





SCOTTISH FIRE HERITAGE

BUSINESS PLAN 2023-2026

DATE: 14/03/23 MoSFH Business Plan 2022-2025 - 001c - AH - DRAFT

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SUMMARY ACTION PLAN 2022-2025

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INTRODUCTION

I am delighted to share with you the Museum of Scottish Fire Heritage Business Plan. The plan spans the first three years of the new museum and sets out ambitions for the opening and development of our brand-new facility situated at McDonald Road, Edinburgh.

Scotland has a rich fire history and we want to utilise the museum to showcase how Scotland has shaped fire-fighting across the world. The exhibits are only part of our offer, with our team of staff and volunteers providing additional knowledge and insight into the fire service past and present. We strive to provide volunteers with meaningful opportunities to develop and engage with members of the public. They are key to the delivery of a successful visitor experience; many of whom who can provide direct experience of working for the Fire Service as ex-employees.

This plan also details our digital ambitions; utilising digital platforms to share our wider heritage collection and ensuring we have a global audience.

Our other key ambition is to provide a high-quality education and engagement programmes. Utilising fire heritage can be an extremely effective way to promote current fire safety advice and information across a range of demographics and communities. We will develop educational materials that take cognisance of the Curriculum for Excellence and will explore ways of delivery, both online and through school visits to the museum site.

The development of the museum has faced challenges, like all visitor attractions over the last few years. The opening of the museum now represents an exciting time where we look forward to welcoming visitors in a safe and friendly manner.

BACKGROUND

MUSEUM BACKGROUND

The senior officers of both the Edinburgh Fire
Brigade and its successor the South-Eastern Fire
Brigade, including those of the interim entity the
South-East Scotland Fire Force of the National Fire
Service, were very forward looking and preserved
from its earliest days artefacts relating to the Brigade.

In 1968, following the disbanding of the Auxiliary Fire Brigade, space was identified at McDonald Road as an ideal display location for all the artefacts at present in storage. This opened to the public around 1969.

Following the retiral of Firemaster Rushbrook in 1970, the museum was given the name: The Braidwood and Rushbrook Museum to reflect the contribution both made to not only the Fire Service but also to the history of firefighting in Edinburgh.

The fire station at Lauriston Place moved to the new station at Tollcross in 1986 leaving the four-bay engine room, and locker room at the then Lothian and Borders Fire Brigade Headquarters building vacant. The museum, renamed the 'Museum of Fire' moved into the Lauriston Place Victorian building in 1988 and created an experience within its surroundings that was to make it one of the city's premier 'hidden gems'.

When the eight former Scottish Services merged to create the single Scottish Fire and Rescue Service in April 2013, a decision was taken to close the Lauriston Place building. SFRS were committed to retaining a museum in the City of Edinburgh, and it was agreed the museum should return to its original home at McDonald Road.





MCDONALD ROAD - NEW MUSEUM OF FIRE

Scottish Fire and Rescue Service has invested significantly into designing and developing the new facility, which forms part of the wider redevelopment of the McDonald Road site, which also houses a working community fire station.

The museum covers an area of 8500 sq feet, including a reception area and the main museum itself. As a museum for the Scottish Fire and Rescue Service, the collection is made up of artefacts from across the country. In addition, the museum has use of a community safety hub directly above the

museum site, where the collection can suitably dovetail with Community Engagement activity to ensure modern day fire safety messages are shared. The history and collection can serve as a platform where workshops are devised and delivered to suit National Curriculum Key Stage Learning Elements such as Responsible Citizenship or History of Scotland. The museum is also unique in that the location is next to a modern fully operational community fire station that protects the community surrounding it.



HERITAGE COLLECTION

Today, the museum cares for 12 historic fire engines from manually drawn and pumped versions from the 18th century, 19th century horse-drawn types including steam powered pumps, early motorised pumps from the 1900's, right through to those of the dramatic Blitz years of World War II, to more modern complex fire engines of the 1980's.

Scottish Fire and Rescue Service has also amassed in the region of 10,000 separate items of firefighting and rescue equipment, uniforms, models, books, photographs, magazines and technical manuals, fire brigade badges, buttons and rank markings, fire masters' letters and fire service historical administration, documentation going back more than two centuries.

PURPOSE

TO PROVIDE A WORLD CLASS
FACILITY THAT SHOWCASES
SCOTLAND'S RICH FIRE HISTORY
AND SUPPORTS THE PRESERVATION
OF OUR FIRE HERITAGE IN LINE
WITH OUR CHARITABLE AIMS
AND OBJECTIVES

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MISSION

To provide a high quality and unique museum experience for visitors, dedicated to the acquisition, conservation, research and communication of fire, fire-fighting and fire prevention exhibits for the purposes of study, education and enjoyment. To be recognised as world-class centre for fire history and strive to be acknowledged as a collection of significance.

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OBJECTIVES

- To promote, raise awareness, and educate the public at large of the function of the Scottish Fire and Rescue Service and the history and development of fire services throughout Scotland.
- To actively share the organisational heritage and evolution of the service as a method of engagement with communities and increasing fire safety awareness.
- To provide opportunities for individuals, communities and relevant stakeholders to become involved in the heritage work and initiatives of the Scottish Fire and Rescue Service through wider volunteering and employment opportunities.
- To promote the preservation, conservation, interpretation and research of the fire services cultural heritage as an integral part of the nation's heritage.
- To maintain and further develop a digital archive of the wider Scottish Fire and Rescue Service heritage collection so that this can be access by the public / partners for research and personal interest purposes.
- To determine and implement financial and marketing strategies to ensure the viability of the museum and its assets.







AMBITIONS FOR THIS PLAN

For the period of this plan, we want to achieve the following:

- Open and develop our museum in Edinburgh, in accordance with industry guidelines provided by the Museums Association and Museums and Galleries Scotland.
- Create a unique visitor attraction and increase year on year visitors both physically and online over the three years.
- Work towards seeking accreditation with Museums and Galleries Scotland (MGS) as we believe the collection has significant cultural and educational significance. To do this we would ensure the museum adheres to best practice, not only for patrons and staff, but also for the collection itself.
- Create commercial and funding opportunities to provide regular income streams that cover running costs and support the development of the museum and improve the visitor experience.
- Devise and implement a financial plan to support the running and future development of the museum on a sustainable basis.
- Work in close alignment with the Scottish Fire and Rescue Service Prevention and Protection Function to ensure that our heritage is an integral part of our day-to-day community engagement work in building safer communities and providing fire safety education.
- Develop a national calendar of events to showcase our rich heritage collection and engage with a wide and varied section of our communities.
- Explore different ways to promote our heritage collection and share with communities across Scotland. This includes a strong digital presence and the use of outreach tools, for example handling boxes.

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GOVERNANCE AND RESOURCES

FIRE AND RESCUE HERITAGE SCOTLAND TRUST

The museum is managed and overseen by the Future and Rescue Heritage Trust Scotland whose focus is to actively develop and share the history and heritage of firefighting in Scotland.

PEOPLE, SYSTEMS AND ASSETS

The museum is owned by the Scottish Fire and Rescue Service who provide support in-kind through housing the museum at the McDonald Road location, which is also the site of a full-time operational community fire station. The assets in the museum belong to the Service, along with thousands of heritable items that form part of the

wider collection. Support is also provided through insurance, rents and rates.

The Fire and Rescue Heritage Scotland Trust has been set up to support the running of the museum and to develop funding opportunities in line with the Trust's charitable aims and objectives. The Trust is supported by the Prevention and Protection Function of the Service.

The museum is managed daily by two full-time members of staff. These are supported by a team of dedicated Heritage Ambassadors (volunteers) who play a vital role in the running of the museum and wider visitor experience, along with personnel from the Prevention and Protection Function of the Scottish Fire and Rescue Service. Many of the volunteers have been supporting fire heritage work for many years, bringing a wealth of knowledge of fire service history.

STAFF STRUCTURE



Museum of Scottish Fire Heritage Business Plan 2023-26

COLLECTION CARE

Scottish Fire and Rescue Service has one of the most comprehensive firefighting collections in Scotland. This collection, coupled with the flagship site that will be Museum of Scottish Fire Heritage, combines to create a cultural offer which highlights the significant impact of firefighting on the evolution of Scotland as a nation. Our tangible and intangible heritage captures moments in time from significant moments in the country's history; from the early days of governance change from private to municipal ownership, the impact of two world wars, the changing role of women in society, technological advancements, attitudes to home safety, and

diversity in all aspects of life. These collections must be cared for in way to ensure that they are preserved for years to come.

We will align with Museum and Galleries Scotland and the Collections Trust Spectrum standards to ensure that we are caring for our collection in way which protects and preserves them for the future. This means ensuring our environmental monitoring conditions are maintained, and that our storage facilities and database standards are equipped to deal with our diverse collection which require different environmental conditions to thrive.

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MUSEUM FINANCES

The financial running of the museum relies upon a combination of funding streams. These include; external funding, donations, legacies, income generation from the sale of merchandise, private tours and research, and support from the Scottish Fire and Rescue Service in the form of benefits in kind.

To support income generation, a variety of retail items have been developed which are available for sale via the on-site shop and via the museum website. These will be developed and expanded as

the museum grows, helping to promote the museum through use of strong branding.

Main outgoings include; office expenditure, expenses for staff and volunteers, restoration work, online archiving, new exhibitions, community engagement activities, advertising, publications and shop stock.

Funding for the initial design and development of the museum was provided by the Scottish Fire and Rescue Service.

TARGET AUDIENCES

The museum, in conjunction with our online presence, will attract a range of target audiences and has been designed to appeal to a wide demographic, with focus on:

- FIRE SERVICE FAMILY: enthusiasts

 those with a passion and potentially a direct connection with the fire service. For example, retired and current fire service personnel, those with ancestors who were in the fire service and may be interested in genealogy and the personal records held, those with serving family members, those who have connection to fire service in different countries.
- TOURISTS: International visitors, day trippers, rainy day visitors
- FAMILIES: this group can exist in several different iterations and could extend to intergenerational groups such as grandparents. The attraction is that it is free, visually interesting, interactive etc.
- SCHOOL VISITS: our collections and story links well with several curriculum areas, offers great learning outcomes, and links to current safety messaging. Young people could also encourage future visits with families/responsible adults etc.
- LOCAL COMMUNITY: people who are looking for something to do which is conveniently nearby, free etc.
- REMOTE or only visitors via website and social media.



ISOLATED INDIVIDUALS: English not first language visitors. Our museum will offer opportunities to get involved via volunteering. We could offer a 'must see' items list which is translated. The collection is very visual and is also part of a functioning station which creates a dynamic and authentic experience.

The museum will offer events and activities that will be targeted to the audiences above. Over the course of this plan, a calendar of events will be developed, working with representatives from the various audiences, that will help to increase visitor numbers and encourage re-peat visits. These will include:

- Specialist events that appeal to those with specific interests such as guest speaker or curator talks on historical events or specific equipment, book launches, or author readings.
- Educational sessions for schools Using our own collections to link with curriculum and STEM learning areas to support delivery of inclusive and engaging sessions for school groups.
- Regular tours of the museum led by our Heritage Ambassadors, many of whom are former fire service personnel. These individuals will be able to provide an authentic experience for visitors and can share their own experiences of working in the Service.
- Inputs for children and young people, activity / craft based. Establishes positive relationships with the museum and SFRS, could promote repeat visits.

- Book Bugs for early years proximity to library could co-host these events, special event book bugs of relevance.
- Sessions for local community groups these could be tailored to specific groups needs if appropriate, or could simple offer an extended or focused tour depending on the group's interests or needs.
- Private or out of hours tours to support those with specific needs.
- Events that tie into seasonal holidays (Easter, Christmas, etc.).
- Host private events for corporate clients,
 i.e., Burns supper or meeting facilities, link
 with Local Government offices as host site for
 civic receptions etc. This also has potential
 income generation.
- Local and national themed events (e.g., Museums at Night, Doors Open Day, Year of ..., Festival(s) events).

CHALLENGES AND OPPORTUNITIES

CITY OF EDINBURGH

- VISITOR TRENDS there is the potential to see an in increase in domestic visors who would normally spend time in other areas due to less international travel resulting from the pandemic.
- COMPETING MUSEUMS / ATTRACTIONS Edinburgh has a number of renowned and established visitor attractions.
- INTERNATIONAL VISITORS need to consider how the museum competes for attention with already established locations once visitors return.

MUSEUM IN ITS INFANCY

- MARKETING AND PROMOTION a strong marketing strategy will be required to ensure there is a clear strap line to engage visitors and guarantee they know what Museum of Scottish Fire Heritage is 'about'.
- SOMETHING "NEW" TO REGULAR VISITORS the museum will be a new experience
 for people who have visited many of the established sites (especially during 2020-21), providing an
 opportunity for a fresh experience.
- UNIQUE EXPERIENCE the museum enables a viewpoint into a live fire station (drill yard view from the museum).
- Strong following and support for the fire service, both national and international.
- Potential to have low visitor numbers in first few months / years.
- DEVELOPING AND MAINTAINING A STRONG COHORT OF VOLUNTEERS it is crucial to recruit volunteers from a wide range of backgrounds to ensure a steady turnover rate.

LOCATION OF MUSEUM

• TRAM / PUBLIC TRANSPORT – development of the tram may increase footfall to the museum as there will be tram stops located nearby on Leith Walk.

- The location places Museum of Scottish Fire Heritage as only attraction between cultural highlights in city center (main galleries and National Museum of Scotland) and Leith (Royal Yacht Britannia).
- LIMITED PARKING most visitors will be required to utilise public transport or walk to the venue.
- NOT A SITE MANY PEOPLE WOULD WALK PAST passing trade would be limited.

FINANCIAL

- Public funding constraints and competition for sponsorship remain challenging.
- IMPACT OF COVID some members of the public potentially have less money to spend, are still wary of covid-19 risk in public places so are cautious about sites they attend. Demonstrating cleanliness and adherence to any Scot Government measures will be vital to provide reassurance.
- Income generation, entrepreneurialism, controlling costs, and delivering value for money all remain vital.

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MONITORING AND EVALUATION

An Annual Report will be provided to the Fire and Rescue Heritage Scotland Trust Board for scrutiny. This will report on progress against the actions detailed in the Action Plan and various Key Performance Indicators including visitor numbers, volunteer information, website traffic etc.

The Museum Manager will also provide quarterly updates to the Fire and Rescue Heritage Scotland Trust Board.

Appendix A provides a high-level plan for the first three years focussing on key areas of the business and outlining activity to support the development and establishment of the Museum of Scottish Fire Heritage as an integral part of the cultural and tourist landscape within the City of Edinburgh. In this early period as a fledgling museum we will use our capacity to focus on areas which will help to build our reputation and offer to the public.

Museum of Scottish Fire Heritage Business Plan 2023-26

SUMMARY ACTION PLAN 2023-2026

Ambitions	Year 1	Year 2	Year 3
Marketing	 Museum official opened. Phase-one of website development complete (museum information and online shop). Produce and publish marketing and audience plan. Deliver initial/early access tours. 	 Phase-two of website development complete (online archive). Develop social media calendar. Year one evaluation complete. Delivery of specialist and promotional events, subject matter expert talks, book launches, private tours 	Review and refresh Audience Plan. Launch [paid] access to collection via website archive live
Education and Outreach	 Pilot and evaluation of Primary educational workshops (both onsite and at local schools). Develop online education offers. Delivery of regular museum tours. Design / host special interest events. 	 Produce a calendar of events. Research. design and develop Early Years resources. Research. design and develop Secondary resources. 	Pilot and evaluation of Secondary and Early Years educational resources.
Income Generation	 Both the online and onsite shop are live. Research legacy giving opportunities and processes. Visitor donation opportunities are available within the museum. Explore opportunities for joint fundraising campaigns with other charities such as the Family Support Trust or Firefighters Charity. Explore opportunities to secure external funding. 	 Retail lines evaluated and refreshed to maximize sales. Launch legacy giving. Research undertaken for a 'friends' of the museum offer. 	 Attend public events with appliances / key items of the collection. Research opportunities for sponsorship. Delivery activities relating to the 200th anniversary of Braidwood.
Performance	 Identification and agreement of Key Performance Indicators. Year one evaluation plan drafted for Board approval. Volunteer activity regularly highlighted via the website and social media. 	Applications for membership to Volunteer Recognition Schemes complete (Saltire Awards and Heritage Heroes)	 Submission of application for Museums Galleries Scotland accreditation. Service Improvement Evaluation complete. Volunteer hours accredited and certified via relevant schemes (Saltire Awards or Heritage Heroes schemes) Volunteer Scotland scheme application submitted.



SCOTTISH FIRE HERITAGE

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