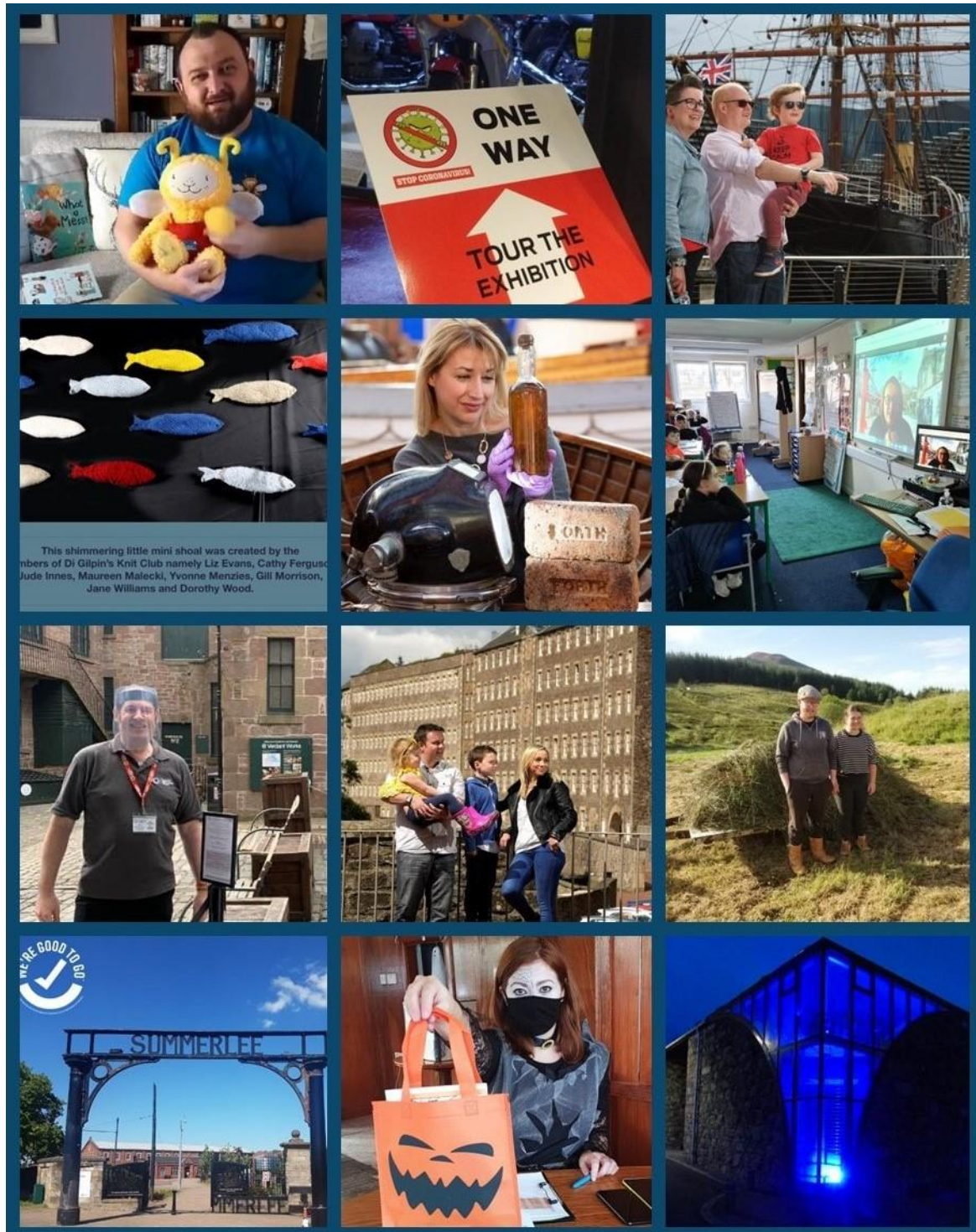


INDUSTRIAL MUSEUMS SCOTLAND

Annual Report 2020-21



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Front cover images from top left – a **very different year**: Bookbug sessions at **the Devil’s Porridge** went online; reopening signage at **Grampian Transport Museum**; first visitors after reopening in July at **Discovery Point**; the **Scottish Fisheries Museum’s** community knitting project during lockdown; acquisition of significance continued at **Scottish Maritime Museum**; learning went online at **National Mining Museum Scotland**; staff ready to welcome visitors back at **Verdant Works**; outdoor experiences became key, like at **New Lanark**; young people worked over the summer at **Auchindrain**; “We’re Good To Go” logo, **Summerlee Museum**; masks and physical distancing at Halloween aboard **Maid of the Loch**; and the **Museum of Scottish Lighthouses** lit up blue for NHS workers.

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
Becky Peacock	Museum of Scottish Railways (Scottish Railways Preservation Society) (from January 2021)
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)

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

² <https://nationalperformance.gov.scot/national-outcomes>

- [National Mining Museum Scotland](#)
- [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](#)
- [The Maid of the Loch](#) (from April 2020)
- [Grampian Transport Museum](#) (from July 2020)

COVID-19

Following the outbreak of COVID-19 in the Spring 2020 the work of IMS and all plans in place were put aside in response to our member's needs during the pandemic. Projects were set aside in favour of advocacy and mutual support. By the end of 2020-21 it was clear that anything like normal service would not resume for some months. The impact of the pandemic on our museums was immense, both in terms of workforce wellbeing and fiscal security.

Activities, Achievements and Performance

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

During the COVID-19 pandemic the Directors met on an increased basis, all online, at points several times a week. The group has now settled in to a schedule of formal meetings six times a year, with informal catch-ups in between. Meetings have now moved online.

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

Advocacy

IMS collects and collates data in a **Members' Matrix** to keep track of key performance indicators across our members. This was paused during 2020-21 due to the length of time museums were closed. Instead, IMS collated statistics to use in its advocacy campaign throughout the pandemic. A press release and a series of **situational statements** were produced to advocate to stakeholders and the wider sector to illustrate the dire situation museums found themselves in. During 2020-21 visitor figures plummeted to 37% of 2019-20. Income was down over 50% and, despite taking action to cut costs, our museums made

a cumulative loss in excess of £300k. All members had real concerns about viability, job security and caring for the Recognised collections. Members worked hard to mitigate disaster: most made use of the furlough scheme to the benefit of the bottom line, while maintaining teams and livelihoods; several carried out redundancy consultations as part of cost-cutting measures; restructuring business models became key as it becomes clear that we would not be returning to “normal” or anything like it for many months; and members have been diversifying their offer and creating new income streams, with the result of losing focus on the care and conservation of our collections.

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

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

The group acts as a sounding board and focus group, as well as contributing to sector research.

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

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. The group continued to meet online throughout the year, including a session with National Museums Scotland’s learning team to discuss **best practice** and **moving forward from the pandemic**.

Collections Group

This year, meetings of collections and curatorial staff from our members resumed online for the purpose of **mutual support** and the **exchange of ideas**. This group will help manage our collections-based project in the coming year – see [Future Plans](#).

Marketing Group

This first meeting of this group was called for late March 2020, though little did we know that the focus of the meeting would be a changing COVID-19 world. The group continued to meet online throughout the year, including a session with National Museums Scotland’s marketing team to discuss **best practice** and **moving forward from the pandemic**. The group intends to meet online at least twice a year for the purpose of **exchange of ideas** and **support**.

Marketing

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.

Structure, Governance and Management

Forward planning

IMS carries out an **annual review** of its Forward Plan³. As a result of the COVID-19 pandemic this review illustrated the need for a complete review of the Strategic Plan, as well as the organisation's purpose, mission and aims (as set out in the Strategic Plan). This work is planned for the coming year.

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

At the February 2020 Directors' meeting the group discussed two museums that might be eligible for membership and it was agreed to approach two of the Grampian Transport Museum and the Maid of the Loch.

Financial Review

Income		£15,000
Scottish Executive	£15,000	
Museums Galleries Scotland	-	
Member annual contributions	-	
Expenditure		£19,336
Wages & salaries	£14,452	
	-	
IMS Projects	£4,884	
Balance brought forward		£27,174
Net income/expense		(£4,336)
Closing balance		£22,838

Reserves Policy

No policy exists as IMS holds no reserves.

³ See our [Strategic Plan online](#).

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. First steps to mobilise the project were made in March 2020 and swiftly cancelled due to the outbreak of COVID. The project will resume later in 2021.

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 2020-21

30 November 2021