

INDUSTRIAL MUSEUMS SCOTLAND

Annual Report 2019-20



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

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)
Clare Weir	Summerlee Museum of Scottish Industrial Life (Culture NL)
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	2
2. To become a model of effective partnership working with sector bodies;	5	2
3. To coordinate a joint approach to represent partner museums on relevant bodies and organisations;	5	2
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 7
5. To set a benchmark for continuous support of partner museums and improved quality standards in the sector;	4 5	1 7
6. To establish joint targets and methods for effective monitoring;	4 5	1 7
7. To operate in partnership as a Scottish Charitable Incorporated Organisation (SCIO) responsible to OSCR (the Scottish Charity Regulator);	4 5	1 7
8. To maintain Accreditation and Recognition Standards;	1	2 10
9. To co-ordinate joint revenue planning and Business Plans to share objectives and capitalise on partnership opportunities;	4 5	1 7
10. To contribute to the sector as a federation and individually in delivering The National Strategy for Scotland's Museums and Galleries.	5	10

You can find out more about our Key Priorities in our [Strategic Plan 2018-20](#).

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 <https://nationalperformance.gov.scot/national-outcomes>

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

Associate Members

- [New Lanark World Heritage Site](#)
- [The Devil's Porridge Museum](#) (from February 2020)

Activities, Achievements and Performance

Go Industrial Day

The third Go Industrial Day happened on Saturday 21 July 2019. Members were asked as a minimum to take part on social media, to a schedule throughout the day. 12 of 15 museums took part on social – statistics in the graphic to the right.

Joint promotion

As part of a grant funded project, a **promotional leaflet** was produced for distribution by the members. The leaflet included a promotional offer from each member and was designed to drive audiences from one venue to the others. It was nominally aimed at a family audience and the majority of the offers focussed on that market. The leaflet was designed in the last financial year and was distributed in this one. Though many copies of the leaflet were given out, very few were used to take up the promotional offer.

Learning Group

The learning staff from our member museums have continued to meet for **mutual support** and the generation of **new ideas** that support formal and informal learning. This year the group has met at Discovery Point and New Lanark. Staff had the opportunity to learn more about the programmes at the host and each other's work, and to discuss common issues.

Collections Group

In the past, collections and curatorial staff from our members have met for the purpose of **mutual support** and the **exchange of ideas**. This will resume once our collections-based project is up and running – see [Future Plans](#).



Marketing Group

In February 2020 the Directors expressed a desire to establish a support group for staff working in marketing. As part of the previous Marketing Project, marketing staff had played a part in guiding the project and had benefitted from training and networking, but the group had not met since. A Marketing Group meeting was called for late March, though little did we know that the focus of the meeting would be a changing COVID-19 world.

Mutual Support

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

- 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 Plan³.



IMS' key performance indicators for 2019.

Advocacy

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

- Museums Galleries Scotland stakeholders
- Scottish Transport and Industrial Collections Knowledge Network
- Historic Environment Scotland

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

Marketing

³ See our [Strategic Plan online](#).

IMS continues to build on the **Go Industrial brand** designed as part of the recent Marketing project. The website and social media are maintained and developed.

COVID-19

In the last few weeks of the financial year the world was hit by a pandemic. Though it did little to impact this financial year, the pandemic will go on to impact every aspect of IMS's work going forwards.

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 holding Full membership.

Membership

In May 2019 the Chair, Vice Chair and Coordinator of IMS visited the Devil's Porridge Museum in Dumfries & Galloway to discuss its request to become a member of IMS. The Museum's Manager spoke at the AGM. In February 2020 its membership was approved. At the February Directors' meeting the group discussed other museums that might be eligible for membership and it was agreed to approach two of these. In addition, at this meeting it was noted that when Summerlee Museum's parent organisation is subsumed by North Lanarkshire Council that it must become an Associate Member.

Financial Review

Income		£15,725
Scottish Executive	£15,000	
Museums Galleries Scotland	-	
Member annual contributions	£725	
Expenditure		£14,165
Wages & salaries	£13,771	
Pensions costs	£394	
IMS Projects	-	
Balance brought forward		£25,614
Net income/expense		£1,560
Closing balance		£27,174

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 member museums on an occasional basis.

Future plans

Collections Project

In early 2020 IMS was successful in reaching the funding target for the next project relating to our Recognised Collections. Over two years, the project intends to 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 job advert for the post of Project Conservator went out in March 2020. It became clear by the end of March 2020 that the start date of the project would have to be delayed due to the COVID-19 pandemic.

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:



David Mann
Chair 2019-20
18 December 2020