

Falconer Museum and Moray Museums Service Business Model

A report to accompany

The Future Falconer Museum Report

Prepared for Moray Council

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culture Radar

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Executive Summary

Introduction

The Falconer Museum, currently operated by Moray Museums Service is unique for its type: a purpose-built Victorian museum named after the founder of the museum and donor of its original collections.

This report sets out an indicative Business Model for the running of the Falconer Museum by an independent body. It also includes a proposal for the rationalisation of collections into Falconer Museum collections and Moray Museums Service collections with a suggested Development Plan for each.

This report should be read in conjunction with *The Future Falconer Museum: research, options appraisal, recommendations and business case*, Culture Radar, 2024.

Research basis for the business model

This report summarises key findings and conclusions from Culture Radar's report to demonstrate how the proposals in this Business Model answer and respond to bespoke research and consultation for the Falconer Museum. The key conclusions of Culture Radar's research are:

- There is consensus that the Falconer Museum should be re-opened
- That a refreshed Falconer Museum can contribute to Moray's strategic priorities
- An operational Falconer Museum will deliver benefit for the community by working in partnership with a wide range of partners
- The Falconer Museum is able to support Forres tourism and make a positive contribution to the local economy
- The Falconer Museum and Collection needs to be repositioned so that its new offer is of relevance and interest to target audiences including tourists and families

Relevant opportunities

Suggested future opportunities for Falconer Museum activities were identified through consultation and desk research. They include potential partnerships that enable:

- **Contributions to town centre development with:**
 - Forres Heritage Trust on High St Histories
 - Forres Connected
 - The Lost Orchards and Varis Bobbins projects
- **Exciting and meaningful public engagement with:**
 - Findhorn Bay Arts on a Missing Museum project
 - Historic Environment Scotland on creative heritage engagement projects
- **Health and learning with:**
 - Leancoil Trust around health and wellbeing for young people, people in care or living in isolation

- Moray Council Health & Social Care
- Glasgow School of Art
- William Grant Foundation to support early stage careers of young people
- Forres STEM hub
- **Art and Craft retail and merchandise with:**
 - Individual artists and makers identified through Craft Scotland, Visual Arts Scotland and /or in partnership with North East Open Studios and Moray Coast Artists and Makers Trail

Recommendations on the Falconer Museum business model

This report summarises the preferred options and recommendations from the research, consultation and an options appraisal with the Museum Action Group and Moray Council Officers which inform a Falconer Museum business model:

Key Characteristics

The key characteristics of the Falconer Museum Business Model are an independent body running a charging museum with a Service Level Agreement with Moray Council and diversified income streams. Exhibitions and activities would be externally funded on an ongoing basis whilst successful redisplay and exhibitions drive admissions and earned income to support core running costs. The Falconer Museum collections will be defined as Archaeology, Natural History, World Cultures and Forres Local History.

Falconer Museum Governance

The business model summarises the governance requirements of accredited museums and signposts further information. (Legal advice should be sought on the specific legal structure to be adopted.) Proposed governance roles, duties and necessary skills are also set out for a Chair, Treasurer, Secretary and Trustees. It also suggests that the Board also include Forres partner representatives such as from the Friends of Falconer Museum.

Falconer Museum Management

Management would be by a combination of Executive volunteers and a part-time manager. The role and skills of these volunteers and manager are indicated. The part-time manager will manage the volunteers, public engagement, projects and administration. Volunteer teams will be essential for day-to-day delivery of activities. Paid roles would include the part-time manager (initially on a freelance contract basis) and as required support from consultant curatorial and other specialist roles.

Falconer Museum Accreditation

Regaining museum accreditation is recommended. The governance and eligibility requirements are set out with attention to the need for a formal constitution and to be open regularly (a minimum 20 days) for the public to see and engage with the collections. Working towards accreditation requires evidence of how the museum cares for and manages its collections and what information and services it offers to museum users. It is not necessary for the museum to have employed professional staff.

Collections rationalisation

Implicit within the preferred Operating Model recommended for the Falconer was the Moray Museums Service collections being rationalised to leave only Moray-wide, non-Forres, or generic social history collections and the Peter Anson collection in Moray Council management. Three options suggested for future management of these collections are [summarised in this report](#), with a proposed [development plan](#).

Museologically and operationally the collections will be reconsidered and rationalised to reduce the size of remaining collections managed by Moray Museums Service significantly. A detailed table summarising the rationalised collections can be found at [Collections rationalisation](#) and new [Falconer Museum Collections](#).

Falconer Museum Business Model

Drawing on the recommendations, this report presents an evidence-based Business Model for the Falconer Museum. In summary, the Falconer Museum Business Model comprises:

Purpose

The Falconer Museum is a museum constituted as a charity for public benefit.

It has a collection and programme focus on archaeology, geology, palaeontology, natural history, herbaria, Hugh Falconer, Forres heritage and local history.

It works in partnership with its key partners and stakeholders (including its volunteers) to protect, conserve and share its collections with its local audience and tourists.

Objectives

- To be a heritage resource and attraction that drives visitors and footfall
- To provide a welcoming, enjoyable and surprising learning and leisure experience for families and residents of Moray, and visitors to the region
- To offer learning, social and health benefits for local people
- To be a place-based learning resource delivering against the Scottish curriculum
- To provide a regional pathway into (inter)national conversations on natural and human history

Audience / customer segments (visitors)

- Local audiences including families
- Local young people in education and training
- Forres older people
- Tourists including day visitors and families
- Visual Art and Craft audiences
- Forres local history

Cost Structure

- **Property management:** rates, energy, insurance, cleaning
- **Operational / Management:** equipment and furniture, materials and stationery, other supplies and services / fees, licenses, expenses including legal advice, phones, finance administration e.g. systems, accountancy, recruitment costs, catering and retail investment, seasonal staff, part-time manager
- **Programme costs:** displays, print, interpretation, conservation, curation, design, marketing, events, learning activities, learning seasonal staff, transport, temporary exhibitions, evaluation, volunteer expenses, training

Revenue Streams

- **Local Authority Service Level Agreement** (decreasing year on year to Year 5)
- **Fundraising:** grants, donations, sponsorship, legacies, family annual membership
- **Admissions income:** gradually increasing from £3,500 Year 1 to £20,000 by Year 5
- **Earned income:** merchandise, ice cream franchise, venue hire (lab rental, weddings, corporate events, concerts, talks) events, art sales and retail

Falconer Museum Proposals and Development Plan

Drawing on the research and recommendations, this report presents evidence-based proposals and development plans for the Falconer Museum over a five-year period, including:

Income model

The proposed Income Model contains detail on the nature of the Service Level Agreement, Admissions, Fundraising and Earned Income activities. The income model is followed by:

- **Outline Admissions Strategy** which recommends an adult charge of £5.00
- **Outline Fundraising Strategy** which recommends a focus on grant applications from public bodies, Trusts and Foundation combined with an individual giving strategy including membership and legacy schemes and corporate sponsorship.
- **Outline Earned Income Strategy** which includes venue hire recommendations, merchandise, ice cream concession, art sales and retail.

Five-Year outline budget

With income as:

- A Service Level Agreement with Moray Council with a diminishing grant to the Museum year on year
- Steadily increasing admissions income replacing reliance on Moray Council
- Steady activity generating grants fundraising
- Increasing donations and corporate sponsorship over time

- Legacy giving yielding results over the medium to longer term
- Earned income (esp. merchandise and ice cream) as steady income sources from Year 2
- Other earned income increasing over time especially art sales and venue hire

And expenditure falling into categories:

- **Property management:** Rates will reduce but other costs will be ongoing and rising
- **Operational and Management:** these costs increase with activity but are offset by rising admission and earned income as these are investments in a higher profile, active museum
- **Programme costs:** these are more discretionary, and it is recommended that programme activities are fundraised for and only delivered once funds are identified and committed.

Development plan

The Development Plan shows transition to a fully functioning, successful museum by Year 5 and an independent museum from Year 2. Activities and outputs are detailed for a set-up year (Year 1), a year of consolidation (Year 2), growth in Year 3 and ambitious plans in Year 4 leading to funded capital repairs and large-scale engagement plan by Year 5. The Plan sets out the activity requirements to achieve the budget and goals such as income targets, re-accreditation, exhibitions, learning activities and redisplay.

Moray Museums Collections Proposals & Development Plan

A separate development plan sets out how Moray Council will retain management of generic and non-Forres Moray social history collections and the Anson collection, and a possible pathway to rationalisation and responsible disposal of these collections. Note that collections advice by a specialist to audit the size, condition and status of these social history collections is recommended. For this reason, costs and timescale are indicative and should be checked after audit.

Draft Risk Strategy

A risk strategy is included to conclude. The highest and most immediate risk is of income insecurity in the early years of the newly reopened Museum. Moray Council's support in a number of ways could mitigate this risk. Another early risk is failure to achieve governance capacity i.e. to recruit a board for the new independent body. The mitigation suggested is to reconsider the Governance options of closure or integration into a wider trust model.

Background to the business model

The Falconer Museum and Moray Museums Service

Founded in 1871, the Falconer Museum is a Category B listed sandstone building situated within Forres Conservation Area. Designed by architect Alexander Reid, the Museum building should be seen as an important heritage asset alongside the collections. In the past the Museum has benefitted from Museums Galleries Scotland Accreditation and 5-star Visitor Attraction status, and until 2019 it presented exhibitions drawn from a collection of some 50,000 objects.

Much of the interest of the Falconer Museum collection lies in the importance of Falconer himself. Falconer's search for fossil remains of extinct fauna in the Siwalik hills were important for the evolutionary history of large vertebrates and he amassed a large collection of fossils. The Falconer Collection contains unique artefacts that are of national and international interest. A range of mammals including elephants, extinct hippopotamus and reptiles are represented in the Falconer Museum and are significant¹. The Palaeolithic flints cover human prehistory and rival in antiquity collections at National Museum Scotland, the Hunterian Museum and Kelvingrove Museum. His contribution to natural history and theories of evolution are significant and can be understood from even the partial remains of extinct animals in his collections. As he wrote to his niece:

"a tooth or the end of a joint, found in a rock, is as conclusive evidence of the former existence of an animal as if all the structure – skin, flesh and blood, and living limbs – were before us."

It is this sense of excitement of the discoveries revealed by his collections that a reopened Falconer Museum will need to communicate. The Falconer Museum Collection is an asset which could be presented and interpreted in new and exciting ways to increase its attractiveness and educational potential, augmenting the viability of the new business model and supporting an audience development and marketing strategy. This will rely on curatorship that is mindful of the logic of the collections and draws on educational and public engagement expertise to focus stories and messages. A refreshed museum will need to select, display and interpret objects to bring out their importance, relevance and interest to target audiences rather than specialists and experts.

Prior to 2015, the Moray Museum Service comprised: the Falconer Museum and Store; an outreach service for schools, community and partnerships; pictures and artefacts in the Council's buildings. In October 2019, Moray Council announced the closure of its Museums Service. The Moray Council continues to oversee maintenance of the building, and contracts High Life Highland to undertake maintenance and conservation of the collections. A significance review was carried out by Helen Avenell Heritage Associates in February 2024. More information and a table summarising collections based on the HAHA report is available in the accompanying Culture Radar report.

¹ Avenell, H. (February 2024) Moray Museums Service Collections Overview, Helen Avenell Heritage Associates p. 12

Falconer Museum historic visitor data

From 2015, opening was reduced to April – October, Tuesday to Sunday. Figures for 2016-19 show July-September as peak months². Before closing in 2019 the Falconer Museum received 6,294 in person visitors³. Talks given outside the Museum reached 2,717 people, and festivals and events out with the museum reached a further 3,948 people suggesting that the full impact of the Falconer Museum cannot be assessed only by considering its in person visits. Adult events only attracted 21% more visitors than Friends meetings which may suggest a very high number of regular repeat visitors making up the total numbers.⁴

Historic operating budget and resource

As part of the Council's 2019/20 budget review the decision was taken to close the museums services in March 2020 as there was not a suitable organisation or body at the time to transfer to. The reported estimated savings from the closure of the Museums Service (staff and related operational costs) was **£87,000**. In its final year of operation (2019/20) a budget was set for the museum of **£114,300**, although actual spend was only **£66,400** up to one month before final closure in December 2019.⁵

Key research findings

Culture Radar's *Future Falconer Museum Report* includes conclusions and key findings pertinent to the business model. These are:

Re-open the Falconer Museum

The report builds a strong case for investment for the Falconer Museum as a publicly accessible museum, and unique for its type: a purpose-built Victorian museum named after the founder of the museum and donor of its original collections. There was consensus from all consulted during the project to see the Falconer Museum open again, with the primary purpose and function of a museum for public benefit, with an exhibition and programme focused on the content of the Falconer Museum Collection, Hugh Falconer himself and narratives related to Forres history and people to engage and attract audiences.

Contribute to strategic priorities and alignments

The report demonstrates several strategic regional priorities and outcomes which the Falconer could meaningfully contribute to with a sustainable heritage offer, especially by attracting visitors to the local economy and contributing to Forres town centre re-development. Museum collections provide direct value and benefit as an educational resource for attainment in the region for Moray's primary and secondary schools, to higher education (e.g., Glasgow School of Art, UHI Archaeology Institute), and potentially in partnership with new proposals such as the Moray Growth Deal's investment into the Leancoil STEM Hub.

²Yearly Visitor Comparisons 2016-19 provided by Moray Council. Environmental Services Moray Council (2019) Draft Museums Annual Report 2018/19

³ Ibid.

⁴ Visitor numbers spreadsheet 2019-2020 supplied by Moray Council

⁵ Moray Council Museum Division Budget Monitoring Report 10 December 2019

Deliver benefit for the community in partnership

The report demonstrates there are community needs which a re-opened and active museum in Forres could usefully serve. The Moray Community Planning Partnership has key actions in relation to life-long learning, youth engagement, employability, active citizens and social prescribing. These are areas where a local, accessible museum with active and inclusive volunteers can support new and different solutions for wider local partner needs. For example, participants in the consultation showed interest in developing intergenerational projects and building new relationships and projects with local groups and care homes supporting dementia care.

Moray has a healthy heritage offer overall, but it is currently not well 'joined up' or coherently promoted. Work by Visit Moray Speyside, the Forres Conservation & Heritage Scheme (FC&HS) and the UK Shared Prosperity funded Forres Connected project are making inroads to resolving this. The Falconer Museum could be actively involved in these. Building and strengthening mutually beneficial heritage-focused partnerships between a re-opened Falconer Museum and established Forres organisations and groups (e.g., Forres Heritage Trust, FACT, FC&HS, Findhorn Bay Arts, Forres Connected and the forthcoming Leancoil Trust) will bring sustainability and growth benefits for these stakeholders, the local community and economy, particularly in relation to tourism.

The report also highlights many ways in which a future Falconer Museum could partner with national agencies such as Historic Environment Scotland, with creative organisations such as Findhorn Bay Arts, and with local artists and craftmakers around exciting cultural and learning projects that engage communities and attract investment, and high-quality products and merchandise that contribute to income generation.

Support Forres tourism and the local economy

Statistics show 41% of the domestic visitors to Moray are coming for heritage and culture purposes. The content of the museum's collection will attract visitor interest through content relating to popular local history and internationally important artefacts of archaeology and natural history, as well as Pictish trails and tours. Key to attracting and growing audiences (particularly families) is for the museum to meet contemporary audience aspirations for more dynamic, engaging and exciting displays and interpretation, connected and promoted through digital channels.

Reposition the Falconer Museum and Collection

Recent collection analysis and historic studies highlight the significance of the collection Hugh Falconer amassed. This excitement must be communicated however, and a refreshed Falconer Museum will need to select, display and interpret objects to bring out their importance, relevance and interest to target audiences, including tourists and local families not just specialists and experts. Consultation also surfaced real enthusiasm and a strong desire to see the museum improve its impact and reach through a refreshed display and temporary exhibitions. A proposal for rationalising collections to ensure a focused display offer at the Falconer Museum was welcomed. In consultation there was a strong belief that a 'new' Falconer Museum could play an important part in community wealth building, wellbeing, diversity and inclusion, and in local and regional pride in its collection. Almost all of those consulted in this process also expressed a desire for the Falconer Museum to regain its status as an Accredited Museum.

Suggested opportunities for the Future Falconer Museum

The following summarises a selection of future opportunities presented in the *Future Falconer Museum Report* (which references Forres Conservation & Heritage Scheme consultation completed earlier in 2024).

Contributions to town centre redevelopment

- Integration of the Falconer Museum with FC&HS activity, Forres Connected and the Forres Interpretation Reference Group, e.g.,
 - *High St Histories* Forres Heritage Trust project could lead to a series of changing exhibitions of relevance for local people in partnership with the Falconer Museum.
 - Connecting and integrating Falconer Museum activities into Forres Connected marketing initiatives.
 - The Lost Orchards and the Varis Bobbins projects could be tied into and be showcased at the Falconer.⁶

Exciting and meaningful public heritage engagement

- The Falconer Museum will help the refreshed Museum Plaza fulfil its purpose as a “key gathering space” through hosting museum-led community engagement activities. For example, a proposed Findhorn Bay Arts commission to deliver a Missing Museum project in Forres in March 2025 with creative consultants The Imaginarium is a potential partnership opportunity which could help the museum raise its profile, engage and excite local people with a ‘new’ Falconer as it moves to re-open.⁷
- Historic Environment Scotland (HES) worked with The Stove (Dumfries) to establish Creative Caerlaverock, a creative learning and engagement project (including a Centre for Creative Learning) deeply rooted in the heritage of Caerlaverock Castle and its surrounding area. With a number of Forres town centre streets (and of course the Sueno Stone) listed by HES, there could be potential projects delivered in partnership with HES that help to dynamically engage Forres people and tourists with the town and the museum’s collection through time.⁸

Health and learning partnerships

- Working with local schools, Leancoil Trust and Moray Council (e.g., Learning & Education, Children and Young People, Young People in Care, Health & Social Care) the Falconer Museum could develop outreach pilots and projects that directly support the Moray Community Planning Partnership’s priorities for young people and older people in care, or living in isolation.
- As an educational resource: While it was not possible to directly engage Glasgow School of Art (Forres, Highland Campus) in the timeframe of this project, consultation and correspondence suggests that there are partnership opportunities for the museum with GSA: as a creative, educational and research resource for its students and staff; through special museum visits and learning events which introduce new students and staff

⁶ HAHA and MADE (May 2024) Forres Conservation & Heritage Scheme Activity Plan

⁷ [The Missing Museum Project](#), designed and delivered by The Imaginarium (creative consultant DJ MacDowall) was originally commissioned and delivered for The Stove in Dumfries in August 2023.

⁸ [Creative](#). Caerlaverock, The Stove Dumfries and Historic Environment Scotland.

(particularly international students and visiting lecturers) to the history and culture of their academic home in Forres. The collections directly relate to a STEM agenda and there are opportunities to connect with the proposed Leancoil Forres STEM hub.

- Local funder William Grant Foundation supported a year-long initiative (2020-21) to recruit young people (aged 18-30) in the early stages of their careers, and prepare them to join arts and heritage charity boards. The 18 individuals undertook an intensive training programme on the roles and responsibilities of Board trustees, including an introduction to the charitable sector, the general duties of charity trustees, the differing roles and responsibilities of trustees and staff, effective meetings and decision making, understanding charity finance, and the difference that a board member can make.⁹ This suggests an opportunity to approach the Foundation about its Youth Opportunities fund to support engagement of younger people in the governance of the museum.¹⁰

Art and craft retail and merchandise

Moray has a number of high-quality art and craft makers and organisations with whom the Falconer could partner to sell high quality art and craft through the museum shop. These include:

- Makers represented by Craft Scotland and Visual Arts Scotland such as local silversmith Iona Hall.¹¹
- North East Open Studios delivers coordinated marketing, promotion and selling opportunities for artists and craft makers across the north east of Scotland, including promotion of the North East Open Studios Moray Coast Artists and Makers Trail.¹²

⁹ Culture & Business Scotland, [New Voices, Fresh Perspectives](#) project, 2020-21

¹⁰ William Grant Foundation, [Youth Opportunities Fund](#)

¹¹ [Craft Scotland](#), [Visual Art Scotland](#)

¹² North East Open Studios [Moray Coast Trail 2024](#)

Falconer Museum Options Appraisal

An options appraisal process was undertaken in consultation with Moray Council and members of the Museum Action Group in October 2024 (full details of the process can be found in the *Future Falconer Museum Report*).

Preferred Operating Model

Drawn from across five shortlisted options, a preferred option emerged of an independent body operating and managing the Falconer Museum on a leasehold with a Service Level Agreement with Moray Council.

This will take five years to go from an initial set up year through gradual development of activities and income streams before reaching full performance and the ability to undertake significant fundraising for capital repairs, display development and large engagement programmes.

An initial 'start up' phase Years 1 -2 will see the museum and collection re-establish its presence in the community and with visitors, begin to re-position the Falconer amongst the local Forres heritage offer and enable new partnerships to pilot activity with the support of existing and new volunteers. This stage particularly requires continued support from Moray Council and enables conservative fundraising and income generation. Opening for at least 20 days July-August in Year 1 makes the museum eligible to apply to work towards museum re-accreditation in Year 2.

Operating as a charging museum from Years 2- 5 will enable it to consolidate and develop its programme in partnership with Moray Council, key stakeholders (including volunteers and Friends of Falconer Museum) and partners. It requires ongoing but reduced financial support from Moray Council through an agreed four-year term Service Level Agreement, whilst attracting increasing grants and income through fundraising and commercial activities. In addition, partners including professional networks and bodies (such as Museums Heritage Highland and the North East Museum and Heritage Network) support working towards museum accreditation, Forres Connected integrates the Falconer into local marketing and promotion, and Visit Moray Speyside links the Falconer into tourist trails across the north of Scotland, including Pictish and other heritage trails.

Preferred Governance Model

The governance models presented through the options process included:

- A. Continuing as is under Moray Council
- B. New independent body managing and operating the museum, ownership remains with Moray Council
- C. New independent body owns, manages and operates the museum
- D. Ownership, management and operation integrated into an existing but wider body or culture or leisure trust (e.g., National Trust for Scotland; High Life Highland).

There consensus view of the group is summarised in the table below:

Most favourable	B. New independent body manages and operates, ownership remains with Moray Council
	C. <i>New independent body owns, manages and operates in full</i>
	D. <i>Ownership, management and operation integrated into existing wider body or culture/leisure trust</i>
Least favourable	A. <i>Continues as is under Moray Council</i>

Overall, Option B was considered to be the best-case option for the Falconer Museum to deliver the preferred, phased operating model with a new independent body managing and operating the Falconer Museum through a lease with a Service Level Agreement with Moray Council, who would retain ownership of the museum building and collections.

Moray Museums Service Options

As part of the recommendations implicit within the preferred Operating Model for the Falconer Museum, the Moray Museums Service (MMS) collections would be rationalised leaving only the Moray-wide, non-Forres, or generic social history collections and Peter Anson collection in Moray Council management.

It is suggested that the Peter Anson Collection loan items and any other loan items not redefined as Falconer Museum collection items are returned.¹³

Three options are suggested for the future of the remaining Moray Council collections:

Option 1 – Falconer Museum manage MMS collections as part of proposed Service Level Agreement

The new independent body would in this option be responsible for managing the MMS collections as well as those collections identified as Falconer Museum in the proposed rationalisation. This simply means the collections would remain in museum store and be looked after as currently alongside the other collections.

There would be no requirement on the Falconer Museum to carry out rationalisation or activities using the Moray Council collections (although these might be agreed with appropriate funding for the staff and costs required as part of a negotiated SLA).

Option 2 – MMS Collections are dispersed on loan and gift where possible.

Collections could be returned to former locations and / or shared with communities on loan or by gift. Venues that could be approached for consideration of loan or gifted accessioned items are:

¹³ In the case of dispersal, disposal or reproduction of the Peter Anson Collection it is important that the status of the agreement between Moray Council and the collection's owners should be confirmed to ensure that any ongoing agreement terms are complied with, and that in the case of dispersal, disposal or reproduction of the Peter Anson Collection, appropriate arrangements are made and follow the ethical guidance of the Museum Association and Museums Galleries Scotland. Reference documents: Deposit agreement with Moray final 20-07-14, Moray Council; Nunraw agreement between the Trustees of Sancta Maria Abbey, Haddington and Moray Council, 25/5/2005.

- Elgin Museum
- Nairn Museum
- Buckie & District Fishing Heritage Centre.

Cases not used in the shop of the Falconer Museum (see below) or in FACT heritage lobby should be dispersed along with collection items to non-museum venues on loan from Moray Council.

Option 3 – MMS Collections are disposed of

Social history collections comprise about 39% of the total collections including Forres material which is slightly under 5%.¹⁴ The cost is likely to be around £36,000 across 1 ½ years requiring professional staff familiar with museum procedures and documentation. It would be reasonable to ask the independent management body to continue to maintain the collections in store whilst this process is carried out.

Peter Anson collections are gifted to a suitable coastal venue, possibly Buckie & District Fishing Heritage Centre.¹⁵

¹⁴ These percentages reference those in Helen Avenell Heritage Associates' *Moray Museums Service Collections Overview* p. 10. As such they include within the total percentage 20% of collections which have *already* been disposed.

¹⁵ As per the caveat noted in footnote 13, p. 14 regarding confirmation of ownership and responsibilities.

Business Model Recommendations

Key Characteristics

A new independent body runs a charging museum with a lease and Service Level Agreement with Moray Council. The model includes income generation through admissions, fundraising and earned income and provision of an engaging permanent display with new and digital interpretation appealing to tourists and local families as well as a programme of activities and exhibitions.

The programme of exhibitions and activities would be externally funded on an ongoing basis through grant and other fundraising; if the fundraising is not successful activities would not happen and would not place the organisation at risk. Successful redisplay and exhibitions drive admissions income. Admissions and earned income support core running costs.

Over time increased profile, reputation and support generate the foundation for a larger fundraising application that repairs the building, provides a state-of-the-art new display with digital interpretation and family interactivity, infrastructure to support regularly changing exhibitions and an ambitious local engagement and volunteering programme.

The Falconer Museum collections are defined as Archaeology, Natural History including palaeontology, geology and herbaria, World Cultures and Forres Local History. A reduced collection is retained by Moray Council. Moray Council's wider social history collections and Anson collection are rationalised / disposed at a timescale to suit Moray Council.

Falconer Museum Governance

For museum accreditation purposes, an appropriate governing document will need to be in place which, for an independent museum, needs to give the governing body the power to hold a collection and operate a museum, regulated (in Scotland) by OSCR.¹⁶ Museum Accreditation Guidance states:

"Where a local authority has transferred its museum provision to an independent entity, the governing body will often be viewed as the group overseeing the independent entity. In this instance copies of the agreements for this arrangement will need to be provided. This might include documents such as a management or service level agreement, or a collections loan agreement. We'll use these to make sure the right governance document has been provided."

Legal structure

Legal advice should be sought on the specific legal structure to be adopted. For information and guidance Museums Galleries Scotland (MGS) provides information and advice relating to common

¹⁶ Information on accreditation taken from Arts Council England Welsh Government Museums Galleries Scotland Northern Ireland Museums Council Museum Accreditation (March 2019) [Accreditation Guidance Supporting Guidance for Accreditation Standard November 2018](#) Retrieved 11 9 2024

governance structures and requirements for museums and collections in Scotland which should be referred to, particularly in relation to accreditation requirements.¹⁷

In line with MGS advice, professional legal support should be obtained to ensure related governing documents fully reflect the needs of:

- The operating model
- Regulatory body OSCR
- Accreditation requirements of Museum Galleries Scotland
- Ownership of the Falconer Museum and its Collections by Moray Council, and an ongoing lease agreement relating to the operation and management arrangements
- Oversight of The Falconer Trust
- Protection against liability for individual trustees

Proposed governance roles

A governing Board of Trustees oversee the strategic direction, key activities and roles. The Board is responsible for financial controls, reporting and financial health of the organisation. The Board should meet regularly, probably quarterly with more frequent meetings in the first year of operation, and will be the accountable body.

Roles	Duties	Skills
Chair	Being willing and able to lead the organisation in partnership with the lead staff member (Manager). Ensuring the organisation has clear direction and is achieving its aims. Harnessing the skills, experience and energy of the board team to its common purpose. Ensuring a myriad of different relationships are working so that the organisation delivers. ¹⁸	Previous Board experience.
Treasurer	Ensures financial controls and systems are in place, responsible for ensuring appointment of accountants and annual report with accounts prepared.	Financial or budget management experience; ideally familiarity with charity finances.
Secretary	Responsible for official reporting to OSCRs and if appropriate Companies House.	Administration.
Trustees	All trustees required to put the interests of the charity they are a trustee of ahead of any other interest (such as of another Forres culture group). Accountable to OSCR, Responsible for overall charity governance and finance, Oversight of Exec Volunteers and staff.	Previous Board and charity experience. Range of skills across whole board (not required of every individual: financial, commercial, marketing, museum / visitor attraction / heritage, legal,
Forres group representatives	Friends of Falconer Museum, FACT and Forres Heritage Trust to have a representative each on the Board.	Understand or willingness to learn charity governance.

¹⁷ Museums Galleries Scotland publishes advice on Governing a Museum, including information about common types of governance model used by museums in Scotland, and case studies.

¹⁸ Taken from Ruth Lesirge & Rosalind Oakley *A Chair's Compass: a guide for Chairs of charities and non-profit organisations*, Association of Chairs, 2024

Falconer Museum Management

Day to day operations managed by a Part-time Manager who should report directly to the Chair of Trustees.

The Manager will ensure the Executive volunteers meet regularly and that workload priorities to deliver the trustees' strategy are understood.

The Executive volunteers will support the part-time manager to manage and motivate the volunteers working in their respective areas of responsibility by agreeing tasks and approaches to work and will provide regular guidance and social support to their teams.

Volunteer teams will be essential for day-to-day delivery and their individual wellbeing, rotas and operational needs will be the responsibility of the part-time manager.

Paid seasonal staff will be employed when budget allows to manage admissions, ice cream sales in busy periods and where DBS checks and specific skills are required for learning activities. Consultants and an accreditation mentor provide specialist support.

Paid roles		
Manager (P/T)	Ensure record keeping income and expenditure, collections records. Co-ordinate the work of volunteers and support their activities. Devise and deliver public engagement activities in partnership with other organisations. Develop fundraising applications. Other duties to do with day-to-day management. To liaise with partners on events, marketing etc and to contribute to marketing.	Budget management, volunteer management, public engagement, administrative skills, event / project management experience, museum interest and ideally some art/museum experience including exhibition production.
Consultant curatorial / other	If necessary, brought in in addition to Accreditation mentor	Specialist skills as required.
Executive Volunteer Roles		
Collections Lead	Oversee rota and work of collections volunteers	Collections management knowledge and knowledge / willingness to learn about digitisation and accreditation processes
Public Engagement lead	Liaise with partners, Moray Council etc to open building and deliver events	Experience in events or exhibitions
Fundraising lead	Create contacts, develop relationships and make funding applications	Fundraising experience
Marketing / Social Media Lead	To ensure marketing activity and social media activity. Recommend Facebook / Instagram in first instance	Marketing / Comms experience
Bookkeeping	Log expenditure and any income via shop and events etc	Financial management
Volunteers		
Collections documentation	Continue to work in store; document changes to locations of objects for case displays etc	All volunteers to be trained in the skills they need if not already experienced
Object conservation and cleaning	Clean and check objects in museum and store; monitor environment	
Welcome hosts	Open and close the building with support of Moray Council / p/t manager, welcome visitors, help with ice cream etc	
Talks and tours	prepare and give talks and tours	
Mentors		
Accreditation Mentor	to support work towards reaccreditation; unpaid role	Formally acknowledged as an accreditation mentor by MGS

Falconer Museum accreditation

Regaining museum accreditation will create credibility and opportunities for partnerships, support from other museum organisations and funding.

Accreditation and governance

Museum Accreditation requires an appropriate constitution demonstrating that a museum's governing body:

1. Exists for public benefit
2. Can demonstrate its collections and assets are appropriately protected
3. Has powers to operate a museum and hold collections and assets. These powers must be transparent and should not include the ability to distribute assets or profiles for private gain.
4. Is subject to statutory regulation or judicial process in relation to its conduct.
5. Must be a permanent entity with a long-term purpose.

The formal governing body with a constitutional name and a legal document giving it appropriate powers must be a long-term organisation. Any new body will need to demonstrate how its constitution meets the criteria whether it operates the museum directly or has contracted a legally separate management organisation to do so (a new trust would not have to own the collections and building).

Eligibility requirements

In addition to the constitutional issues to be resolved by a new body and to be eligible for museum accreditation, other eligibility requirements need to be met. In particular, the building need to open to the public regularly for the public to see and engage with the collections. A new governing body would need to commit to making a full application for Museum Accreditation within three years.

To be eligible to apply for accreditation a museum must:¹⁹

- Have a physical space in the UK
- Open for a minimum of 20 days a year
- Hold a long-term collection of artefacts
- Have a formal constitution
- Meet all relevant legal, ethical, safety, equality, environmental and planning requirements
- Be committed to improving its service for museum users

¹⁹ MGS [Accreditation Guidance documentation](#) is available on the MGS website. [Accreditation Eligibility Questionnaire](#), accessed from the MGS website, October 2024.

Working towards accreditation

There are a number of required policies, all of which should be set out within a detailed forward business plan²⁰. Regaining accreditation is a significant piece of work. It will be important for future management of the museum to receive good handover material from Moray Council to make the development and updating of policies and plans easier.

Accredited museums are required to evidence:

- How the museum cares for and manages its collections.
- The information and services it offers to museum users.

It is NOT necessary for the museum to have employed staff (there are many voluntary run museums with accreditation).

The Falconer Museum previously gained accreditation (as Moray Council) in 1994, which was removed by Museums Galleries Scotland following the museum's closure. In future, it is likely that the Falconer Museum would seek Type One accreditation, the basic indicators for which are set out in the following table:

Independent museum indicators ²¹	Type one	Type two	Type three
Workforce	Operated entirely, or mostly, by volunteers, usually supported by an Accreditation Mentor	mostly volunteer workforce, with some paid staff, may be supported by an Accreditation Mentor	paid senior manager/s, paid and voluntary workforce
Management	Managed directly by the trustees or through a delegated management committee	managed directly by the trustees or through a delegated management committee	managed by a paid director/manager reporting to the trustees or delegated committee
Operating budget	Less than £30,000 per year	£30,000-£250,000 per year	over £250,000 per year
Opening	Seasonal or weekend/ special event opening or appointment only where appropriate (for example, prison or 'behind the wire' military museum)	seasonal, or open all year	open all year, or seasonal opening

²⁰ Alternatively formal evidence of intention such as minutes of a meeting discussing a plan with an accreditation mentor and target date may be suitable.

²¹ Reproduced from Museums Accreditation Guidance, 2018

Independent museum indicators ²¹	Type one	Type two	Type three
Learning offer	Relevant lectures/ talks, learning groups welcomed on site	formal learning offer, subject specialist lectures/ talks/events offered	formal learning offer to multiple educational and user groups, regular subject specialist lectures/talks/events
Visitor numbers	Up to 10,000 site visits per year	up to 49,999 site visits per year	over 50,000 site visits per year

Different Types of museums have to meet different levels of requirement and accreditation assessors take Type into account when making their assessments. There are nine elements of the standard:

Organisational Health

1. Have appropriate governance and management
2. Plan ahead and have the resources to deliver your plan
3. Assess and manage risk to your organisation (including an emergency plan for collections)

Managing Collections

4. Hold and develop collections
5. Hold useful and useable information on collections
6. Care for and conserve collections

Users and their Experiences

7. Be accessible to the public
8. Understand and develop your audiences
9. Engage with your users, and improve their experience

Each of these nine elements includes specific further actions all clearly set out in the Accreditation Guidance.

Collections rationalisation

In order for the Falconer Museum to play to its strengths and create displays with contemporary relevance, it is recommended to incorporate all Moray Museum Service's natural history collections into the Falconer Museum. This broad definition of natural history would enable a future Falconer Museum to be relevant to local science and environment stakeholders, to make the most of the extraordinary discoveries made by Falconer about extinct species, and to include herbaria and climate science into its remit (as suits a benefactor who was both palaeontologist and botanist). Together these collections can be used to create relevant Falconer Museum displays for the identified target audiences of families, local people and tourists.

This proposal assumes that the new managing body of the Falconer Museum looks after all the collections categorised as 'Falconer Museum collections' leaving those collections categorised as Moray Museum Collections as the responsibility of Moray Council.

This reorganisation of collections is expressed in the table below:

Collection	Type	Rationale
FALCONER MUSEUM COLLECTIONS		
Falconer Museum	Geology and Palaeontology (including Falconer Fossils)	Scientifically valuable and historically significant collected by Falconer and successive Keepers working in his spirit. Palaeontology as the study of life within geological time is closely related to geology.
Falconer Museum	Archaeology (including Falconer lithics such as St. Acheul hand axes)	Internationally significant collections of lithics. Archaeology is Nationally significant "unmatched in any regional collections in Scotland". As the study of humans over time combining Falconer collections with other archaeology collections.
Falconer Museum	Falconer Archive – incl. letters written in Persian	Potentially significant (further research needed)
Falconer Museum	Falconer Library	Includes rare antiquarian and illustrated books
Falconer Museum	Forres Social History	Locally significant and in keeping with original intentions of Falconer Museum
Falconer Museum	World Cultures	Small but significant and with relevance to Falconer and the collecting patterns of a typical Victorian museum.
Falconer Museum	Herbaria as part of Natural History	Nationally (possibly internationally) significant reflects Falconer's interest in botany. Enables the museum to address questions of climate science and environment with the curious spirit of the founder.
Falconer Museum	Natural History including taxidermy	Record of life on earth (contemporary animals part of the broader scope of taxidermy and useful for engaging families and studying local fauna.)
MORAY MUSEUMS SERVICE COLLECTIONS		
MMS	Wider Moray Social History	Regionally significant
MMS	Peter Anson collection	Focus on the Moray coast and Buckie; potential for commercial reproduction

Falconer Museum Business Model

Purpose

The Falconer Museum is a museum constituted as a charity for public benefit.

It has a collection and programme focus on archaeology, geology, palaeontology, natural history, herbaria, Hugh Falconer, Forres heritage and local history.

It works in partnership with its key partners and stakeholders (including its volunteers) to protect, conserve and share its collections with its local audience and tourists.

Objectives

- To be a heritage resource and attraction that drives visitors and footfall
- To provide a welcoming, enjoyable and surprising learning and leisure experience for families and residents of Moray, and visitors to the region.
- To offer learning, social and health benefits for local people
- To be a place-based learning resource delivering against the Scottish curriculum
- To provide a regional pathway into (inter)national conversations on natural and human history

Brand positioning

- **Educational:** A unique and significant collection of fossils, archaeology and natural history which are of importance to the story of evolution and prehuman history. Relevant to growing interest in scientific and climate research
- **Popular local history** Links to famous people and products of Forres (McVities, tea) and wider tourist trails across the North of Scotland, particularly related to the Picts
- **Global history** International themes through the story of Hugh Falconer and the international importance of his discoveries

Audience / customer segments (visitors)

- Local audiences including families
- Local young people in education and training
- Forres older people
- Tourists including day visitors and families
- Visual Art and Craft audiences
- Forres local history

Relationships (key Museum activity stakeholders)

- Heritage students and experts
- Local volunteers
- Local businesses and corporate sponsors
- Artist community in Moray including GSA staff, students and visitors
- National and international academic communities in geology, palaeontology, natural history and archaeology

Key partners²²

- Moray Council
- Friends of the Falconer
- FACT
- Forres Heritage Trust
- Forres Conservation & Heritage Scheme
- Visit Moray Speyside
- Findhorn Bay Arts
- Glasgow School of Art

Key activities

- Museum display and opening
- Exhibitions, events and educational / social activities
- Art sales, merchandise and retail
- Fundraising
- Venue hire and pop-up catering (ice cream)
- Collections management

Key resources

- Falconer Museum building
- Falconer Museum Collections
- People - trustees, volunteers, part-time manager
- Income from fundraising, SLA and activities

Cost Structure

- **Property management:** rates, energy, insurance, cleaning

²² For Dependencies and a full Stakeholder Map of the Falconer Museum see the Future Falconer Museum Report.

- **Operational / Management:** equipment and furniture, materials and stationery, other supplies and services / fees, licenses, expenses including legal advice, phones, finance administration e.g. systems, accountancy, recruitment costs, catering and retail investment, seasonal staff, part-time manager
- **Programme costs:** displays, print, interpretation, conservation, curation, design, marketing, events, learning activities, learning seasonal staff, transport, temporary exhibitions, evaluation, volunteer expenses, training

Revenue Streams²³

- **Local Authority Service Level Agreement** (decreasing year on year to Year 5)
- **Fundraising:** grants, donations, sponsorship, legacies, family annual membership.
- **Admissions income:** gradually increasing from £3,500 Year 1 to £20,000 by Year 5
- **Earned income:** merchandise, ice cream franchise, venue hire (lab rental, weddings, corporate events, concerts, talks) events, art sales and retail.

Channels (Communications)

- Facebook
- Instagram (including for merchandise sales)
- Forres print distribution
- Media
- Forres Connected
- Visit Moray Speyside partnerships

²³These subheadings are taken from *Future Proof Museums business model canvas* by Susan Royce Change Management Consultant on the Future Proof Museums programme for Arts Council England 2020. Future Proof Museums' heading of Value Propositions features elsewhere in the report. <https://www.culturehive.co.uk/wp-content/uploads/2020/10/Future-Proof-Museums-notebook-WEB-SPREADS-1-2.pdf>

Falconer Museum: Proposals & Development Plan

Income model

The outline budget on page 32 sets out estimated income and expenditure for the Falconer Museum in its first five years. The following table outlines the key elements of its income model, followed by a short description of key strategies:

Activity	Delivery method
Local Authority	Service Level Agreement
Admissions	Ticket sales at £5.00 per adult, Children aged 6-18 £2.00, Concessions £2.00
Fundraising (grants)	Trust and foundation applications
Fundraising (membership)	Membership packages with benefits
Fundraising (corporate sponsorship)	Business proposals to local / relevant businesses for annual support and benefits
Fundraising (legacies)	Legacy information (tax benefits and 'how to' form); partnership with solicitor firms
Fundraising (individual giving)	Trustees and others to maximise member relationships and other personal relationships
Fundraising (crowdfunding)	Using online platforms crowdfund for specific projects or items
Education and social outreach activities	Paid school / intergenerational project agreements; workshops and materials; learning resources; need DBS checked seasonal staff or work in partnerships
Earned income (merchandise)	Merchandised gin as investigated previously by Moray Council
Earned income (ice cream concession)	partnership with ice cream supplier / neighbouring cafe at 50% profit share; investment by museum in Year 1 in equipment
Earned income (venue hire)	Lab rental, Museum hire for weddings, corporate events, concerts, talks
Earned income (retail)	shop sales and commission on high value art and craft sales through shop

Outline Admissions Strategy

Admissions charging at around £5.00 for adults and £2.00 for children. To offer value for money for local supporters, a family annual membership scheme at for example, £12.00, might be offered. Admissions should grow in line with activity and to keep growing, a programme of activities, exhibitions and refreshed displays will be needed.

Outline Fundraising Strategy

Grants from Lottery and public bodies, Trusts and Foundations:

Grant funding may support project activities particularly those with clear benefit to participant beneficiaries. For this reason, a strategy for grant fundraising should clearly target museum activities that provide positive outcomes for people such as learning and health and wellbeing.

Grant applications usually require match funding, and this should be allowed for as part of expenditure. The Five-Year Budget shows the range of activities we believe it should be possible to raise grant funds for in blue.

Starting with smaller applications that develop into larger amounts as confidence in the newly funded organisation grows, the Falconer Museum will develop strong relationships with funders to enable repeat funding of activities such as exhibitions, volunteer training, activities and events. Organisations to approach include National Lottery Heritage Fund and the People's Postcode Lottery. By the end of the five-year period, the Falconer Museum should be in a position to achieve a larger capital project application, supported by match funding, which will combine capital repairs with engagement activities and new displays.

In the first year it is recommended that the Falconer Museum apply to bodies that fund organisational transformation and resilience. These types of grant programmes offer one-off set up funds for future core costs that will enable growth and organisational development such as the first year of a management post or the development of fundraising materials for use with corporate and legacy donors. With this exception, it is difficult to raise grant funds for core running costs.

The John Ellerman Foundation awards annual grants to museums and galleries to support curatorial excellence particularly at times of change²⁴.

Museums Galleries Scotland offers support for organisations to deliver against its priorities including funding, museum accreditation, training programmes and access to professional networks and forums. Museums classified by MGS as officially working towards accreditation can apply to the Small Grant Fund for up to £3,000.²⁵ The Museum Development Fund of up to £60,000 is open to accredited museums.

Individual Giving including crowdfunding, membership and legacies

A fundraising Individual Giving strategy targets potential donors along a line of commitment that begins at a modest level with one-off donations boxes and membership scheme through to major donations / bequests. Each stage requires different provision of information and personal relationship cultivation. Crowdfunding and membership schemes are quick and simple ways to achieve small scale donations and raise profile at the same time. Larger gifts require cultivation and careful targeting but can be transformational.

Successful individual giving strategies use systems to maintain knowledge and contact with donors of all scales retaining their interest in the organisation and ensuring that the organisation knows what campaigns individuals are more likely to support.

We strongly recommend setting up a legacy scheme as the easiest way for individuals to make larger gifts to charities. However, legacy schemes take several years to mature and are unpredictable in their impact.

Individual giving can be used to support all kinds of project but tends to generate the most support when the 'ask' is for tangible and specific goals such as an acquisition, a repair or an event.

²⁴ [John Ellerman Foundation](#)

²⁵ The MGS [Small Grant Fund](#) can support: Small scale project work; the acquisition of equipment and other resources to address time specific needs; preparation and scoping work to plan and inform future strategic development.

Corporate sponsorship

The Friends of the Falconer Museum already have some relationships with corporate sponsors and the goodwill in the town towards reopening the Museum should be harnessed locally. The Falconer Museum will need to recognise that corporate sponsors are looking for profile and benefits for themselves when becoming sponsors: such benefits might include acknowledgement on marketing materials or access to use of a space or a special event. Corporate sponsors can also offer in-kind support from materials such as paint for exhibitions preparation to expert professional advice provided pro bono.

Outline earned income strategy

Venue hire

A range of venue hire opportunities should be pursued. Each requires advertising and relationship building. Weddings are highly intensive in terms of staff resource and need to be very well managed as the events are of extreme significance to the customer. It is recommended that casual staff and the part-time manager together manage these and that well-known resources such as Hitched.co.uk are used to find custom. Corporate events, concerts, talks and events will be identified through partnerships. Venue hire could be entered into in partnership with FACT and possibly preferred caterers. In order to meet museum good practice guidelines there will need to be constraints placed on alcohol (only white wine and champagne, not red) and types of refreshments served. Rental of the laboratory space either to archaeology companies or conservators should be investigated.

Merchandise

Merchandise opportunities have previously been identified by Glasgow School of Art and Moray Council with a focus on tea and gin. Based on Moray Council research in 2019 this could yield reasonable returns on products for sale in the Falconer Museum shop and elsewhere.

Ice cream franchise

Discussion with cafes nearby suggests that the gap in the market in central Forres is ice cream. Ice cream sales are advantageous for a venue like the Falconer Museum because they do not require significant investment or regular staffing. Falconer Museum would make the initial investment outlay in equipment like freezers and costs and profits would then be shared 50/50 with a nearby business. Costings in the budget are based on assumptions of 20 good weather days selling 30 units a day generating around £2,000 split profit.

Art sales and retail

The Falconer Museum shop space is small so maximum profit would be generated by focusing on higher price transactions and quality merchandise such as gin (mentioned above) and artwork by Moray and wider regional artists and makers. By offering sales opportunities and taking a commission on sales the Falconer Museum shop will generate income and support the local creative economy.

Work is required to identify stock and manage relationships with artists. A wide pool of artists will need to be involved to keep the shop stocked. One or two of the oversized high-quality museum cases should be repurposed in the shop space to offer artists with fragile / expensive items confidence in quality of display and security.

Income targets in the Five-Year Budget are modest. However, with the right buyer, the sale of quality art and craft has the potential to generate growing income.

The shop can also sell relevant books, postcards and prints. We are not recommending e-commerce until the Falconer Museum has resources to provide appropriate customer service.

Income generating potential of digitisation and research

Some museums charge for digital images and for research enquiries. However, unless there is a large and strong portfolio of imagery, the amount of work involved in supplying high quality digital images of collection items, combined with sector and funders preference for Creative Commons licensing, would suggest digitisation is entered into for its public benefit rather than as a commercial income stream. (Most funders who would support image digitisation would insist on free public access to those images.²⁶) It is not clear that the Falconer Museum has a suitable collection for this kind of commercial image library. In our experience if images are to be sold, this is easiest done through an agency such as Bridgeman who will handle administration and quality control.

The Anson Collection in the Moray Museums Service Collections however has the potential for sale of postcards and prints (subject to existing agreements with its owners being met). This could be achieved by hiring an appropriate professional photographer and negotiating reproduction rights with the owners and artists' estate where appropriate. Artists Resale Rights will also need to be thoroughly investigated through DACS and any links to the artist's estate.²⁷

Museums that charge for research mainly do so to cover the costs of providing access to the collection and / or the time value of curators answering research enquiries. For example, the Museum of the Order of St John charges £10 per research enquiry.²⁸

These sources of funding have not been separately itemised in the Budget as they are likely to generate small, occasional amounts.

Falconer Museum Five Year Budget

The five-year budget demonstrates:

Income with:

- A Service Level Agreement with Moray Council with a diminishing grant to the Museum year on year
- Steadily increasing admissions income replacing reliance on Moray Council
- Steady activity generating grants fundraising
- Increasing donations and corporate sponsorship over time
- Legacy giving yielding results over the medium to longer term
- Earned income especially merchandise and ice cream as steady income sources from Yr 2
- Other earned income increasing over time especially art sales and venue hire

²⁶ [Heritage Fund, Good Practice Guidance, Working Open Licenses](#)

²⁷ A quick check of DACS artist search facility did not generate clear Artists Resale Rights for Peter Anson. However, this is not conclusive, and more research will be needed: <https://www.dacs.org.uk/>

²⁸ [Museum of the Order of St John](#)

Expenditure falling into categories:

- Property management: Rates will reduce but other costs will be ongoing and rising
- Operational and Management: these costs increase with activity but should be offset by rising admission and earned income as these costs are investments in a higher profile, active museum
- Programme costs: these are more discretionary, and it is recommended that programme activities are fundraised for and only delivered once funds are identified and committed.

Indicative Falconer Museum Five Year Budget

INCOME	YR 1	YR 2	YR 3	YR 4	YR 5	Totals	
Local Authority							
Maintenance	£30,000	£0	£0	£0	£0	£30,000	¹
SLA (incl internal maintenance)	£0	£24,000	£19,000	£12,000	£5,000	£60,000	
Fundraising						£0	
Grants	£0	£20,000	£15,000	£16,000	£17,000	£68,000	²
Donations	£0	£2,000	£2,500	£3,000	£3,500	£11,000	
Sponsorship corporate		£2,250	£3,000	£3,750	£4,500	£13,500	³
Legacies	£0	£0	£0	£0	£2,500	£2,500	⁴
Membership @£12 family ticket pa	£120	£240	£480	£600	£600	£2,040	⁵
Admissions @ £5.00 adult	£3,500	£7,500	£10,000	£15,000	£20,000	£56,000	⁶
School group admission	£60	£180	£360	£360	£360	£1,320	⁷
Earned Income							
Merchandise (gin)	£0	£2,500	£5,000	£5,000	£5,500	£18,000	
Ice cream franchise (50% venue share)	£0	£0	£3,200	£3,200	£3,200	£9,600	
Lab rental	£0	£2,000	£2,000	£2,200	£2,300	£8,500	
Events	£0	£0		£200	£400	£600	
Retail							
Commission from art sales	£400	£550	£900	£1,200	£1,400	£4,450	
Other sales incl reproduction fees		£50	£125	£200	£300	£675	
Venue Hire							
Wedding	£0	£500	£1,500	£2,000	£2,500	£6,500	
Concerts	£0	£500	£1,000	£1,500	£2,000	£5,000	
Talks	£500	£500	£500	£550	£550	£2,600	
Corporate / commercial	£0	£500	£1,000	£1,500	£2,000	£5,000	
Other	£0	£0	£0	£0	£0	£0	
Total Income	£34,580	£63,270	£65,565	£68,260	£73,610	£305,285	

NB: Expenditure items in *blue* indicative of items possibly to be funded by grant income.

EXPENDITURE	YR 1	YR 2	YR 3	YR 4	YR 5	Totals	
Property Management							
Rates	£11,500	£2,300	£2,300	£2,300	£2,300	£20,700	
Energy	£4,000	£7,500	£8,500	£8,800	£9,400	£38,200	⁸
Insurance (property and other)	£1,600	£2,500	£2,500	£2,700	£2,800	£12,100	⁹
Cleaning	£300	£350	£375	£400	£450	£1,875	
Sub Total	£17,400	£12,650	£13,675	£14,200	£14,950	£72,875	
Operational & Management							
Equipment and furniture	£400	£900	£1,250	£1,250	£1,600	£5,400	
Materials/stationery etc - membership materials	£300	£600	£1,200	£1,200	£1,400	£4,700	
Other supplies and services /fees	£200	£3,000	£4,000	£4,000	£5,000	£16,200	
Licenses	£0	£2,180	£2,180	£2,180	£2,200	£8,740	¹⁰
Expenses inc. governance/legal advice etc	£4,000	£2,000	£200	£200	£200	£6,600	
Phones	£500	£1,200	£1,300	£1,400	£1,500	£5,900	
Financial costs e.g. systems bookkeeping	£260	£300	£350	£375	£400	£1,685	¹¹
Accountancy	£1,200	£1,800	£1,800	£1,800	£2,000	£8,600	
Recruitment costs	£495	£200	£200	£0	£0	£895	¹²
Ice cream and other income set up costs YR 1-2 / renewals Yr3	£2,000	£1,000	£500	£200	£500	£4,200	¹³
Seasonal staff		£1,920	£2,000	£2,200	£2,400	£8,520	¹⁴
Match funding ringfenced for grant applications		£2,000	£1,500	£1,600	£1,700	£6,800	
p/t Museum Co-ordinator freelance contract	£800	£15,800				£16,600	¹⁵
Part/Time Museum Manager			£16,464	£17,287	£18,151	£51,902	¹⁶
Sub Total	£10,155	£32,900	£32,944	£33,692	£37,051	£146,742	
Programme							
Redisplay ground floor cases	£0	£3,500	£0	£0	£0	£3,500	
Print (incl in later years leaflets) for marketing	£500	£800	£900	£900	£900	£4,000	
Fee interpretation / conservation / curatorial consultants	£750	£750	£1,600	£1,600	£1,600	£6,300	
Design	£400	£1,000	£800	£1,000	£1,200	£4,400	
Marketing (online in Yr 2)	£400	£1,000	£2,000	£2,000	£2,000	£7,400	
Events	£2,000	£2,000	£2,500	£2,500	£2,500	£11,500	
Learning activities	£0	£2,000	£2,500	£3,000	£3,000	£10,500	¹⁷
Learning seasonal staff		£960	£1,000	£1,100	£1,200	£4,260	
Transport	£0	£200	£200	£250	£300	£950	
Temporary exhibition	£0	£0	£2,000	£2,350	£2,750	£7,100	
Evaluation / evaluation consultant	£0	£1,400	£800	£800	£800	£3,800	
Volunteer expenses and training	£0	£1,000	£1,000	£1,000	£1,000	£4,000	
Sub Total	£4,050	£14,610	£15,300	£16,500	£17,250	£67,710	
Sub Total Expenditure	£31,605	£60,160	£61,919	£64,392	£69,251	£287,327	
Contingency @ 5% of budget	£1,580	£3,008	£3,096	£3,220	£3,463	£14,366	
Total Expenditure	£33,185	£63,168	£65,015	£67,612	£72,714	£301,693	
Surplus / Deficit	£1,395	£102	£550	£648	£896	£3,592	

Indicative Cashflow based on the Five-Year Budget

CASHFLOW	YR1	YR2	YR3	YR4	YR5		
B/F	£0	£1,395	£1,497	£2,047	£2,695		
INC	£34,580	£63,270	£65,565	£68,260	£73,610		
EXP	£33,185	£63,168	£65,015	£67,612	£72,714		
<i>Difference</i>	£1,395	£102	£550	£648	£896		
BALANCE C/F	£1,395	£1,497	£2,047	£2,695	£3,592		

Notes to the Five-Year Budget

- 1 External maintenance remains Moray Council responsibility as freehold owner
- 2 Grant income only likely to come in for non-core costs like activities and programme AND set up costs (hence dip in Yr 3)
- 3 Yr 2 based on 3 sponsors of @ £750
- 4 Set up legacy scheme in Yr 2
- 5 Rising to £15 per family for annual access by Yr 3
- 6 Yr 1 - occasional opening special events; Yr 2 only open from July to allow new display to be done April - June; calculations on 32 days opening July-Sep and 2,000 visitors total.
- 7 The small size of the Falconer will deter school group visits. Year 1 assume: 1 visit in 2 groups of 15; Yr 2 - 3 x visits; Yr 3 - 6 x visits; @£2.00 per child admission
- 8 Yr 1 assumes low cost as not open whole year; Yr 3 increase is extra cost of running freezer for ice cream as well as inflation
- 9 Increase in insurance is for art in shop
- 10 Council license £1500; annual £180 + £200 set up for alcohol
- 11 Indicative costs: charity bank a/c HSBC £60pa; Xero payroll £192
- 12 Museums Association website advertisement
- 13 Yr 2 set up costs
- 14 Assuming £12 per head mainly for ice cream staff
- 15 14-month contract Yr 1-2 of 79 days for fee of £16,600 (£200 per day)
- 16 Assuming FTE salary p.a. of £28,000 + oncosts = £39,200. 14 hrs p/w = £15,680 in Yr 1; then 5% increases
- 17 Including design of online self-led learning resource

Development Plan Falconer Museum

The Development Plan will need to be owned and revised by the new independent body. Therefore, more detail is provided for earlier years and the expectation should be that this Plan is indicative.

Property activities	Activities	Moray Council	Independent Falconer Museum body	Outputs
Year 1 – Set Up				
	Set up governance arrangements	Recruit individual trustees to form initial core Board Agree SLA with new body	Trustees to agree SLA	1 x Service Level Agreement
		Support initial expenses for governance and legal advice	Trustees appoint legal advice and develop plans and policies	1 x Constituted legal body formed
		Agree proposed collections rationalisation as part of SLA	Expand trustee board	Chair, Secretary, Treasurer and other Trustees appointed
Ongoing environmental monitoring by Highlife Highland Purchases of equipment supplies materials etc	Transitional management arrangements	Support with ongoing maintenance of Falconer Museum and collections at £30,000	Engage Friends of Falconer Museum to support collections activity	Access for Friends of Falconer Museum to store 1 x partnership agreement with Friends of Falconer Museum
Ongoing Moray Council property team checks		Organise and pay rates, energy, insurance and cleaning out of maintenance support		
		Manage payroll and payment for manager for end of Year 1	Appoint part-time manager by end of Year 1	1 x contract 4 days paid work by p/t Manager
Health & Safety Checks by Moray Council	Open museum for 20 days July - August	Enable access to the museum for open days through staff resource or training / insurance / security requirements	Volunteers campaign to recruit people to open museum	20 days public access to museum 10 additional volunteers recruited 1 x instructions for opening Museum and Store Security training and clearance

Property activities	Activities	Moray Council	Independent Falconer Museum body	Outputs
		Manage payments of programme and Operational and Management costs (excl. Expenses) from admissions income		1 x social media advertisement for volunteering Admissions income target of £3,560 700+ Visitors Public access eligibility for museum accreditation achieved
		Support with partnership activities where feasible e.g. through FC&HS and other ongoing projects like Forres Connected	Open the Museum for 20 days of events / opening with admission tickets	10 x activities led by partners hosted in Falconer Museum including Missing Museum engagement project with Findhorn Bay Arts; charging talks programme with Forres Heritage Trust; charging museum tours by Friends of Falconer Museum Open Days advertised by Forres Connected
		Support school visit	Schools offer Prepare learning resources based on loans boxes and material Trustee with learning expertise to revise in light of Curriculum	1 x local school visit in 2 x groups
			Open shop	Minimum 1 x artists work on sale 1 or 2 museum quality cases installed in shop space Artworks installed in shop space Commission target: £400
	Preparation for first independent year of operation		Develop and agree Business Plan	1 x Business Plan with Annual Action Plans Yrs 1-3
			Training for collections volunteers	1 x training programme by Highland Highlife or AIM
		Support new independent body in payments for investments as appropriate	Invest in equipment for Year 2 opening infrastructure	Equipment installed
		Support new body to acquire licenses	Acquire licenses for year 2 operations	Licenses acquired for venue hire (alcohol, premises etc)

Property activities	Activities	Moray Council	Independent Falconer Museum body	Outputs
			Begin process of re-applying for accreditation	Contact made with MGS
			Marketing activity Ask Friends of Falconer Museum to update website	Initiate a social media campaign on Facebook Local press promotion Updated website pages Set marketing targets
			Policies	1 x GDPR policy 1 x Access policy 1 x Environmental Sustainability policy
			A trustee to identify artists for sale in shop and lead on developing shop	Secure arrangements made for card payments in the Shop Minimum 1 x artists Sale or Return agreements in place plus a further 3 x artists agreements ready for Year 2
	Fundraising	Co-sign funding applications as owner of assets	Application to organisational development / resilience funders	1 x application to The Fore 1 x PE to Heritage Fund
			Develop fundraising case for support	1 x case for support template
			Set up individual giving plan Set up membership scheme	1 x individual giving plan 1 x family membership scheme (target: 10 family members £120)
Year 2 – Consolidation				
Ongoing environmental monitoring by FOFM	Governance and management	Provide management fee of £24,000 as part of SLA	First full year of Board leadership Payment of all operational and management costs including p/t manager and seasonal staff	4+ Board meetings 1 x OSCR annual report Reporting to OSCR on trustee membership and other requirements Payroll setup

Property activities	Activities	Moray Council	Independent Falconer Museum body	Outputs
Purchases of equipment supplies materials etc			Set up Executive Volunteers Manage access and activities all volunteers in partnership with Friends of Falconer Museum	Role descriptions Training manual for all volunteers
			Confirm eligibility for accreditation	Application to MGS
			Begin work towards accreditation	Development of policies including Collections Policy, Ethical Income Generation Policy and Volunteer Management Policy, Audience Development Plan
Day to day Property management by independent body			Organise and pay rates, energy, insurance and cleaning	
			Marketing	Partnership marketing with Forres Connected, Visit Moray Speyside 1 x listing / advertisement on Hitched Facebook promotion Set up second social media account
			Develop partnerships	Partnership project plans developed with: FACT Forres Heritage Trust Leanchoil Trust Forres Academy Findhorn Bay Arts
	Fundraising			
			Individual giving scheme	1 x outline Individual Giving Plan 2 x donations boxes and online donations campaign (target £2,000) £240 family membership scheme target 1 x legacy pack

Property activities	Activities	Moray Council	Independent Falconer Museum body	Outputs
			Low budget applications for events programme and display project and for resilience funding / startup costs	12 x grant applications 3 x successful grant applications Grants target: £20,000
			Trustees to contact potential corporate sponsors	10 x contacts made 3 x corporate sponsors signed up (target £2,250) 1 x in-kind printing / graphic design sponsor 1 x legal/tax sponsor to advise in-kind on legacy giving
			Trustees to apply to William Grant Foundation for early career governance programme	1 x William Grant application foundation
	Programme and Collections		Refresh displays	Cases relocated out of main space on ground floor Contents into ground floor cases to make coherent introduction to Falconer Elephant skull and key items such as hand axes installed on ground floor
			Graphics produced demonstrating importance of collections	New labels and panels
			Open Falconer Museum to the public	20+ public open days 3 x school visits Income target £7,680
			Partnership programme of activities (dependent on successful fundraising)	Events/ activities programme with 1 partner
			Continue preparation of paperwork and policies for museum accreditation. Commission support	Accreditation Mentor on board MGS and NESHN providing informal support
	Earned Income		Identify ice cream franchisee Invest in equipment e.g. freezers for ice cream	1 x ice cream concession contract Fitout of facilities and equipment

Property activities	Activities	Moray Council	Independent Falconer Museum body	Outputs
			Venue hire	1 x launch of venue hire brochure incl. professional quality photographs Venues target: £2,000
			Retail	3 x artists work on sale in shop Commission target £550 Merchandise on sale (Falconer gin) Cards and books on sale Overall retail and merchandise target £3,100
			Lab hire	Identify and rent out lab space
Year 3 – Growth				
NB. Year 2 actions ongoing and planned growth in line with budget – new actions below				
	Programme and collections		Extend number of open days	Admissions target: £10,360
			Achieve accreditation	Accreditation application
			First annual temporary exhibition	Temporary exhibition in partnership with partner organisation
			Partnerships with local organisations to further learning / health, social and wellbeing / intergenerational outcomes for local people Appropriate staff recruited to support partnership working with vulnerable groups	2 x partnerships in place with Leancoil Trust, Forres Academy or GSA 1 x set activity materials and guidance Seasonal staff recruited
	Earned income		Launch of 20 days ice cream sales	Sourcing of supplies Recruitment of seasonal staff Profit share target: £3,200

Property activities	Activities	Moray Council	Independent Falconer Museum body	Outputs
			Increase shop stock and sales	Income target retail incl. merchandise: £6,025
	Governance and Management		Introduction of early career governance programme	3 x 18-35 yrs early career stage individuals supported through trustee training, followed by recruitment onto Falconer board.
			Volunteer drive	50 new volunteers
	Marketing		Website pages added to act as Forres-wide heritage and culture online hub signposting to range of activities Identify engagement metrics	X website visitors per month Website pages with links to Forres Connected and local cultural activities 4 x Blog posts
Year 4 – Ambition				
(NOTE as a capital project, fundraising and income for the one-off project not included in budget targets – will be in restricted income)				
	Fundraising		Ongoing fundraising to support programme activity	Income target not including capital and engagement project: £23,350
		Estates team to provide in-kind support of visual survey and photographs of Falconer Museum building as evidence of need Council team to provide fundraising advice	Fundraising for match for capital project of around £200,000 for repairs, new displays and public engagement including volunteering and wellbeing programme Visit Moray Speyside to provide fundraising support	1 x Project Enquiry to Heritage Fund 1 x Submission of full application to Heritage Fund 1 x Fundraising Plan Match fundraising target from range of sponsors, donors and other funders of £70,000
Survey of Falconer Museum building	Capital and engagement project		Falconer Evolved project plan: To include capital works, engagement plan, audience development targets,	1 x project plan 1 x risk register Initial enquiries about listed building and planning permissions

Property activities	Activities	Moray Council	Independent Falconer Museum body	Outputs
			interpretation plan, volunteering plan, learning plan etc	1 x design brief Estimates of building repairs
Year 5 – Falconer Evolved				
Repairs and refurbishment New case displays Infrastructure / access improvements Digital interpretation and associated IT upgrades	Capital and engagement project		Delivery of Falconer Evolved project plan including Learning pack for schools Digital interpretation via app and in gallery	Visitor target to new display: 15,000 Admissions income target: £20,000+ School admissions target: £360 Increased diversity of volunteers by age and background
	Fundraising		Ongoing fundraising to support programme activity may wish to be used as match depending on success levels to date	Fundraised Income target: £200,000 capital project (+/incl. £28,100) Legacy estimate: £2,500
	Earned income		Maximise awareness to generate venue hire bookings	1 x new brochure and online presence Income target venue hire: £7,050
			Ensure more stock in shop	6 x artists agreements Retail target incl. merchandise: £7,200

Property

Based on an assessment made by the Council in 2019, the Falconer Museum and the separate store require repair works to the roof and stonework, which “have to be undertaken within 3 years or earlier depending on weather conditions.” The timetable for addressing these works is dictated by the critical priority list of the wider Moray Council property estate. The Falconer Museum building is free from water ingress. Any issues found when the monthly reports are carried out are addressed immediately.

The current estimated cost of outstanding repairs is £97,000 in 2024 prices.²⁹

Whilst the Museums Service is closed it was also identified by the Council that in addition to the repair works, the following servicing would still be required including:

- Fire Alarm and emergency lighting
- Intruder Alarm
- Servicing the heating system
- Regular temperature checks
- Fixed Electrical test if due
- Cleaning the rainwater goods

Carrying out repairs to the Falconer Museum building (and if necessary to the store roof) are essential and cannot be avoided. These are the works referred to under Property Activities in Years 4 and 5.

²⁹ Internal documentation, Museums Service Committee Report Oct 2019, and emails from Moray Council Property Services, September 2024.

Moray Museums Service Collections: Proposals & Development Plan

Assumptions

It is assumed that Moray Council wish to 'do the right thing' by the Moray Museum Service Collections whilst limiting their expenditure commitment.

Having acquired the collections as a trusted public organisation, Moray Council will want to follow ethical guidance provided by both the Museums Association and the Museums Galleries Scotland accreditation framework.

It is possible for Moray Council to rationalise and dispose of collections within an ethical framework.

An audit of the social history collections should be undertaken to have better knowledge of the collections material to be dealt with.

Public benefit

Culture Radar advise a rationalisation approach that follows some key principles:

- Ensure the safe keeping of objects in long term locations
- Locate collections where they will be publicly accessible
- Relocate collections and objects close to communities of origin or where the objects have particular relevance, significance or meaning.
- Return loans
- Follow accreditation guidance
- Follow Museums Association Code of Ethics³⁰

Rationalisation does not necessarily mean disposal of objects. It can mean lending and dispersal or deciding to retain objects. If disposal is a chosen route, Museums Galleries Scotland state:

"Before undertaking the disposal of any item, you need to think carefully about the intended outcomes. Your outcomes should always demonstrate how your museum's public benefit will increase as a result. Your primary outcomes for disposing of a museum object should be one of the following:

- Improved care for the object
- Improved access to and enjoyment of the object
- Improved context for the object
- Continued retention of the object within the public domain
- Removal of any hazard posed by the object"³¹

³⁰ [Museum Association Code of Ethics](#)

³¹ Museums Galleries Scotland [Introduction to Object Disposal](#) Retrieved 24 October 2024 (ref. considerations-before-disposal)

Many of the Moray Museums Service collections relate to specific localities within Moray and communities and heritage organisations in these places may welcome the opportunity to hold collections of relevance to their areas.

Collections Disposal Process

In line with the principles above, Moray Council should begin any process of rationalisation and disposal by reviewing and if necessary, rewriting Moray Council Collections Policy. Whilst doing this, Moray Council should confirm the reorganisation of Falconer Museum collections and MMS Collections proposed above and ensure the policy supports public benefit principles.

Achieving rationalisation of the Falconer Museum collections will mean that MMS collections remaining within Moray Museums Service collections will be less than 37%³² of total collections.

Within the MMS collections, 18.4% are general social history. Without an appropriate place to display these collections and given their widespread potential relevance, disposal of these collections could be considered and should follow a process that will allow time to make other museums, nationally, aware of the objects' availability. However, please note Helen Avenell's point that "it is not safe to rationalise or dispose of objects unless they are well understood but this can clearly cost a great deal of money and time. Without sufficient research, the rationalisation process itself is likely, particularly in the case of imperfectly understood historic collections, to separate objects from other related objects or documents which might throw valuable light on them."³³

We recommend that Moray wide social history items (15.6% of total collections) should be either kept by Moray Council or given to localities within Moray where the public benefit principles above will be better met such as by Elgin or Nairn Museum. We also recommend that use is made of a few of the high specification museum cases, oversized for the Falconer Museum, to share objects in non-museum venues where there is relevant history and demand for them. When deciding on locations for these, care should be given to considerations of light and security. The selection of robust objects and the quality of the cases should enable them to be displayed in most secure, locked or staffed public venues such as libraries and community heritage venues.

Peter Anson collections should be returned or disposed of in line with public benefit, not sold. It is worth noting that if they are photographed and reproduction rights negotiated, this source of digital images could provide a small ongoing revenue stream for the Falconer Museum and other shops to sell postcards and prints.

Methods that should be considered under disposal include:

- Gift or transfer to another Accredited Museum
- Exchange of objects between museums
- Gift or transfer to another organisation within the public domain. This should be considered once it has been established that an Accredited Museum will not take the object
- Return to donor. Only return to a donor once public options, such as other museums, have been exhausted

³² These percentages reference those in Helen Avenell Heritage Associates' Moray Museums Service Collections Overview p. 10. As such they include within the total percentage 20% of collections which have already been disposed.

³³ Avenell, H. (February 2024) Moray Museums Service Collections Overview, Helen Avenell Heritage Associates p. 21

- Transfer outside of the public domain. In the rare case that you cannot pass your object onto museums, some enthusiasts and special interest groups may take on ownership of an object.
- Recycling. If a new object owner and location cannot be found, consider giving an object to charity or selling it as scrap.
- Destruction. This should only happen when the object poses a health risk.

In very exceptional cases, sale is considered to an accredited museum. However, sale can lead to serious reputational issues that may affect the ability to fundraise or of the Falconer Museum to gain accreditation. There is a strong preference and tradition of free gifts. Sale outside of the public domain isn't recommended.

Resource

A discrete collections audit of the social history collections should be commissioned ahead of embarking on any rationalisation or disposal work. The audit need not check every object but should ascertain scale, condition and a pattern of acquisition for these collections.

The disposals decision-making process needs to be carried out at individual object level by professional staff. Moray Council would therefore need to pay for staff to carry out disposal.

It is strongly recommended that an estimate of the scale of this work is obtained by a collections management expert with familiarity with the collection such as Helen Avenell Heritage Associates before allocating resource. Culture Radar's estimate should not be relied upon without obtaining a more thorough audit. We estimate that this work may take a member of staff two years to carry out this work and recommend Moray Council assume a two-year timeframe and a cost of £59,000 in salaries plus the cost of the preceding audit (an estimated £6,000). In addition, there will be transport and advertising costs.

Whilst the process is ongoing, Culture Radar recommend that Moray Council include management of MMS collections within the Service Level Agreement with the new body running the Falconer Museum. It is essential, however for the success of the Falconer Museum, that the service specification is no more than the level of maintenance and checking currently done by Highlife Highland.

Moray Museums Service Collection Outline Development Plan

Collections advice by a specialist to audit the size, condition and status of these social history collections is recommended ahead of any action.

Property activities	Activities	Moray Council	Independent Falconer Museum body	Outputs
Year 1 – Preparation				
		Agree proposed Falconer Museum collections rationalisation as part of SLA Commission audit of non-Forres social history collections		
Year 2 – Rationalisation process				
Rationalisation of Moray Museums Service collections		Identify staff resource Agree process for documentation of Moray Museums Service collections rationalisation Identify donors and stakeholder e.g. funders Identify Moray heritage and other organisations as potential repositories Prepare condition and status checks of objects		1 x collections management policy Relationships developed with MGS and other heritage and museum organisations 2 x object lists for social history and Anson collections
Year 3 – Consultation and decision making				
Update collections records Free space in store for Falconer Museum learning and community use		Complete object lists Publicise available objects Inform stakeholders of decisions Arrange transport of collections Document all object movements	If decide to keep some collections, Falconer Museum could look after them	1 x revision to SLA c. 17,000 Updated object records

Draft Risk Strategy

Based on the recommendations and business case, the following draft risk strategy is intended as a strategic guide to assess risk for the Falconer Museum – this includes risks related to establishing a new independent body to manage and operate the Falconer Museum, and to that body ensuring long-term viability of the Falconer Museum.

It assumes an appropriate risk strategy is applied to risk management for the Falconer Museum, i.e. a process that includes:

- **Identifying:** Potential threats before they impact
- **Assessing:** Evaluating the level of risk / impact to the organisation or programme
- **Taking action:** Mitigating the risk
- **Monitoring and reporting:** Tracking the risk, and the effects / change as a result of mitigating action

The table summarises twelve critical risks, their impacts and suggested mitigation actions for the Falconer Museum. The risks and corresponding actions provide a foundational approach for the trustees to establish a sustainable governance and operational framework, enhancing the Falconer Museum's role in the local economy, community and its long-term viability.

The **Relative Likelihood** ratings (High or Medium) are based on typical challenges for independent museums with limited resources, especially those relying on volunteer-led operations and variable funding.

Post-Mitigation Risk Levels reflect the anticipated improvement in risk levels if mitigation strategies are applied effectively. This can guide the board in prioritising areas that need immediate attention while reducing risks across the museum's operations and governance:

- High: Still significant but mitigated.
- Medium: Reduced impact but still needs monitoring.
- Low: Effectively managed, minimal risk level.

Risk	Impact	Relative Impact (Economic, Community, Heritage)	Likelihood	Mitigation Actions	Post-Mitigation Risk
1. Funding insecurity for operating and program costs	High	Economic (high), Community (high)	High	Relationship management / communication with Moray Council. Realistic budget/target setting. Develop diverse revenue streams (memberships, sponsorships, seasonal events). Increase marketing and visitor admissions. Build contingency fund.	Medium
2. Dependence on volunteers and P/T staff	Medium	Community (high), Operational Sustainability (medium)	High	Provide volunteer training, recognition programs, and secure funding for seasonal/programme staff during peak periods. Partner with local universities to expand volunteer pool. Flexible volunteer	Low

				roles alongside Executive Volunteer roles to diversity skills appeal to greater number.	
3. Governance and trustee capacity / skills gap (inc. failure to establish independent body to operate and manage)	High	Operational (high), Community (medium) Heritage (high)	Medium	Recruit a board with diverse skills in business, legal, marketing, and heritage. Establish training and mentorship for trustees. Terms of Reference agreed that reflect trustee capacity. Regular board meetings with transparent reporting, monitoring and evaluation. Re-consider options such as closure or integration with wider trust model.	Low
4. Building maintenance repairs	High	Heritage (high), Economic (medium)	High	Prioritise preventive maintenance and fundraise specifically for capital repairs. Seek in-kind support / sponsorship from local contractors.	Medium
5. Failure to achieve museum accreditation	High	Heritage (high), Economic (high)	Medium	Consult with accreditation mentor to follow MGS accreditation requirements and process. Peer-learning with professional networks. Collection documentation and management.	Low
6. Insufficient visitors attracted and engaged	Medium	Community (high), Economic (medium)	Medium	Increase partnered marketing and promotion (incl. social media, retail and ice-cream promos). Rotate and refresh exhibits. Work with partners to utilise loaned displays to drive visitors to museum. Pitch local media features / special events.	Low
7. Inadequate marketing and community engagement	Medium	Community (medium), Economic (medium)	High	Collaborate with local community networks, leverage social media, align marketing efforts with regional seasonal events and holidays. Community-curated / focused exhibits and events to increase local relevance and strengthen the museum's role as a community hub.	Medium
8. Legal and liability risks for trustees and volunteers	High	Operational (high), Community (medium)	Medium	Secure legal advice for comprehensive governance documentation. Regular training for staff and volunteers on compliance topics (e.g., health & safety). Write, implement and review essential policies and procedures to ensure ongoing compliance.	Low
9. Challenges in long-term	High	Economic (high),	High	Secure SLA with Moray Council for transition phase. Develop and	Medium

financial sustainability		Community (medium)		implement five-year business and financial plan with diversified revenue sources, cost-saving measures, and reserve funds and in partnership with key stakeholders.	
10. Collections management / interpretation limitations	High	Heritage (high), Community (medium)	Medium	Prioritise volunteer training through professional networks and MGS. Seek grants to support collections management / interpretation. Establish volunteer-led collections management team.	Low
11. Compliance with health, safety, and accessibility standards	High	Community (medium), Legal (high)	Medium	Conduct annual safety audits. Secure funding for accessibility upgrades. Train staff in access, health and safety.	Low
12. Risk of underutilising partnerships and community connections	Medium	Community (high), Economic (medium)	High	Establish formal partnerships with local organisations (e.g., FHT, FACT). Collaborate on mutually beneficial pilots projects and events to leverage community networks and increase collaborative impacts.	Low