

INDUSTRIAL MUSEUMS SCOTLAND

STRATEGIC PLAN 2016-18



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Front page images: top row left to right – National Mining Museum Scotland, Auchindrain Township, RRS Discovery (Dundee Heritage Trust); middle row, left to right – Summerlee Museum of Scottish Industrial Life, Verdant Works (Dundee Heritage Trust), Almond Valley Heritage Centre; bottom row left to right – Scottish Maritime Museum, Museum of Lead Mining, Scottish Fisheries Museum.

This page images: Scottish Fisheries Museum, Auchindrain Township, Scottish Maritime Museum.

Forward and Overview by current Chair

The importance and authenticity of Industrial Museums Scotland (IMS) member sites and the national significance of our Recognised collections which collectively represents so much of the industrial history which has helped shape many modern developments in industrial Scotland is as relevant today as it was at the signing of the IMS Terms of Reference in 2011. The recognition of IMS as the lead body for industrial museums has grown substantially with the group represented on several key industry bodies and groups. We have much to offer to the sector and our federation can be a model for other groups and the level of skills sharing and knowledge transfer will continue to grow. We maintain excellent working relationships and support from the Scottish Government and Museums Galleries Scotland ensuring that we contribute to the delivery of their national strategies across wide range of areas.

IMS have successfully completed several small projects in the last few years including delivering new ICT to all members and undertaking valuable market and economic research. The latter demonstrating that as a collective we deliver over £15 million to the Scottish economy and directly and indirectly support over 236 full time equivalent jobs. Currently we are at the start of a major marketing project which will raise the profile of all members increase visitor numbers and assist the sustainability of all members.

In the last year we welcomed Auchindrain as associate members and Daniela Wellnitz as our new co-ordinator replacing Beverley Donaldson whose work was greatly appreciated by all. We will also change from a Constituted Body to a Scottish Charitable Incorporate Organisation (SCIO) in the coming year and this will give greater governance and access to additional funding streams. These projects and changes and this strategic plan will support IMS and its members over the next three years and will assist in ensuring the sustainability of Scotland's internationally significant industrial collections.

David Mann, Chair of IMS (2015-16)



Image: Scottish Maritime Museum.

Introduction

Industrial Museums Scotland (IMS) is a federation of independent Accredited industrial museums with nationally Recognised collections. IMS was established following recommendations set out in the final report of the Museums Think Tank in 2010. The 'sustainable future of Scotland's industrial museums' was one of four key sector issues addressed by the Think Tank set up by the Cabinet Secretary for Culture and External Affairs, Mike Russell MSP, in 2009 and acted upon by his successor, Fiona Hyslop MSP, in 2010.

Although no financial solution was agreed upon, the Think Tank advised in 2010 that Scotland's industrial museums work collaboratively to ensure maximum public impact and to achieve a more sustainable future. The Cabinet Secretary indicated that the funding situation would be reviewed if the group could demonstrate the benefits of successful partnership working through the new federation.

The formation of IMS was agreed on 26th January 2011 at the last meeting of the Association of Independent Industrial Museums and Heritage Sites (AIHMS), with the winding up of AIHMS to make way for the new Federation.

A Memorandum of Understanding (MoU) establishing the Federation was signed on 21st March 2011 by the Chair of Trustees from the founding eight members: Almond Valley Heritage Trust, Dundee Heritage Trust, Museum of Lead Mining, Museum of Scottish Lighthouses, National Mining Museum Scotland, Scottish Fisheries Museum, Scottish Maritime Museum, Museum of Scottish Railways (Scottish Railway Preservation Society). The principal stakeholders of IMS are the Scottish Government, Historic Environment Scotland, VisitScotland and Museums Galleries Scotland.

IMS has been established to ensure that this heritage type, with its implicit challenges, and position in Scotland's history, becomes a sustainable part of the future of Scotland's cultural and heritage sector. Its main purpose is to bring together Accredited independent museums holding Recognised industrial collections in a viable and effective SCIO (Scottish Charitable Incorporated Organisation) as Industrial Museums Scotland. The member museums will work to the charitable purposes recognised in section 7(2) of the Charities and Trustee Investment (Scotland) Act 2005, whilst supporting members to deliver an effective partnership as set out in the Strategic Plan.



Image: Almond Valley Heritage Centre.

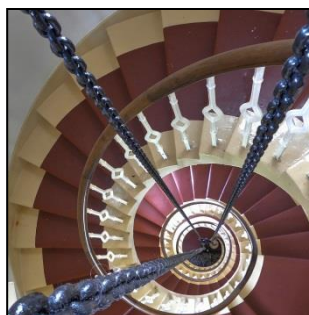
Member Museums

Members

- Almond Valley Heritage Trust
www.scottishshale.co.uk
- Auchindrain Township
<http://www.auchindrain.org.uk/>
- Dundee Heritage Trust
www.rrsdiscovery.com/dht/
- The Museum of Lead Mining
www.leadminingmuseum.co.uk/home.shtml
- Museum of Scottish Lighthouses
www.lighthousemuseum.org.uk
- Museum of Scottish Railways (Scottish Railway Preservation Society (SRPS))
<http://www.srps.org.uk/related/sre.htm>
- National Mining Museum Scotland
<http://nationalminingmuseum.com/>
- Scottish Fisheries Museum
www.scotfishmuseum.org
- Scottish Maritime Museum
www.scottishmaritimemuseum.org
- Summerlee Museum of Scottish Industrial Life
<http://culturenl.co.uk/museums/visiting-us/summerlee-museum-of-scottish-industrial-life/>

Associate Members

- New Lanark Trust
<http://www.newlanark.org/world-heritage-site/new-lanark-trust.shtml>



Images: top to bottom, left to right – Almond Valley Heritage Centre, Auchindrain Township, Scottish Fisheries Museum, Verdant Works (Dundee Heritage Trust), Museum of the Scottish Railways (SRPS), National Mining Museum Scotland, Scottish Maritime Museum, Museum of Scottish Lighthouses, Verdant Works (Dundee Heritage Trust).

Purpose

To bring together Accredited museums holding Recognised industrial collections with a view to exceeding the recommendations of Museums Think Tank 2010, namely the formation and operation of a partnership of Industrial Museums Scotland who will work together closely to deliver an effective service.

Mission Statement

IMS will operate a partnership to ensure the sustainability of Scotland's industrial museums. Our partnership will deliver effective public services and achieve greater recognition of industrial collections both professionally and publicly to highlight their import to Scotland's culture and heritage.



Images: left to right – Scottish Maritime Museum Museum of Lead Mining Scottish Fisheries Museum

Key Aims

	MGS National Strategy Aims ¹	SG National outcomes ²
1. To be the collective voice of industrial museums in Scotland;	5	11 13
2. To become a model of effective partnership working with sector bodies;	5	1 11 16
3. To coordinate a joint approach to represent partner museums on relevant bodies and organisations;	5	11 13
4. To create long-term sustainability of partner museums by establishing a shared promotion platform, joint project evaluation as well as sharing knowledge and educational resources;	4 5	1 3 11 13
5. To set a benchmark for continuous support of partner museums and improved quality standards in the sector;	4 5	1 3 11
6. To establish joint targets and methods for effective monitoring;	4 5	1 3 11
7. To operate in partnership as a Scottish Charitable Incorporated Organisation (SCIO) responsible to OSCR (The Scottish Charity Regulator);	4 5	1 11
8. To maintain Accreditation and Recognition Standards;	1	3 13 16
9. To co-ordinate joint revenue planning and Business Plans to share objectives and capitalise on partnership opportunities;	4 5	1 11
10. To contribute to the sector as a federation and individually in delivering The National Strategy for Scotland's Museums and Galleries.	5	11

¹ See Appendix 1

² See Appendix 2

Key Priorities

Strategic

Collective and collaborative representation

MGS
National
Strategy
Aims

5 6

SG
National
outcomes

11 13

Alignment of policies

4 5

1 11

Shared good practice in governance and policy issues

3 5

1 11

Collective trustee training

3

2 3 6 11

Collections

Collaborate with and advise less well-resourced museums on how to maintain/achieve Accreditation and Recognition

1 5

3 11 16

Convergence and collaboration in collection management

1 5

3 11

Sharing and succession of specialist knowledge, skills and resources related to collections

1 3 5

2 3 11

Collaboration in exhibitions and other public programmes

2 5

3 11 16

Operational

Joint marketing and the sharing of marketing intelligence

2 4 5

1 11 16

Sharing good practice in business processes

4 5

1 11 16

Staff development through workplace exchanges and knowledge transfer

3 5

2 3 6 11
16

Foster a culture of continuous improvement in operational services

4

1 11 16

Joint events

4 5

1 11 16



Image: National Mining Museum Scotland.

Project activities and previous achievements

Completed Projects

- IT/Collections Management Project
- Museums Galleries Scotland Interns Programme 2011-2012 supported by the Heritage Lottery Fund
- Museums and Galleries Scotland Recognition Fund 2010-11 and Scottish Government 2011-16 for IMS Coordinator post
- Association of Independent Museums (AIM) Economic Impact Survey 2013
- Audience Development Marketing Research Project
- Marketing and Media Conference
- The Conference: 'The Evolution of Marketing – have you evolved?'

Projects in progress

Progress towards SCIO

Morton Fraser were appointed to submit an application for incorporation as a Scottish Charitable Incorporated Organisation (SCIO).

The scope of work was to:

- prepare a new constitution for IMS;
- prepare the SCIO application and related trustee forms;
- assist with the responses to any queries raised by OSCR in relation to the SCIO.

Recognition Marketing Project

"Safeguarding the past and inspiring the future of Recognised Collections"

Funded by the MGS Recognition grant, IMS will undertake a joint marketing project in order to create and implement the IMS Marketing and Communications Strategy based on the outcome of the Cameron Research.

Future projects

A major conservation project across the partnership, working with stakeholders and developing skills within the sector.



Images: left to right –Summerlee Museum of Scottish Industrial Life, Museum of Lead Mining, Verdant Works (Dundee Heritage Trust).

IMS 2015/2016 Summary General Income and Expenditure

Total grant received	£15,000.00	
Annual contribution lead museums	£3,000.00	
Total Income	£18,000.00	
Salaries and NIC Apr 15 to Apr 16	£11,568.13	
Travel expenses Apr 15 to Apr 16	£1,217.35	
Expenses Apr 15 to Apr 16	£68.71	
Annual Adlib contribution	£3,601.84	
Total Expenditure	£16,456.03	
Balance		£1,543.97

IMS Budget 2016/2017 Summary General Income and Expenditure

Total grant received	£15,000.00	
Annual contribution lead museums	£3,000.00	
Adlib Income	£2,295.00	
Total Income	£20,295.00	
Salaries and E' er NIC Apr 16 to Apr 17	£14,400.00	
Annual Adlib contribution	£2,295.00	
Estimate travel expenses Apr 16 to Apr 17	£2,000.00	
Estimate Other Expenses	£300.00	
Total Expenditure	£18,995.00	
Balance		£1,300.00

Summary Projects Budget

MGS Recognition Fund Marketing Project

Total grant awarded	£48,155.00	
Total project costs	£67,217.43	
Balance		-£19,062.43

Industrial Museums Scotland Forward Plan 2017-18

To be used in conjunction with the IMS Strategic Plan 2016-18

IMS Key Aims

1. To be the collective voice of industrial museums in Scotland;
2. To become a model of effective partnership working with sector bodies;
3. To coordinate a joint approach to represent partner museums on relevant bodies and organisations;
4. To create long-term sustainability of partner museums by establishing a shared promotion platform, joint project evaluation as well as sharing knowledge and educational resources;
5. To set a benchmark for continuous support of partner museums and improved quality standards in the sector;
6. To establish joint targets and methods for effective monitoring;
7. To operate in partnership as a Scottish Charitable Incorporated Organisation (SCIO) responsible to OSCR (The Scottish Charity Regulator);
8. To maintain Accreditation and Recognition Standards;
9. To co-ordinate joint revenue planning and Business Plans to share objectives and capitalise on partnership opportunities;
10. To contribute to the sector as a federation and individually in delivering The National Strategy for Scotland's Museums and Galleries.

Review: 1 December 2017

Appendix 1

Activity	Dates	Budget	Person responsible	Progress	IMS Aim	National Strategy Objective	SG National outcomes
Mutual Support <ul style="list-style-type: none"> Meetings <ul style="list-style-type: none"> Lead Directors Directors AGM Members Matrix: continue to collect and collate data from members for IMS Members' Matrix IMS Forward Planning: annual review of SWOT, PESTEL and Forward Plan Advice exchange Mentoring 	Quarterly Quarterly Annually Annually Annually Ongoing Ongoing		Coordinator Lead Directors Directors ALL ALL Coordinator/ Chair ALL ALL		2 5	4 5	1 3 11 13 16
Advocacy <ul style="list-style-type: none"> representing IMS on/to relevant bodies <ul style="list-style-type: none"> MGS stakeholders STICK VisitScotland Year of HES MA liaising with key stakeholders and funders <ul style="list-style-type: none"> Scottish Government NMS MGS 	Quarterly Quarterly		Coordinator/ Chair/ Lead Directors		1 2 3 10	5	1 11 13 16

Appendix 1

Activity	Dates	Budget	Person responsible	Progress	IMS Aim	National Strategy Objective	SG National outcomes
Marketing Project <ul style="list-style-type: none"> • Delivery of joint Recognition Marketing and Communications Project: <ul style="list-style-type: none"> ○ Brand ○ Website ○ App ○ Evaluation 	October 2015 to September 2017	MGS Recognition grant Scottish Government grant	Coordinator Marketing Group	Complete Complete In progress	1 2 4	4 5	1 3 11 13 16
Learning Project <ul style="list-style-type: none"> • Learning staff sub-group created • Learning group meetings • Workplace exchange • Go Industrial stand at Scottish Learning Festival 	February to December 2017	MGS grant	Coordinator Learning staff		2 4	4 5	1 3 11 13 16
Collections Project <ul style="list-style-type: none"> • Concept development • Partnerships with new/existing stakeholders • Funding • Conservator • Workplace exchange • Skills share • Exhibition • Learning • Evaluation 	January 2017 to July 2020	HLF grant EFCF grant MGS grant funding	Coordinator/ ALL		2 5 8	1 4 5	1 3 11 13 16

Appendix 1

Activity	Dates	Budget	Person responsible	Progress	IMS Aim	National Strategy Objective	SG National outcomes
#GoIndustrial <ul style="list-style-type: none"> developing and scheduling social media developing social media with members developing and updating website 	Ongoing		Coordinator Coordinator Coordinator/ ALL		1 2 4	4 5	1 3 11 13 16

Museums Galleries Scotland National Strategy Aims

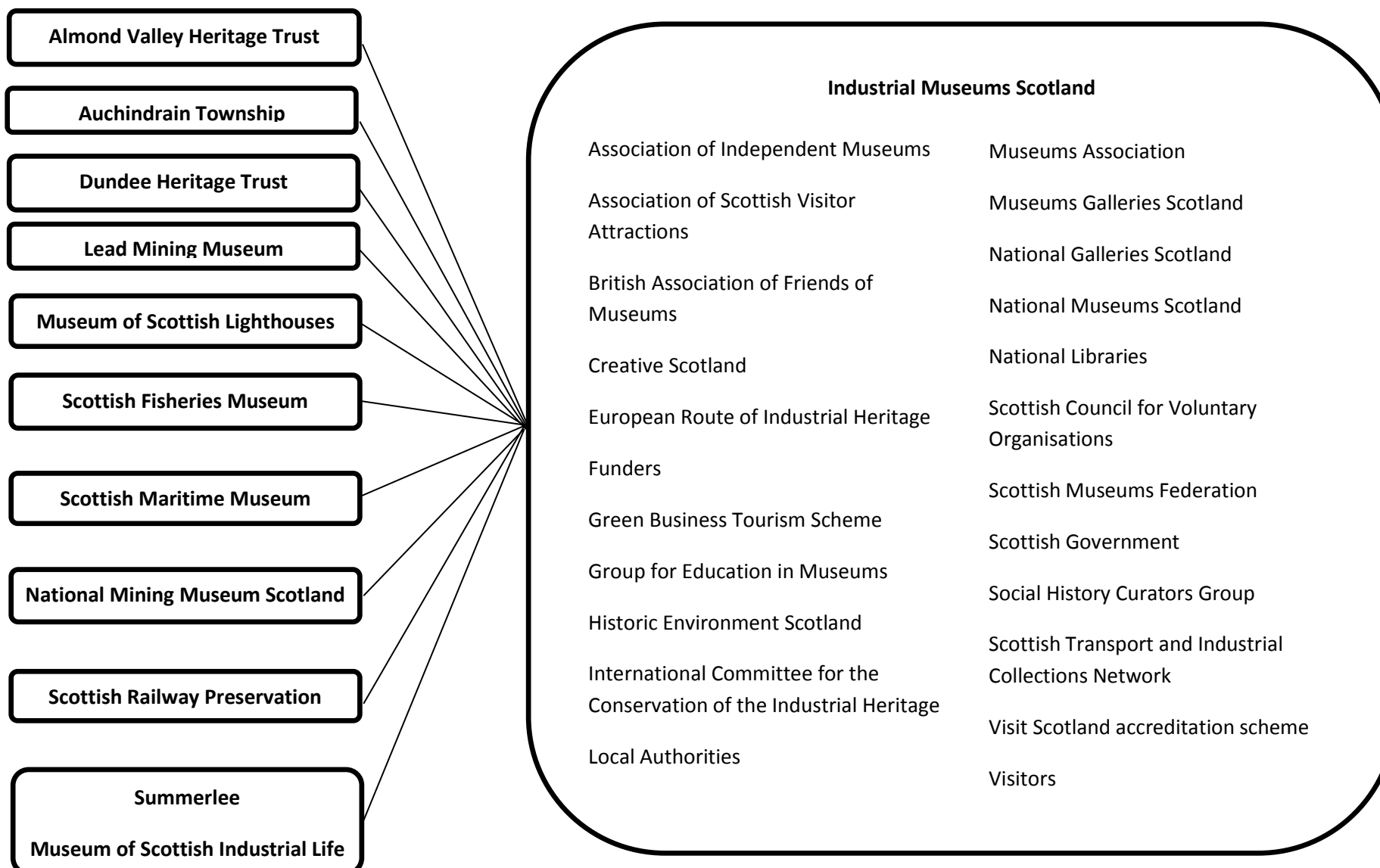
1. Maximise the potential of our Collections and Culture
2. Strengthen connections between museums, people and places to inspire greater public participation, learning and well-being
3. Empower a diverse workforce to increase their potential for the benefit of the sector and beyond
4. Forge a sustainable future for sector organisations and encourage a culture of enterprise
5. Foster a culture of collaboration, innovation and ambition
6. Develop a global perspective using Scotland's collections and culture

Scottish Government National Outcomes

1. We live in a Scotland that is the most attractive place for doing business in Europe.
2. We realise our full economic potential with more and better employment opportunities for our people.
3. We are better educated, more skilled and more successful, renowned for our research and innovation.
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
5. Our children have the best start in life and are ready to succeed.
6. We live longer, healthier lives.
7. We have tackled the significant inequalities in Scottish society.
8. We have improved the life chances for children, young people and families at risk.
9. We live our lives safe from crime, disorder and danger.
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.
13. We take pride in a strong, fair and inclusive national identity.
14. We reduce the local and global environmental impact of our consumption and production.
15. Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.
16. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Industrial Museum Scotland

Stakeholder Analysis 2013



SWOT Analysis

December 2016

Strengths	Weaknesses
<ul style="list-style-type: none"> • Support from member museums • Support and recognition of Scottish Government • Coordination from three lead Museums • Memorandum of Understanding and Terms of Reference • Able to deliver projects across member museums • Dedicated IMS Coordinator • Independent museums with collections Recognised as of National significance • Wealth of knowledge about industrial collections held by member staff • The disparate geographic location • Diversity of member museums, in terms of size and experience • Work with other groups and organisations • Constituted body with charitable status 	<ul style="list-style-type: none"> • Developing clarity • Unable to apply for key grants independently • The disparate geographic locations of museums • Time-limited IMS Coordinator • Diversity of member museums, in terms of size and experience • Difference in member organisations' governance • Imbalance of member museums' ability to fund projects
Opportunities	Threats
<ul style="list-style-type: none"> • To inspire and lead the sector • To promote awareness of Scotland's industrial heritage • To have a coherent and unified voice to respond to matters relating to Scotland's industrial heritage • To jointly manage and co-ordinate projects • To raise funds for shared projects • To work with other organisations – Historic Environment Scotland, STICK • To work with other museums, both with their collections and through shared skills and projects – National Museums Scotland, other industrial museums and heritage organisations • Share good practice across the membership including: <ul style="list-style-type: none"> ○ Policy ○ Operational skills ○ Specialist knowledge ○ Joint marketing and advocacy work 	<ul style="list-style-type: none"> • Loss of the post of IMS Co-ordinator through lack of continuing funding • Lack of effective management and co-ordination of the group as a result of above • Lack of participation and support from members • Lack of member staff time that they can dedicate to spend on IMS initiatives • Financial instability of IMS as a result of financial instability of member museums, due to lack of consistent and continuing funding, relying heavily on public subsidy • Federation member losing their Accreditation or Recognition status • Loss of knowledge and skills due to lack of succession planning

PESTEL Analysis of IMS member museums

October 2013

Issues	Impact
Political	
<ul style="list-style-type: none"> • Brexit • Scottish Government budget • Scottish Government Think Tank Report 	<ul style="list-style-type: none"> • Uncertainty • Uncertainty of future funding • Support for IMS
Economic	
<ul style="list-style-type: none"> • Current economic climate • Reduction in disposable income • Sustainable funding for Scottish industrials • Scottish Government support for SMM, SFM and NMMS 	<ul style="list-style-type: none"> • Increased running costs • Visitor numbers reduced due to people cutting down on leisure/cultural activities • Possible closure of museums • Threat of reduced activities or threat of closure
Social/Cultural	
<ul style="list-style-type: none"> • Greater interest in Industrial collections through TV coverage • Aging population • Gift aid 	<ul style="list-style-type: none"> • Could lead to increase in visitors • Opportunity to recruit volunteers, collect oral histories
Technological	
<ul style="list-style-type: none"> • Social Media • Collections Management hardware and software 	<ul style="list-style-type: none"> • Keeping up to date • Allowing staff time to interact with Social Media • IT upgrade allowing more linking of collections and marketing through website
Legislation	
<ul style="list-style-type: none"> • Accreditation standards • Heritage crime – industrial collections targeted by metal thieves • OSCR 	<ul style="list-style-type: none"> • Staff time • Cost implication • Cost implication to increase security • Museums are required to be aware of any changes in the charity law and implement accordingly.
Environmental	
<ul style="list-style-type: none"> • Green Tourism Awards • Scotland leader in alternative technology • Land fill tax credit • Energy and conservation interpretation 	<ul style="list-style-type: none"> • Raises profile • Potential lower running costs, but may require large initial investment • Could benefit from alternative energy provision, grants may be available – eg wind farms • Potential to claim grants if partner site fits criteria • Possible links without other organisations to create new partnerships and possible sponsorship opportunities, conservation/wildlife interpretation on sites, and renewable energy