise and replace equipment to ensure we can become carbon neutral in response to the climate emergency. We have worked with Harley Haddow to create a detailed plan on what we need to do with our estates from a fabric first perspective. We will now aim to secure the funding to deliver on this plan over a 10-year period.

Investing for the future – Technology:

We have made significant progress to become a resilient organisation, with technology enabling improvements in how we interact with visitors from all over the world and how we work together. Particularly during the pandemic, like many organisations we had to make a rapid transition to remote working. Investing in our technology to continue to improve how we operate and how we share our collection with visitors will be critical. We need to do this whilst ensuring we put the necessary cyber resilience in place. The dynamics and threats of cyber-attacks mean that we will continue to adapt and invest in our technology

## Looking Forward:

Planning our budget for 2022-23 onwards is challenging as operating costs are anticipated to continue to increase due to inflation in the medium term. To manage the increases, NGS has several planned initiatives:

- The Scottish National Gallery project will complete and the building will re-open in 2023. This will increase visitor flow at that site, thus potentially improving self-generated income.
- The Art Works facility will be constructed, which will create funding challenges in the short term but will ease commercial storage costs and create efficiencies in art movement practices in the longer term.
- A full review of our trading operations has been undertaken and a number of changes will be implemented to improve our commercial income.
- Tourism is predicted to return to pre-Covid levels by 2025 and this too will have a positive effect on our income levels.
- Our public programme has been streamlined to manage costs, while retaining interest and engagement of our visitors.
- There is an assumption that self-generated and commercial income will return to pre-Covid levels by 2026.

NGS will continue to operate in uncertain times over the next 2-3 years, but it is anticipated that 2022-23 will be a year of consolidation and recovery. Activity levels and costs will need to be managed to ensure that spend is managed closely. A five year spending plan has been developed in line with this Strategic Plan and will be reviewed regularly as the Plan is implemented.

## What we will look like in 2027

The Collection will be fully activated, presenting juxtapositions and stories across our collection in layered and multi-channel ways and via new technologies with a consistent approach and tone of voice. We will have reached beyond our physical and virtual sites through touring and loans but also through new digital partnerships, driving wider brand awareness and furthering our reputation nationally and internationally.

Our programmes and activities will be designed with audiences in mind, thinking about themes which are relevant and reflective of the world around us and creating ways and places to create rewarding and participatory experiences for our audiences.

We will be inclusive in our activities, working in partnership where appropriate. We will have an emphasis on the health and wellbeing benefits for colleagues and for visitors.

Colleagues, visitors, students and academics will be inspired to spend more time with our collection for research, wider social learning and benefit and to deepen understanding of the collection. Key partnerships will be developed to benefit our collection and our audiences.

We will have a culture and working practices that encourage collaboration and dialogue between colleagues to empower decision making. Both colleague well-being and efficiency will be prioritised so that the colleague experience improves and therefore our visitor experience does too.

We will have established a sustainable business model that reduces dependency on statutory funding and grows existing earned income streams, develops new sources of funding and drives efficiencies so that funding can be invested into our wider strategy.

We will have opened The Art Works in Granton, improving access to the collection, enhancing our national programme and providing access to specialist collection care expertise. The building will have contributed to the regeneration of the Granton area, providing construction and employment opportunities.

We will have created a more consistent and defined view of how we use our estates to get maximum benefit for the collection, for our audiences, for income. Specifically, we will consider our environmental impact from the outset in every new project and continuously review our practices so that we operate in increasingly environmentally sustainable ways. And at the heart of all we do, we will ensure our collection is looked after to the highest sustainable standards for the benefit of present and future generations.