



# Final Evaluation and Legacy

## Digital Resource Development Team

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## 1.0 Background

### 1.1 The Project

In December 2003 the Scottish Executive launched the Regional Development Challenge Fund (RDCF), a £3 million programme to support the development of regional museum partnerships. In response to this the East of Scotland Museum Partnership (ESMP) was established; a consortium of museums in Scottish Borders, East Lothian, Midlothian, West Lothian, Edinburgh and Fife, including local authority, independent, military and university museums; with the aim of submitting applications to the fund for specific projects which would be of benefit to all partners.

The proposal for the Digital Resource Development Team (DRDT) Project was built upon previous New Opportunities Fund (NOF-digi<sup>1</sup>) funded projects led by East Lothian Council (SHELF<sup>2</sup> and Scotland's East Coast Fisheries) and on the experience of Almond Valley Heritage Trust which has been responsible for the production of award-winning digital multimedia interactives. The proposal was submitted to the Scottish Museums Council in March 2004 and an award of £300,000 was given in September 2004. In November 2007 an additional £53,000 RDCF funding was awarded to the project which has enabled a final evaluation and development phase to be added.

### 1.2 Evaluation to Date and Final Evaluation Objectives

In March 2008 an initial evaluation report<sup>3</sup> was produced by an independent consultant. The report examined the outputs and outcomes of the project against the original aims as stated in the DRDT Project Business Plan. The report concluded that many of the planned outcomes had been accomplished although assessment of the initial skill level of the stakeholders had been ambitious resulting in a greater focus on skill and knowledge development within the ESMP than originally planned. The initial evaluation report concluded that a final evaluation should be carried out near the close of the project with an increased focus on the impact of the project across the ESMP.

The objective of this report is to look broadly at the DRDT project activities during its lifetime and assess the value it has brought to the ESMP under four main areas:

- **Impact** – what difference did the work of the DRDT project make to the ESMP and their stakeholders, including visitors?
- **Skill Development** – what new skills were learnt and what value do they have?
- **Project Legacy** – what longer term benefits have the DRDT project brought to the ESMP that would continue beyond the life of the project?
- **Lessons Learnt** – what would Project Partners preferred to have been done differently and how would this shape future support if the DRDT project was to continue?

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<sup>1</sup> NOF-digi – New Opportunities Fund – National Lottery money for projects that put learning material on the internet

<sup>2</sup> See [www.historyshelf.org](http://www.historyshelf.org)

<sup>3</sup> Digital Resource Development Team Evaluation Report, March 2008, Rachel Hunter Consulting.

## 2.0 Project Partners

A total of 24 partners were involved in this project as detailed below by region:

<p><b>Fife</b></p> <p>Fife Council Museum Services          Crail Museum          Fife Contemporary Art and Crafts          Fife Folk Museum          Scottish Fisheries Museum          Scottish Vintage Bus Museum          St Andrews University Museum Collections          Methil Heritage Trust</p>	<p><b>West Lothian</b></p> <p>West Lothian Museum Services          Bennie Museum          Almond Valley Heritage Trust          Hopetoun Heritage Trust          Linlithgow Heritage Trust          Linlithgow Union Canal Society</p>
<p><b>Edinburgh and East Lothian</b></p> <p>East Lothian Council Museum Services          Edinburgh Council Museum Services          Dunbar History Society          Musselburgh Museums Committee          Royal College of Surgeons of Edinburgh          Royal Scots Dragoon Guards</p>	<p><b>Mid Lothian and Borders</b></p> <p>Scottish Mining Museum          Scottish Borders Council Museum Services          Trimontium Trust          Eyemouth Museum</p>

## 3.0 Executive Committee

The following representatives from Project Partner organisations formed the executive committee which met throughout the duration of the project on at least a quarterly basis to review the progress of the project, consider and approve Challenge Fund applications and discuss and agree future activities:

Name	Job Title	Organisation
Jo Moulin	Acting Principal Museums Officer	East Lothian Museums Services
Ian Brown	Culture Services Manager	Scottish Borders Council
Iain Clark	Exhibitions and Outreach Curator	Fife Council
Helen Clark	Special Projects Manager Culture and Sport	City of Edinburgh Council
Julia Stephen	Keeper	Scottish Mining Museum
Robin Chesters	Director	Almond Valley Heritage Trust

## **4.0 Project Personnel**

Angus Ferguson and Kyeran Ravenhill have been the Project Officers responsible for delivering the activities of the DRDT project. Angus and Kyeran were initially supported by Peter Gray who was the Project Manager start to March 2008, Kate Maynard was Project Manager briefly before Jo Moulin took over the role in May 2008 until present.

## **5.0 Project Activities**

The main activities that the project has delivered have been:

### **5.1 Training**

Approximately 808 training days have been delivered during the lifetime of the project.

At the onset of the project training was generic in nature for larger groups of Project Partners to increase the overall skill level of the Project Partners. This led on to tailored sessions relating to project work, for small groups and individuals within the partner organisations.

The range of support provided by the Project Officers was extensive in relation to ICT and digital technology and its effective use. Examples of some of the specific topics covered by this training were:

- Website Development;
- Assessing building, fixing, and upgrading PCs;
- Digital image capturing and manipulation;
- Use of touch screens in visitor displays;
- Video and audio recording and editing skills;
- Desktop publishing.

### **5.2 Website Development**

At the onset of the project a website was developed, [www.digitalimages.org](http://www.digitalimages.org) which facilitated the communication of DRDT project activities to the Project Partners.

The Project Officers also supported partner organisations in the creation and development of their websites. Providing training on the use of HTML, CSS and content management systems the DRDT Project supported over 30 Project Partner websites (see Appendix B for full list).

Statistical data detailing the number of visitors and the number of pages viewed show that on average each website receives in excess of 300 distinct visitors each per month accessing approximately 1000 pages of material. These data provide considerable evidence of website content and collections being accessed by an ICT literate audience that would have not been possible without the DRDT Project.

### **5.3 Simply Samplers touring exhibition**

Six museums, led by Fife Council Museums, collaborated to produce *Simply Samplers*, a touring exhibition of 23 embroidered samplers (see section 6.4 for detailed case study).

### **5.4 The Challenge Fund**

The Challenge Fund was developed in November 2005 in response to an identified need in the early stages of the Project. Project Partners could apply for funding to purchase ICT equipment to update current equipment and support organisational plans to develop digital technology. The development of the Challenge Fund was not in the initial project plan.

Thirty two Project Partners have benefited from Challenge Fund monies with over £39,000 being awarded, with the majority of awards being £1,500 or less.

Appendix A details the Challenge Fund beneficiaries, the equipment that was purchased, and what it was used for.

### **5.5 Newsletter**

The project has written 10 newsletters which have been published via the website. All Project Partners were notified of the publication of these when issued. The newsletter has been used to update partners on training opportunities, new hardware and software the DRDT had tested and recommend, and to encourage applications to the Challenge Fund.

## **6.0 Project Impact through Case Studies**

The DRDT project has delivered an extensive range of ICT support across the Project Partnership. In order to assess the impact of the project offering as a whole across the Project Partnership it was decided to gain a perspective of partner views through an interview process followed by case study development.

The reason for this approach was that although practically possible to survey project partners on individual aspects of the DRDT project's services, offering, for example, training, phone support, or advice on hardware, it was felt that this information would not represent the reality of how Project Partners had benefited from the project. The majority of Project Partners have experienced a range of services from the DRDT project providing integrated and overlapping ICT support. Information on individual aspects of the project services would therefore not capture the potential added benefits of having a broad service offering.

## 6.1 Methodology

A review was carried out of the Project Partners who had accessed the services of the DRDT project and six were selected in consultation with the Project Team to represent the range of Project Partners involved from small independents to National organisations. Those chosen are detailed in Table 1. It was felt by the Project Team that this approach would provide a broad view of Project Partner opinion within the time and resource constraints of the final evaluation process.

A series of guidance interview questions were designed (see Appendix C) in order to capture information that would provide feedback in the areas of Impact, Skill Development, Project Legacy and Lessons learnt as the key objectives of the final evaluation process.

Face to face interviews were then arranged between the consultant conducting the final evaluation and the chosen project partners. Using the guidance questions as a framework for the discussion information was gathered and noted. Each interview lasted typically 2 hours.

Following each interview a draft case study was written by the consultant this was then sent to the partner organisation involved for review and comment. Project Partners comments and changes were then made to the case studies for inclusion in this final evaluation report.

Table 1: Project Partners who were interviewed for the development of case studies:

Project Partner Organisation	Member(s) Interviewed
Scottish Mining Museum	Julia Stephen
Linlithgow Union Canal Centre	Nuala and Jim Lonie
Scottish Fisheries Museum	Linda Fitzpatrick
Kirkcaldy Museum and Art Gallery	Alice Pearson
East Lothian Council Museum Services	Jo Moulin and Sarah Cowie
Musselburgh Museum Committee	Simon Fairnie and Elaine Middleton

## **6.2 Case Study – Scottish Mining Museum**

### **Projects that the DRDT Project Supported**

#### **Image Digitisation**

The Scottish Mining Museum felt that the digitisation of the archive of 15,000 – 16,000 photographic prints and over 30,000 negatives was necessary to improve access to the collection of images, aid accessioning and preserve the original collection.

Advice provided by the Project Officers allowed the Mining Museum to put together a grant bid for the DRDT Challenge Fund and successfully purchase a scanner<sup>3</sup>, the necessary hardware to facilitate the project. Hands on training and advice were provided to Mining Museum staff. DRDT project staff were available via e-mail and phone to respond to ongoing queries once the team were working independently. Both staff and volunteers are now competent and confident in the necessary technology and have made significant inroads into digitising the backlog of images and will continue using the acquired skills to complete the project.

#### **Oral History Recording and Storage**

Current oral history records were recorded directly onto minidisc. The storage stability and quality of these recordings were not always of a sufficiently high standard to be of great value. The DRDT project provided advice, training and access to free software<sup>4</sup> which has allowed the transfer and enhancement of current minidisc recordings directly onto CD providing a higher quality and more stable storage solution for oral history records. Advice provided by the project on the use of software to facilitate operator transcription of the oral history records into word documents has allowed the information to be stored and accessed via different media.

#### **Development of Scottish Coal Collections Database and Website**

The Mining Museum wanted to increase the accessibility of its collections via an extensive database which would be accessible over the web. The database was developed by the DRDT project in consultation with the Museum, and is now accessible to all via [www.coalcollections.org](http://www.coalcollections.org).<sup>5</sup> It is hoped that through collaboration with other coal related museums' collections in Scotland and the UK this database could be developed into a national coal collection database providing details of the collections held nationally.

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<sup>3</sup> Epson 4990 scanner (now unobtainable) @ £210, capable of scanning documents, photographs and transparencies to very high resolutions. These scanners also have the ability to utilise firewire connections thus maximising data transfer speed between the scanner and PC.

DRDT also supplied the funding to purchase image manipulation software: Adobe Photoshop Elements (around £45) - industry standard, affordable, fully featured and very easy to use.

<sup>4</sup> Audacity (<http://audacity.sourceforge.net/>) using Lame (<http://lame.sourceforge.net/>) as an mp3 encoder.

<sup>5</sup> Cost to SMM for the hosting - £30/year, domain name £10/year. The content management system on which the database runs, Drupal (<http://drupal.org/>) cost nothing and the database itself was developed from Open Source, industry standard; software therefore cost nothing other than DRDT project time. It is fully standards compliant as well as extensible and should therefore last indefinitely.

## **Additional Activities**

Training in the use of touch screen technology<sup>6</sup> which will be used for future projects to enable the introduction of touch screens into the Museum.

Training in the transfer of videos to DVD format<sup>7</sup> which will be used to store the content of a number of decaying videos in the Museums collection.

Purchase of digital camera<sup>8</sup> through the Challenge Fund to update visitor displays and create additional content for the website.

## **Value to Organisation and Stakeholders**

- The facilitation of projects that would not have been possible without the high quality, free advice and training from the DRDT project.
- An increase in technical knowledge across the team resulting in sufficient confidence to tackle future projects that were initially thought beyond the capabilities of the team.
- Increased accessibility and interaction with the collection for the public via the coal collection database.

## **What Could Have Been Done Differently**

- Greater use could have been made of the Challenge Fund. This was restricted by internal resources and a lack of understanding of what the fund could be used for initially.
- During the development of the Coal Collection Database and website a manual should have been jointly written to provide guidance to less experienced users and facilitate the training of additional staff and volunteers.

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<sup>6</sup> The DRDT advised on the specification and tutored on the build of a touch-screen operated visitor display - The 19" touch-screen itself cost around £500 whilst the PC to run it cost around £350 (both would be much cheaper now) and represented the best value at the time (pre-configured 15" touch displays were being quoted at £4000 upwards). It is currently providing the public with an easy to access, searchable database of the Mining Museum's images.

<sup>7</sup> Initially this was done using a PC which was already in the Mining Museum linked to hardware (a £100 Canopus ADVC 110) borrowed from the DRDT project. For some tapes this equipment is still required however for good quality originals they now use a £150 DVD/VHS player/recorder.

<sup>8</sup> This camera (a Fuji S9600) was chosen at the time for its ease of use, and reasonable cost not for the ability to produce the largest professional quality photographs. It does, however produce some very good pictures, has a great optical zoom lens and has the ability to take RAW images. It can currently be purchased for just over £100. Funding was also provided for a large 2GB camera memory card (@ £5 now) and high amp/hour rechargeable batteries and charger.

### **What Future ICT Support Would be Beneficial**

- On going provision of free telephone and e-mail support would be very valuable to support new projects.
- Training on current software that would support future projects would allow staff and volunteers to move things on more quickly.
- Advice on appropriateness of equipment, what to purchase and where from would be invaluable.
- Opportunities to keep up to date with current software and hardware developments that are relevant to the museums sector.
- Refresher training for returning and new users of hardware and software.

## 6.3 Case Study – Linlithgow Union Canal Centre

### Projects that the DRDT Project Supported

#### Image Digitisation

The Linlithgow Union Canal Society (LUCS) has over 3000 photographic slides. These slides were used to create presentations as part of the outreach programme to a wider variety of audiences; from general interest and educational groups to canal enthusiasts. The slides were presented on a traditional carousel projector. A limited range of slides was being used, with individual speakers generally sticking to the same selection, but there was little motivation to change the slides for potentially more appropriate ones in the collection. Although the slides had been catalogued, no one had a full understanding of what the collection contained. Through advice from the DRDT Project Officers the LUCS was able to put together an application to the Challenge Fund for a computer<sup>9</sup>, scanner<sup>10</sup> and appropriate software<sup>11</sup>. The DRDT project then provided the necessary training to the team and during the winter of 07/08 all the slide collections were digitised.

A further application was put forward to the Challenge Fund for a laptop<sup>12</sup> and projector<sup>13</sup>. A successful outcome allowed the digitised slides to be presented directly from the laptop.

This project has greatly increased the accessibility and flexibility of the slide collection which has resulted in tailored outreach presentations and has increased the use of a wider range of slides whose content was unknown.

#### Schools Project

In parallel with activities with the DRDT project LUCS was successful in obtaining lottery funding to build a class room to accommodate school parties. LUCS already provided educational activities but the digitised slide collection made it possible to adapt slide presentations with ease and to target specific age ranges. There is also a plan to create a slide show for younger children by scanning drawn images. These illustrate a story about how the canal was built and how it was used.

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<sup>9</sup> A system based on carefully chosen, high-performance components. Which included a £80 250GB hard-drive, which was considered large enough to allow the storage of a large number of high-resolution scans – A similar 250GB drive would now cost £25. The total cost including operating system and screen came to £550. Part of the reason for recommending self-build systems is to help the partners realise how upgradeable PCs are and with simple training they're able to do this quickly by themselves for minimal cost.

<sup>10</sup> An Epson 4490 scanner (£180) was chosen, which had a good specification and ease of use – capable of scanning prints and almost all transparency sizes including the more common 35mm and medium format. At the time, Dec 2005, it was the best multi-purpose scanner for under £350.

<sup>11</sup> The software bought (£80) was Adobe's Photoshop Elements, for image manipulation, and Premiere Elements for video editing. The video cutting software was the first used for digitising two of LUCS' VHS tapes and a DVD, re-editing them and outputting to fresh DVDs.

<sup>12</sup> The Laptops were chosen based on the main tasks they had to perform. The Acer 5633 (£530 incl VAT) was chosen for its compact size and weight, quality screen, battery life and performance vs cost.

<sup>13</sup> An Acer PD523DP (£550) was chosen for similar reasons to the laptop – it would easily perform the tasks required, was compact, light-weight and with a decent bulb-life (replacement bulbs often cost more than the projector is worth). For the money it also had a high resolution at the time, 1024 x 768 pixels (matching a 15" laptop screen).

## **General purpose video**

Previously the schools slide programme had also been played in the background for visitors to the museum. A more varied selection has been made up for this general audience from the digitised slide collection, to be played on a loop whenever the museum is open.

## **Additional Activities**

Setting up of a “flower walk” using digitised images. These are currently presented in a booklet with botanical information.

Attended training on image manipulation using Adobe Photoshop which was useful to gain an understanding in the use of the software.

## **Value to Organisation and Stakeholders**

- The purchase of equipment through the DRDT project that could not have been afforded by the organisation, allowing new projects to be undertaken.
- Impartial advice on the specification for the equipment and on software.
- The facilitation of projects that would not have been possible without the high quality, free advice and training from the DRDT project.
- An increase in technical knowledge across the team resulting in increased confidence to tackle additional projects using digitisation of images.
- Increased accessibility and interaction with the photographic collection through outreach presentations, in the Museum and new School Class Room.
- The ability to tailor the outreach presentations to the individual audiences has increased the value of the ‘visitor’ experience.
- Acquisition of the computer has given LUCS a central place to store master copies of forms, leaflets etc.<sup>14</sup>

## **What Could Have Been Done Differently**

- The use of free software advocated by the DRDT project was resisted by some members of the organisation. This was due to previous bad experience with compatibility issues and system crashes, and existing familiarity with Microsoft products. Additional training and advocacy from the DRDT would have increased confidence in using the recommended software.

## **What Future ICT Support Would be Beneficial**

- On going provision of free telephone and e-mail support would be very valuable to support new projects.
- Support with a stand alone website would be beneficial which would complement current expertise within LUCS.
- LUCS would like to develop an audio guide around the basin and would require appropriate support to facilitate this.

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<sup>14</sup> In practice this project is on hold because of ongoing building works.

- LUCS would like to explore the possibility of making the “flower walk” information accessible via mobile phone.
- Support to transfer LUCS’s large collection of original canal waybills onto a database accessible through the website would increase accessibility of the collection in particular to the enthusiast.

## 6.4 Case Study – Scottish Fisheries Museum

### Projects that the DRDT Project Supported

#### Image Digitisation

The Fisheries Museum has a growing collection of photographs relating to the fishing industry. Often copies of images are required for internal displays and archives, and for the public who request them for publications or for personal interest. The Museum has a small darkroom for the purpose of copying the images which involved the usual array of hazardous photographic chemicals. The Museum felt that a move to digital storage of images would: minimise the need to have a dark room and hence hazardous chemicals; reduce the handling of original prints and negatives; and improve public access to the photos by providing copies quicker and possibly having images accessible on a website.

The DRDT project provided the Museum with advice on the purchase of a scanner<sup>15</sup>, printer<sup>16</sup> and PC<sup>17</sup>. A grant application was then made to the Challenge Fund which was successful and the equipment was purchased. A volunteer with experience of working with digital images was recruited who began to digitise the photographic collection. Sixty of the digitised images are available on the Museum's website [www.scotfishmuseum.org](http://www.scotfishmuseum.org) with plans to increase the number when more images are digitised.

The geographical remoteness of the Museum in relation to the DRDT has caused issues with the delivery of comprehensive training in the equipment and its use. The digitisation of images is ongoing and the museum is relying on the personal expertise of one volunteer. Advice from the DRDT on the optimisation of the equipment usage and associated procedures would be valuable. There also remains a need for additional volunteers to be trained to use the equipment so that the Museum is not relying only on one volunteer.

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<sup>15</sup> The scanner was a Canoscan 9950f at £266 – one of the best sub £750 scanners at the time for both documents and transparencies. Funding was also provided for Adobe Photoshop Elements as it has all the functionality required by SFM, is very easy to use and comes in at around £45.

<sup>16</sup> An Epson R300 - £70 and perfect for high quality photographic output from a well scanned image using good ink and high quality photographic paper. One of its features is 6 separate ink tanks meaning individual colours need replaced only when they run out rather than wastefully replacing colour ink when only the black has run dry.

<sup>17</sup> Cost of PC (in component form), operating system and monitor approximately £430. Choosing exactly the components required for SFM and showing SFM how to build their system resulted in a fast, stable and small system for low price. The project also provided the funding for a large external hard-drive to be used for back-up purposes, essential for any archiving project. Disc capacities constantly increase and therefore prices for given capacity drives drop quickly as time goes on. At the time the 250GB hard-drive costing £52.50 represented very good value – they are under £30 at today's prices. This was placed in an external hard drive enclosure (£24) with both SATA II and the more common USB2 outputs. SATA II provides for some of the fastest transfer speeds available for external drives. The separate enclosure means once the 250GB back-up drive has been filled it can easily be replaced with a larger one.

## **Touch Screen and Cameras for Below Deck Viewing**

The project was designed to allow visitors to see inside the hull of the *Lively Hope*, a 1930s ring-netter built by Weatherhead of Cockenzie, using cameras mounted inside the boat with visitor access via a viewing touch screen positioned on the viewing platform overlooking the boat to provide context. An additional remote touch-screen connected wirelessly could be mounted elsewhere in the Museum giving the public wider access and could be used in reception to attract visitors to enter the Museum.

The DRDT project provided advice on the specification of two touch-screen systems<sup>18</sup> and two cameras<sup>19</sup>. A grant application was then made to the Challenge Fund which was successful and the equipment was purchased. A DRDT Project Officer has carried out the initial equipment set up and has provided training to staff so that they can set up content on the touch screen. Due to unforeseen delays the equipment is not yet installed this will be carried out to ensure full operation by the 2009 season.

### **Additional Activities**

Attendance at a PC build workshop which gave a staff member added confidence and enabled them to install a new memory into office PC.

Attendance at an Image Manipulation workshop. This was valuable for general skills however the skills were not directly transferable as the software used is not on Museums PC's.

### **Value to Organisation and Stakeholders**

- The purchase of equipment through the DRDT project that could not have been afforded by the organisation, allowing new projects to be undertaken.
- A safer work environment for volunteers no longer having to work in the dark room.
- Valuable phone and e-mail support during projects
- Increased accessibility to the photographic collection for the public with the additional images now being on the website and available for purchase.

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<sup>18</sup> Advice was provided on the purchase of the components for the visitor display PCs separately, cost around £300 each including Windows XP as the operating system. Due to the remotely controllable cameras Windows was used instead of Linux (free) for the operating system as the camera drivers were known to work seamlessly with windows whereas tests with Linux had not occurred. XP was chosen over Vista for the same reason and also because Vista demands more from the systems it runs on to give the same results and with no benefits.

The touch screens chosen were £500 each - 19" NEC LCD92XM. Similar touch-screens can now be purchased for around £350 each.

<sup>19</sup> The cameras chosen were Linksys WVC200-UK at £120 each. They offer remote control (from the visitor displays) panning and tilting and can be controlled by users over the internet if so desired. Other features – not used at the moment – include infra-red capabilities for low light situations and motion detection.

### **What Could Have Been Done Differently**

- Due to the limited technical ability of staff and volunteers at the Museum more hands-on support would have been beneficial to provide training to a wider number of team members and support the development of best practice processes. Such support would also facilitate greater confidence and increased technical knowledge within the team.
- An ability to share experiences with other Project Partners would have been valuable. This could have been facilitated by the publication of case study reports on the DRDT website.

### **What Future ICT Support Would be Beneficial**

- An opportunity to have a Project Officer on secondment to the Museum for a period of time to set up particular equipment, provide training, observe current practice and provide advice on improvements would be invaluable.
- On going provision of free telephone and e-mail support would be very valuable to support new projects.
- The development of a mechanism to share experiences with Project Partners would be valuable and would encourage cross partnership working.

## 6.5 Case Study – Fife Council Museums

### Simply Samplers Project

#### Introduction

The Simply Samplers Project was a partnership project between the DRDT and Fife Council Museums. The main objectives were to produce a touring exhibition of samplers drawn from the collections of Project Partner museums, to be shown in the region and to have the exhibition fully accessible via the web

#### Activities Carried Out by DRDT

The provision of a touch screen for use for the Simply Samplers Project.

The DRDT provided funding through the Challenge Fund for three touch screens<sup>20</sup> and associated hardware<sup>21</sup> and software for use in various Fife Council Museums projects.

It supported the development of a comprehensive exhibition website <http://simplysamplers.org> including: the ability to view all the samplers; learn about the background of the project; review the dates and venues of the exhibition; play a game to make your own Sampler and much more!

The provision of 1:1 training to the Exhibition and Outreach Curator at Kirkcaldy Museum and Art Gallery to facilitate the upload of additional content to the website.

Filmed<sup>22</sup> project activities such as conservation<sup>22</sup> and mounting of the samplers prior to the exhibition. The films are accessible via the website and on You Tube<sup>23</sup>.

Photography of samplers and displayed them on the website with detailed description and background information.

Developed a touch screen system so that additional information on the Samplers could be accessed during the exhibition. The DRDT project was fully responsible for installation of the touch screens in each of the exhibition venues.

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<sup>20</sup> Each 19" touch-touch screen (which gives a large enough image for at least two people to view easily at once) cost around £550. The current price for similar screen is £350. The PCs in component form came to around £250. The components were chosen for performance and longevity and enabled FCMS to get the best equipment for their projects at the best price. The operating system chosen was Ubuntu (<http://www.ubuntu.com>) rather than Windows as it is free, more stable and easier to configure for most of the necessary tasks such as running an internal server for the visitor display.

<sup>21</sup> This extra hardware included three 15" digital photo frames which cost £115 each at the time. They were the same resolution as standard 15" monitors (1024 X 786 pixels), wall mountable and had the ability to show looped slide shows of photographs, MP4 videos and MP3 audio files stored on an SD flash memory card all without a PC. They had built in speakers too.

<sup>22</sup> HD video was captured using a Sony High Definition, wide-screen video camera (HD HC1E) which is and will continue to be available to borrow by any of the Project Partners along with a PC to cut the footage on either using Apple iMovie, Apple Final Cut Express or Adobe Premiere Elements.

<sup>23</sup> <http://simplysamplers.org>, <http://youtube.com/museumservice>

### **Value to Organisation and Stakeholders**

- The delivery of a high quality mobile exhibition to Project Partner venues in parallel with the comprehensive delivery of exhibition information, images and background information via the website.
- Increased visitor access through the changing venues of the exhibition and the ability for people to view the exhibition via the website.
- An increase in the technical competency of the organisation's staff which will allow independent development of new projects e.g. enhancement of the 'friends' website<sup>24</sup>.
- Increased networking between museum professionals created by the exhibition touring around Project Partner sites and the collaborative nature of the project.

### **What Could Have Been Done Differently**

- For future projects additional discussion with the internal Fife Council IT team may facilitate the removal of some of the current barriers regarding support of hardware and software bought through the DRDT project.

### **What Future ICT Support Would be Beneficial**

- On going provision of free telephone and e-mail support would be very valuable to support new projects and to maximise the use of new equipment and knowledge.
- An official closure of the Simply Samplers Project, perhaps leaving the website in place in some form offering the opportunity for visitors to the site to view the sampler collection on-line.

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<sup>24</sup> [www.friends-of-kirkcaldy-museums-and-art-gallery.org.uk](http://www.friends-of-kirkcaldy-museums-and-art-gallery.org.uk)

## **6.6 Case Study – East Lothian Council Museum Services**

### **Projects that the DRDT Project Supported**

#### **Exhibitions**

East Lothian Museum Services produced a new exhibition at Dunbar Town House Museum each year.

The DRDT project team have provided support with the installation and set up of a touch screen display in the exhibitions allowing access to digital images and additional information on the exhibition.

#### **Children’s Workshops in Dunbar**

Children’s workshops are run on Friday afternoons by the John Muir Birthplace team. Fifteen digital cameras<sup>25</sup>, a printer and associated software were purchased through the Challenge Fund and are used by children and adults to capture images of John Muir’s Dunbar and as a resource to provide alternative learning approaches for visitors with learning difficulties. The DRDT project has provided training and advice in the use of the image capture for exhibitions and for the website using Flickr [www.jmbt.org.uk](http://www.jmbt.org.uk). A recent project capturing Dunbar through the seasons is running with local children taking digital photographs of the area at different times of the year, the proposal is to use the images captured as an educational tool with other school groups.

#### **Prestongrange Web Site**

The DRDT project has directly supported the enhancement and development of the web site for Prestongrange [www.prestongrange.org](http://www.prestongrange.org) including the addition of an audio tour that can be downloaded from the site onto a mobile phone or MP3 player. The project has provided training for the Museum Assistants who are now able to update and manage the content of the website independently. The Museum assistants will in turn provide training to seasonal staff as applicable to ensure the website is kept up to date.

#### **Additional Activities**

Staff have taken part in both formal and informal training provided by the Project Officers in the following areas: image manipulation; hardware knowledge; content management software<sup>26</sup> software; capturing<sup>27</sup> and manipulating digital images and the use of desk top publishing software.

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<sup>25</sup> Compact cameras (@£60 each) bought for ruggedness, ease of use, acceptable image quality (6 megapixel) for web use. Obviously you’d be able to get better image quality now for the same price.

<sup>26</sup> A free content management system used on some websites and some visitor displays <http://websitebaker.org>

<sup>27</sup> A separate bid to the Challenge Fund enabled the purchase of an Epson V700 scanner (£300), currently one of the very best scanners available under £750 for both print and transparency scanning. It can scan at very high resolutions making it ideal for scanning slides, scans very quickly and is considerably better than

The development of a collections database is ongoing supported by the DRDT project. Once developed additional training will be required in digital imagery and manipulation for the volunteers who will be populating the database.

### **Value to Organisation and Stakeholders**

- As the lead partner for the DRDT project, East Lothian Museums Service has benefited from having the project officers close at hand to deal with ongoing questions and projects. This support has been invaluable in increasing knowledge and confidence in the use of IT and digital technology across the team.
- An increased understanding of how IT can enhance an exhibition and improve collection storage without having to be expensive or overly complicated.
- An increased confidence to include a digital element in exhibitions and a greater appreciation of the access benefits this brings to a wider audience.
- Increased accessibility to the collection for the public via the various websites.
- Increased advertising of events and exhibitions on the various websites.

### **What Could Have Been Done Differently**

- Being part of the East Lothian Council network has at times been restrictive in relation to: access to sites such as YouTube and Flickr; the use of free software and an inability of central IT to be able to support hardware and software purchased through the DRDT project. Future projects could explore alternative ways of working with Local Authority IT departments.
- Access to the Challenge Fund was limited by other staffing restrictions.

### **What Future ICT Support Would be Beneficial**

- On going provision of free telephone and e-mail support would be very valuable to support new projects along with the opportunity to have someone on site to provide face to face support and training.
- Training on current software that would support future projects would allow staff and volunteers to move things on more quickly.
- Advice on the appropriateness of equipment, what to purchase and where from would be invaluable.
- Opportunities to keep up to date with current software and hardware developments that are relevant to the museums sector.
- Refresher training for returning and new users of hardware and software.

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the existing HP scanners that the Museums Service would have been forced to purchase through the council had the funding not come from an outside source with the condition that it be used for this particular scanner.

## 6.7 Case Study – Musselburgh Museum Committee

### Projects that the DRDT Project Supported

#### Digitisation of Photo Collection

The Musselburgh Museum Committee is a volunteer run body housed in the Old Town Hall in Musselburgh that provides a central repository for local history artefacts and runs exhibitions approximately yearly or two yearly.

A significant part of the Museums Committee's collection is photographic images, and whilst these are appropriately accessioned gaining maximum benefit from the collection is challenging. It is a time consuming process to group similar images together for the theme of an exhibition or to locate a particular image of interest for a member of the public with the current storage system.

There was therefore a need to store the images in a more accessible way and digitisation of the images was the most appropriate way to do this.

The equipment being used to digitise the images was out of date and the database used for image storage was cumbersome and not particularly well structured.

The DRDT project team provided advice on the type of system that would be more appropriate for the task and supported the proposal to the Challenge Fund for a scanner<sup>28</sup>, screen and the components to build a high specification computer with mirrored hard drives to increase data robustness<sup>29</sup>. With direct 1:1 support from a Project Officer a member of the Museum Committee team built the computer and put the system together and loaded the appropriate software. The Project Officer provided training in the use of the equipment and how to scan and manipulate images to a number of the volunteers who are now sufficiently skilled to embark on the task at hand. The DRDT project are also developing a more robust database, for general use by East Lothian Museums Services and voluntary groups, to the one presently available and once this is complete digitisation of the photographic collection can begin in earnest. This will also enable the existing Musselburgh Museum database records (of objects and documents) to be incorporated and new easily accessible records created of all accessioned items.

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<sup>28</sup> Epson Perfection 4990 one of the best sub £500 scanners (mid 2007). Cost £250. Chosen for high resolution scans capable for both prints and transparencies, ease of use and speed especially when used with a firewire connection to their PC.

<sup>29</sup> The total for their system was just under £500 for the PC, its components, monitor and operating system. The system was pieced together for maximum usable performance for the tasks needing to be undertaken e.g. 2GB of RAM and very fast dual-core AMD processor.

### **Additional Activities**

- Intensive 1:1 training has been provided to support the team in maximising their new equipment.

### **Value to Organisation and Stakeholders**

- Increased knowledge and skill in IT.
- Provision of extensive support and training which has increased confidence to consider using digital technology to support future projects to appeal to a wider audience e.g. Homecoming 2009 exhibition.
- Technical expertise that could otherwise not have been afforded.
- Increased credibility in the move towards establishing a permanent museum at Musselburgh.
- Once the digitisation of photographic images is underway there will be increased accessibility of the photographic collect for the organisation and for the public.

### **What Could Have Been Done Differently**

- While training and support was to a high standard, in the early sessions the approach did not take account of the varied experience of the knowledge level of trainees. This has improved as the level of existing knowledge has been recognised by the project team.
- As in any change process it has been challenging. Being a completely volunteer run organisation added to that challenge in managing peoples feelings and expectations regarding the development of new technology. This may be improved in the future through increased communication with the committee on the benefits such technology will bring and the recruitment of new volunteers with a greater understanding of IT.

### **What Future ICT Support Would be Beneficial**

- On going provision of free telephone, e-mail and face to face support would be invaluable to support the current equipment and new projects.
- Refresher training for returning and new users of hardware and software would be beneficial as unless skills are immediately used things can be forgotten.
- With the planning for a significant exhibition now in hand as part of the Homecoming Scotland celebrations, specific support in desktop publishing and web design is a priority and would be appreciated.

## **7.0 Evaluation of the DRDT Project versus Objectives**

The case studies clearly demonstrate a range of benefits that the DRDT delivered for each organisation. Closer assessment of the case studies in relation to the objectives of this evaluation report (Section 1.2) highlights the following:

### **7.1 Impact**

What difference did the work of the DRDT project make to the ESMP and their stakeholders including visitors?

- The provision of equipment and support free of charge that could not otherwise have been afforded.
- The provision of ongoing support from the project team added to confidence levels to ensure projects were delivered within each organisation.
- Increased accessibility of collections for staff, volunteers and visitors.
- Improvement in collection stability using more robust storage forms for fragile images and audio visual records. A reduction in the need to handle original images multiple times reduced handling damage.
- Increased ability to locate specific images or themes of images through database interrogation allowing copies to be easily made for members of the public when requested.
- Increased flexibility of collections allowing exhibitions to be tailored to specific audiences.
- Increased engagement with a more technically aware audience.
- An extension of the reach of collections to a wider audience via the web.
- Increase in marketing for organisations through the use of websites and the creation of advertising media using ICT publishing software and skills.
- Increased credibility for smaller organisations who now have websites.

### **7.2 Skill Development**

What new skills were learnt and what value do they have?

- An overall increase in ICT skills across the Project Partnership building greater confidence in working with ICT and the development of a broader understanding of the value ICT can deliver to their organisations in the future.
- Development of specific skills relating to organisations' individual projects with the DRDT, allowing individuals within the organisations to work independently to fulfil their project objectives with the provision of appropriate support from the DRDT as required.

- The use of newly acquired skills to develop and deliver new business objectives containing an ICT element which prior to the involvement of the DRDT project would not have been considered.

### **7.3 Project Legacy**

What longer term benefits have the DRDT project brought to the ESMP that will continue beyond the life of the project?

The achievements under the skill development objective overlap with legacy development in that they demonstrate the development of knowledge and skills that will benefit the Project Partners in the future. Additional evidence of project legacy development is:

- Development of increased confidence and understanding of the value ICT can bring to organisations and their collections. This will encourage ICT solutions to be considered and implemented in the future to a broader range of organisational challenges than would not have been considered prior to the DRDT Project;
- Opportunities to cascade skills and knowledge throughout each organisation via those staff and volunteers who received initial training;
- Development of organisations' websites which will exist beyond the lifetime of the DRDT project. In addition the training that organisations have received in managing and updating their websites allows them to be updated in the future.

### **7.4 Lessons Learnt**

What would Project Partners preferred to have been done differently and how would this shape future support if the DRDT project was to continue?

- In some instances the initial training provided by the project was pitched at a level beyond the knowledge level of the trainee. This was quickly noted by the project team and the approach modified to ensure all levels of existing knowledge were taken into account.
- Additional liaison between the local authorities and the project team would have been valuable to manage some of the conflicting issues faced by organisations trying to satisfy their own ICT team while wanting to work with the DRDT project.
- Some organisations felt they could have made better use of the Challenge Fund and were not fully conversant with what it could be used for. More information could have been provided by the project team to Project Partners regarding the use of the Challenge Fund. Even greater focus on the types of projects already undertaken using the Challenge Fund may have allowed Project Partners to appreciate the scope of the fund.

- There was little opportunity during the DRDT project for Project Partners to exchange ideas and knowledge on their experience with the project and ICT in general. While there were ESMP partner days they were fairly general in relation to the topics discussed. Opportunities for a more DRDT project focused partner event would have been valuable for the sharing of experiences and providing mutual support beyond the life of the project.
- Some organisations within the partnership although involved in the early stages of the DRDT project had very little involvement thereafter. It would have been a good idea to return to these partners periodically during the project to see if they were in a position to take up the services offered and see if any support could have been provided by the project team to overcome any of the obstacles preventing uptake.
- Attempts were made to access other groups such as local history societies during the DRDT project with little success. Greater perseverance with these groups would have extended the reach of the project beyond key partner organisations.

## **8.0 Value for Money**

From the £353,000 budget the DRDT Project has been delivered over 3.5 years to date and as detailed above has brought about significant increases in skills, knowledge, confidence and ability in ICT across the Project Partnership.

Approximately £40,000 has been provided to purchase digital resources in the form of the Challenge Fund benefiting Project Partners across a range of organisations (Appendix A). Through advice from the Project Officers these monies have been spent in as cost effective away as possible ensuring low-cost, high-specification, bespoke ICT solution for all beneficiaries.

The DRDT Project has: delivered approximately 808 person days of ICT training across the Project Partnership; provided on going e-mail and telephone support and developed resources for ongoing use to support new skills e.g. how-to guides and newsletters.

It is difficult to assess the value for money of the DRDT Project in a purely fiscal capacity. In terms of the quantity and quality of services offered along with the clear benefits that the Project Partners have received and the financial governance shown during the lifetime of the Project there is considerable evidence that the DRDT Project has provided excellent value for money for the Project Partnership and its other stakeholder.

## 9.0 Future ICT Needs of the Project Partnership

At the time of writing this report the DRDT Project has secured funding to the end of March 2009. Whether there will be additional funding to support this project beyond March 2009 is unknown.

The activities for the DRDT Project has increased the Project Partners expectations regarding ICT support and their ability to deliver digital based solutions to challenges within their organisations. While it is recognised that the DRDT Project in its current form is unlikely to continue there is an identifiable need for activities in the future that would support the achievements of the Project Partnership to deliver on their ICT-related organisational objectives.

These needs are:

- Provision of e-mail and phone support for existing and future projects.
- The opportunity for ICT specialists to work on-site with Project Partners.
- Training in new software and refresher training for current and new staff.
- Provision of a newsletter updating the Project Partnership on current ICT development and providing recommendations for appropriate equipment and software to purchase.
- The development of a mechanism to share experiences with Project Partners would be valuable and would encourage cross partnership working.
- Opportunities for partners to develop joint ICT projects as envisaged in the original business plan, which is now more achievable due to the increased level of ICT skills across the Project Partners.
- With an increase in ICT skill level across the Project Partners future provision of training and support may be able to be delivered using alternative mechanisms to those used during the DRDT project. On-line training and communication approaches may be more readily accepted by Project Partners moving forward on the basis of their increased understanding and engagement with ICT.

Moving forward beyond the life of the DRDT Project it is important that skills, knowledge and resources are maintained and developed. The barriers of: limited resource; changes in staffing and volunteers; not using newly acquired skills and not knowing about advances in software and hardware could be reduced by the provision of some or all of the elements detailed above.

## 10.0 Summary

The initial business plan of the DRDT Project assessed the level of ICT skill across the sector to be greater than it was, rapid and responsive modification of this initial plan and the development of the Challenge Fund provided an optimal environment for substantial growth in ICT knowledge across all those organisations that took part, providing a solid foundation on which to base future activities and deliver on organisational objectives.

Driven by Project Partner needs the DRDT Project has delivered a broad range and depth of ICT activities tailored for the Museum and Gallery sector, which have led directly to: increased knowledge; increased collection accessibility; improved management and storage of collections and a desire to use digital based solutions to address existing and future organisational challenges.

The outcomes of the DRDT project and the future needs of the Project Partners for DRDT-type support are synergistic with the needs to meet national policy in creating, sharing, delivering and preserving digital content now and in the future.<sup>30</sup>

The DRDT Project is an excellent example of what can be achieved with the right combination of funding, partnership involvement and a skilled and flexible project team, which has increased the drive and desire of the Project Partnership to have continued ICT support so that they can deliver solutions into their organisations for the benefit of all their stakeholders in the future.

## 11.0 Acknowledgments

Our thanks go to the following that were all key in delivering the DRDT project:

East of Scotland Museums Partnership  
Museums Galleries Scotland  
The Regional Development Challenge Fund  
The DRDT Executive Committee  
The Project Officers and Project Managers  
All those who were interviewed for the Case Studies  
East Lothian Council Museums Service for acting as Project Lead

## 12.0 Glossary

DRDT – Digital Resource Development Team  
ESMP – East of Scotland Museums Partnership  
ICT- Information and Communication Technology  
NOF-digi – New Opportunities Fund  
MGS – Museums Galleries Scotland  
RDCF – Regional Development Challenge Fund

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<sup>30</sup> Digital Content Action Framework 2008-2011, Museums Galleries Scotland, March 2008

## Appendix A

Partner Organisation	ICT equipment Awarded	Purpose
Hopetoun Heritage Trust	PC, touch-screen	Visitor display
Linlithgow Union Canal Society	PC, scanner, software.	Update visitor displays, create content for website, archive collection of photographs digitally
Living Memory Association/Remember When Fife Contemporary Arts and Crafts	wysiwyg editor for cms. PC, display stand	Enable the management of a website to capture an exhibition in the city arts centre Create a visitor display to accompany exhibitions
Scottish Fisheries Museum	PC, external hard drive, scanner	Archive collection of photographs digitally and make duplication for public sale more manageable
Living Memory Association/Remember When (with City of Edinburgh Council)	Part time person for site maintenance, training etc	Enable the creation and management of a website to capture an exhibition in the city arts centre
West Lothian Museum Service	PC, mini-disc/microphone, SLR camera	To capture and edit oral history material. Provide a number of digital cameras for use by the public/school trips etc to capture images seen whilst undertaking work on John Muir
East Lothian Museum Service	Cameras for John Muir Birthplace.	
Eyemouth Museum	Camera, tripod	Update visitor displays, create content for website, archive collection of objects in their collection digitally
Scottish Mining Museum	Scanner	Update visitor displays, create content for website, archive collection of objects in their collection digitally
The Trimontium Trust	Mp3 players, web space	Update audio tour of their museum and host a manageable website
Bennie Museum	PC, networking, camera	Update visitor displays, create content for website, archive aspects of museum collection digitally Create content for website, archive collection of photographs digitally, create visitor display for annual exhibition
Musselburgh Museum Committee	Scanner, external hdd	Allow outreach work concentrating on the heritage of the Canal Society
Linlithgow Union Canal Society	Laptop, projector	
West Lothian Museum Service	SLR digital camera	Digitally archive and identify objects in their collection
Almond Valley Heritage Centre	2 PCs, touch-screen and 5 network cameras	To allow school groups to monitor the development of young animals first seen on visits to the centre To create an online database for ELMS and the archaeology service including mapping of object in their collections on the accompanying website
East Lothian Museum Service	GIS Database and associated website	
Fife Museum Service	Three touch screen visitor displays, 3PCs	Visitor display

Partner Organisation	ICT equipment Awarded	Purpose
Scottish Fisheries Museum Hopetoun House	2 touch screen visitor displays, 2PCs, 2 network cameras Digital camera to add to touch-screen display	Visitor display – with live video feeds of inaccessible areas of the museum To capture extra content for visitor display
Scottish Mining Museum	Digital camera to add to photo collection	Update visitor displays, create content for website, archive aspects of museum collection digitally
Methil Heritage Friends/Fife Museum Service Scottish Borders (Hawick Museum)	PC, scanner, external storage for image archive project 2 touch screen visitor displays, 2PCs	Update visitor displays, create content for website, archive collection of photographs digitally Visitor displays
Fife Contemporary Arts and Crafts/ Fife Museum Service	Two touch screen visitor displays, 2PCs and 2 large digital photo frames for MAC bus	Visitor displays on board the mobile arts/museum
East Lothian Museum Service	Epson V700 Scanner	Update visitor displays, create content for website, archive collection of photographs digitally
Bennie Museum Fife Folk Museum	Wireless routers/bridges Touch-screen visitor display, PC & audio recording equipment	Extend the range of the network to allow work from both premises on updating their online database and website Visitor display and the creation of audio content for both it and their website
Musselburgh Museum Committee	PC (raid array)	Speed up all museum activity including archival of their collection, maintenance of their website and creation of content for their exhibitions and talks
Scottish Borders (Harestanes)	Touch-screen visitor display, PC, scanner	Visitor display and the creation of audio content for both it and their website
The Trimontium Trust West Lothian Museum Service	Scanner/software Touch-screen visitor display, PC	Create a visitor displays and content as well as archive collection of photographs digitally Visitor display

## Appendix B

Project Partner websites that have been supported by the DRDT Project:

[www.eastlothianmuseums.org](http://www.eastlothianmuseums.org)

[www.elh.info](http://www.elh.info)

[www.prestongrange.org](http://www.prestongrange.org)

[www.prestongrange.org/pcap](http://www.prestongrange.org/pcap)

[www.fifefolkmuseum.org](http://www.fifefolkmuseum.org)

[www.belhaven.info](http://www.belhaven.info)

[www.mages.org.uk](http://www.mages.org.uk)

[www.dunbarmuseum.org](http://www.dunbarmuseum.org)

[www.oureastlothian.org](http://www.oureastlothian.org)

[www.stickssn.org](http://www.stickssn.org)

[www.benniemuseum.org.uk](http://www.benniemuseum.org.uk)

[www.methilheritage.org.uk](http://www.methilheritage.org.uk)

[www.jmbt.org.uk](http://www.jmbt.org.uk)

[www.rememberwhen.org.uk](http://www.rememberwhen.org.uk)

[www.trainingmages.org](http://www.trainingmages.org)

[www.scottishconservationstudio.co.uk](http://www.scottishconservationstudio.co.uk)

[www.friends-of-kirkcaldy-museums-and-art-gallery.org.uk](http://www.friends-of-kirkcaldy-museums-and-art-gallery.org.uk)

[www.crawfordarts.free-online.co.uk](http://www.crawfordarts.free-online.co.uk)

[www.fcac.co.uk](http://www.fcac.co.uk)

[www.musselburghmuseum.org.uk](http://www.musselburghmuseum.org.uk)

[www.lucs.org.uk](http://www.lucs.org.uk)

[www.crailmuseum.org.uk](http://www.crailmuseum.org.uk)

[www.linlithgowstory.org.uk](http://www.linlithgowstory.org.uk)

[www.trimontium.org.uk](http://www.trimontium.org.uk)

[www.belhavenbay.org](http://www.belhavenbay.org)

[www.coalcollections.org](http://www.coalcollections.org)

[www.ealac.org.uk](http://www.ealac.org.uk)

[www.edinburghcityofprint.org](http://www.edinburghcityofprint.org)

[www.eyemouthmuseum.org.uk](http://www.eyemouthmuseum.org.uk)

[www.johngraycentre.org](http://www.johngraycentre.org)

[www.slam.org.uk](http://www.slam.org.uk)

[www.mages.org](http://www.mages.org)

[www.simplysamplers.org](http://www.simplysamplers.org)

[www.digitalimages.org](http://www.digitalimages.org)

## Appendix C

### Guidance Questions for Interviews with DRDT Project Partners for Final Evaluation

What activities have you undertaken with the support of the DRDT project?

What short term benefits have they brought to you, the team, the organisation and other stakeholders?

What medium to long term benefits have they brought to you, the team, the organisation and other stakeholders?

What were the main benefits of receiving funding from the challenge fund?

What IT/Digi activities would you have not being able to undertake without the DRDT project?

What are your thoughts on the quality of the service the project has provided?

Are there any areas where the project has failed to deliver on your requirements and/or expectations?

- If so what could have been done differently?

Are there internal barriers or resource issues which would prevent you using the skills and knowledge you have gained from the project in the future?

Would you like to have the opportunity for continued support from the DRDT or similar project?

- If so what would you like such a project to provide?

How would you describe your (from individual and organisational perspective) IT/Digi expertise prior to your involvement with the DRDT project?

How would you describe your (from individual and organisational perspective) IT/Digi expertise now?

Would you now feel confident enough to tackle similar project on your own?

- If not what support would you need to get that point?