

INDUSTRIAL MUSEUMS SCOTLAND

Annual Report 2017-2018



Scottish Charitable Incorporated Organisation: SC047142
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Front page: top row left to right – Almond Valley Heritage Trust, Auchindrain Township, Scottish Fisheries Museum; second row, left to right – Summerlee Museum of Scottish Industrial Life, Verdant Works, Scottish Maritime Museum; third row left to right – New Lanark, National Mining Museum Scotland, Museum of the Scottish Railways; bottom row left to right – Museum of Lead Mining, Museum of Scottish Lighthouses, Discovery Point.

This page: Museum of the Scottish Lighthouses, Museum of Lead Mining.

Charity Trustees

David Mann	Scottish Maritime Museum Trust	
Simon Hayhow	Scottish Fisheries Museum Trust	
Mhairi Cross	National Mining Museum Scotland	
Robin Chesters	Almond Valley Heritage Trust	
Julia Stephen	Museum of Scottish Railways (Scottish Railways Preservation Society)	
James Law	Summerlee Museum of Scottish Industrial Life (Culture NL)	to 19 November 2017
Clare Weir	Summerlee Museum of Scottish Industrial Life (Culture NL)	from 19 November 2017
Ronald Morrice	Museum of Scottish Lighthouses	
Bob Clark	Auchindrain Township	
Gill Poulter	Dundee Heritage Trust	
Jon Evans	Museum of Lead Mining	

Purpose, Mission and Aims

Industrial Museums Scotland (IMS) is a federation of independent Accredited industrial museums that hold collections Recognised as being of National significance. It was established to ensure that industrial heritage, with its implicit challenges, and position in Scotland's history, becomes a sustainable part of the future of Scotland's cultural and heritage sector. IMS was set up 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.

Our purpose as set out in our Strategic Plan

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 importance to Scotland's culture and heritage.

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

You can find out more about our Key Priorities in our [Strategic Plan 2016-18](#).

Member Museums

- [Almond Valley Heritage Centre](#)
- [Auchindrain Township](#)
- [Discovery Point and Verdant Works](#) (part of Dundee Heritage Trust)
- [Museum of Lead Mining](#)
- [Museum of Scottish Lighthouses](#)
- [Museum of Scottish Railways](#) (part of the Scottish Railways Preservation Society)
- [National Mining Museum Scotland](#)

¹ <https://www.museumsgalleryscotland.org.uk/about-us/national-strategy-going-further/>

² <http://www.gov.scot/About/Performance/scotPerforms/outcome>

- [Scottish Fisheries Museum](#)
- [Scottish Maritime Museum](#)
- [Summerlee Museum of Scottish Industrial Life](#) (part of Culture NL)

Associate Members

- [New Lanark World Heritage Site](#)

Activities, Achievements and Performance

The Recognition Marketing Project

In 2017 we completed a two-year Marketing Project funded by the Recognition Fund and the Scottish Government. The driving force behind the Project was to:

- Engage a local, national and international audience through new media.
- Reach new and wider audiences through fit-for-purpose marketing tools targeted at today's digital consumer.
- Link the member museums, highlighting their shared history and significance to the story of Scottish industrial heritage and culture.
- Provide a cost-effective way of collaboratively marketing and cross-selling the federation of museums.



Go Industrial website banner image.

The outcomes of the Marketing Project include: creating an established brand and brand persona; creating a website; producing an app; bespoke ICT training for member museums; production of an off-line marketing; creation of a marketing strategy and the production of invaluable data for member museums on how their audiences engage with them through the various digital platforms.

In August 2017 the first #GoIndustrial Day was held across our members. At 12noon a Loud Launch was live streamed across social media.



Members making some noise for Go Industrial's Loud Launch.

Learning Group

The Learning staff from our member museums have formed a professional group for mutual support and the generation of new ideas that support formal and informal learning. The group will work with IMS museums that do not have education staff to help them develop ideas, resources and improve capacity. The first event held by the group was the hosting of a stand at the 2017 Scottish Learning Festival, where a selection of learning resources and staff were available to meet and talk to learning and teaching staff from across Scotland.



The stand at the 2017 Scottish Learning Festival.

Collections Group

Collections and curatorial staff from our members have met to begin planning our next collections based project. It is hoped that this project will help celebrate the unique collections that we hold and enable the Collections Group to meet for the purpose of mutual support, the exchange of ideas and build capacity to support other members.

Mutual Support

IMS holds **meetings** on a regular basis for the purpose of mutual support and the administration of the SCIO:

- Lead Directors (until February 2018)
- Executive Committee (from February 2018)
- Directors/Trustees
- Annual General Meeting

In addition to meeting, IMS regularly carries out **advice exchanges** and takes part in **mentoring** (within its members, and other relevant heritage bodies).

IMS collects and collates data in a **Members' Matrix** to keep track of key performance indicators across our members, like: on-site visits, web visits; school pupil visits; contribution to the economy; and number of volunteer hours.

IMS carries out an **annual review** of its Forward Plan, SWOT and PESTEL³.

Advocacy

IMS **represents** its members and the sector on/to relevant bodies:

- Museums Galleries Scotland stakeholders
- Scottish Transport and Industrial Collections Knowledge Network
- VisitScotland Year of
- Historic Environment Scotland
- Museums Association



IMS' key performance indicators for 2017.

IMS **liaises** with its key stakeholders and funders, including the Scottish Government, National Museum Scotland, Historic Environment Scotland and Museums Galleries Scotland.

Structure, Governance and Management

Constitution

IMS is a Scottish Charitable Incorporated Organisation governed by its constitution. Charity number: SC047142.

Trustee recruitment and appointment

Our Trustees are made up of representatives from each of our member organisations. This year one trustee stepped down and was replaced by a nominated representative of that member organisation.

³ See [our Strategic Plan online](#).

Financial Review

Income		£38,110
Scottish Executive	£15,000	
Museums Galleries Scotland	£20,110	
Member annual contributions	£3,000	
Expenditure		£44,535
Wages & salaries	£13,839	
Pensions costs	£132	
IMS Projects	£30,564	
Balance brought forward		£10,486
Net income/expense		(£6,425)
Closing balance		£4,061

Reserves Policy

No policy exists as IMS holds no reserves.

Deficit Details

IMS is not in deficit, and has not been within this financial year.

Donated facilities and services

Administration support is donated by the Chair/Vice-Chair's organisation. The Scottish Maritime Museum employs the Coordinator and manages finances. Line management support for the Coordinator is donated by the Chair's organisation. Office space for the Coordinator is donated by the Scottish Fisheries Museum on a regular basis, and other member museums on an occasional basis.

Future plans

Collections Project

Our next project will relate to our Recognised Collections. A working group, chaired by Gill Poulter of Dundee Heritage Trust, has been formed to take forward this project. It will likely focus on conserving the collections and developing skills, while communicating this work to the public.

A key component of the Project will be mutual support across members, and training.

A suggested outcome of the Project is an exhibition, including objects from all members, at a central-Scotland venue, with the intention of attracting new, wider and more diverse audiences to our members.

Additional information

IMS member museums value their role as a voice for the industrial heritage sector and recognise that this has been achieved in part through the support of funders and stakeholders. IMS would like to thank all partners and stakeholders who have helped us with this work and with the ongoing support of our future role and ambitious plans as set out in our strategic plan.

Declaration

Signed on behalf of the charity trustees:

A handwritten signature in black ink, appearing to read 'Mhairi Cross'.

Mhairi Cross

Chair 2017-18

10 December 2018