

**CHARITY NO: SC047142**

**INDUSTRIAL MUSEUMS SCOTLAND  
RECEIPTS AND PAYMENTS ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2024**

# **INDUSTRIAL MUSEUMS SCOTLAND**

## **REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024**

### **CONTENTS**

### **PAGE**

Legal and Administrative Information

1

Trustees' Report

2

Independent Examiners Report

3

Statement of Receipts & Payments

4

Statement of Balances

5

Notes to the Financial Statements

6

## **INDUSTRIAL MUSEUMS SCOTLAND**

### **LEGAL AND ADMINISTRATIVE INFORMATION**

**Charity Name:** Industrial Museums Scotland

**Registered Office and  
Operational Address:**

**Charity Registration Number:**

**Trustees:**

**Independent Examiner:**

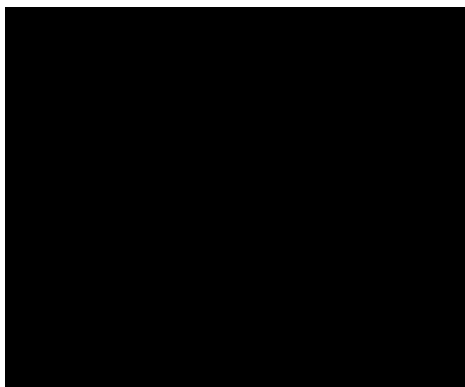
Wbg (Services) LLP  
168 Bath Street  
Glasgow  
G2 4TP

## **INDUSTRIAL MUSEUMS SCOTLAND**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2024**

The Trustees are pleased to present their report together with the receipts and payments accounts of the charity for the year ended 31 March 2024. The legal and administrative information on page 1 forms part of this report.

#### **Directors and Trustees**



#### **Structure, Governance and Management**

- **Governing Document**  
Industrial Museums Scotland is a Scottish Charitable Incorporated Organisation and the purpose and administration arrangements are set out in our constitution
- **Charitable Purposes**  
Our purpose, as recorded in our constitution, is to bring together accredited museums to form and operate a partnership of Industrial Museums Scotland to ensure the sustainability of Scotland's Industrial Museums, through advancement of heritage and culture in Scotland
- **Recruitment and Appointment of Trustees**  
All of the Trustees are appointed and reappointed by the members at our annual meeting
- **Reserves**  
Reserves are held on behalf of IMS by Scottish Maritime Museum Trust, Charity Number SC007133

#### **Financial Review**

The Trust's receipts for the year were £160,437 and costs were £147,881. The surplus for the year is £12,556. Funds are held by Scottish Maritime Museum Trust (SMMT) and as at 31 March Industrial Museum Scotland (IMS) owed SMMT £1,523.

Approved by the Trustees and signed on their behalf by:

## **INDEPENDENT EXAMINERS REPORT TO THE TRUSTEES OF INDUSTRIAL MUSEUMS SCOTLAND FOR THE YEAR ENDED 31 MARCH 2024**

I report on the accounts of the charity for the year ended 31 March 2024, which are set out on pages 4 to 6.

### **Respective responsibilities of trustees and examiner**

The charity's trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) 2005 Act and the Charities Accounts (Scotland) Regulations 2006.

The charity trustees consider that the audit requirement of Regulation 10(1) (d) of the Accounts Regulation does not apply. It is my responsibility to examine the accounts as required under the section 44(1) (c) of the Act and to state whether particular matters have come to my attention.

### **Basis of Independent examiner's statement**

My examination is carried out in accordance with Regulation 11 of the Charities Accounts (Scotland) Regulations 2006. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeks explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, I do not express an audit opinion on the accounts.

### **Independent examiner's statement**

In the course of my examination, no matter has come to my attention

- 1, Which gives me reasonable cause to believe that in any material respect the requirements:
- to keep accounting records in accordance with Section 44(1) (a) of the 2005 Act and Regulations 3 of the 2006 Accounts Regulations, and
  - to prepare accounts which accord with the accounting records and comply with Regulation 9 of the 2006 Accounts Regulations

have not been met, or

- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached

# INDUSTRIAL MUSEUMS SCOTLAND

## STATEMENT OF RECEIPTS AND PAYMENTS FOR THE YEAR ENDING 31 MARCH 2024

	Note	Total Funds 2024 £	Total Funds 2023 £
<b>Receipts</b>			
Scottish Executive		15,000	15,000
Museum Galleries Scotland		142,437	9,326
Member Contributions		3,000	3,000
<b>Total Receipts</b>		<u>160,437</u>	<u>27,326</u>
<b>Payments</b>			
Wages and Salaries	1	24,184	39,703
IMS Project Expenses		123,697	59,097
<b>Total Payments</b>		<u>147,881</u>	<u>98,800</u>
<b>Surplus/ (Deficit) for the year</b>		<u>12,556</u>	<u>(71,474)</u>

All funds are unrestricted

## INDUSTRIAL MUSEUMS SCOTLAND

### STATEMENT OF BALANCES AS AT 31 MARCH 2024

	Note	Total Funds 2024 £	Total Funds 2023 £
<b>Bank and cash in hand</b>			
Opening balances		(14,079)	57,395
<i>Surplus/(Deficit) in the year</i>		12,556	(71,474)
Closing balances	1	<u>(1,523)</u>	<u>(14,079)</u>
<b>Balances held by SMMT</b>	1	<u>(1,523)</u>	<u>(14,079)</u>

Approved by the trustees and signed on their behalf by:

Name:

Date:

## INDUSTRIAL MUSEUMS SCOTLAND

### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

#### 1. Balances held at SMMT

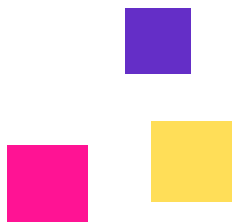
	2024 £	2023 £
Held at Scottish Maritime Museum Trust	(1,523)	(14,079)
	<u>(1,523)</u>	<u>(14,079)</u>

#### 2. Trustees' Remuneration and Related Party Transactions

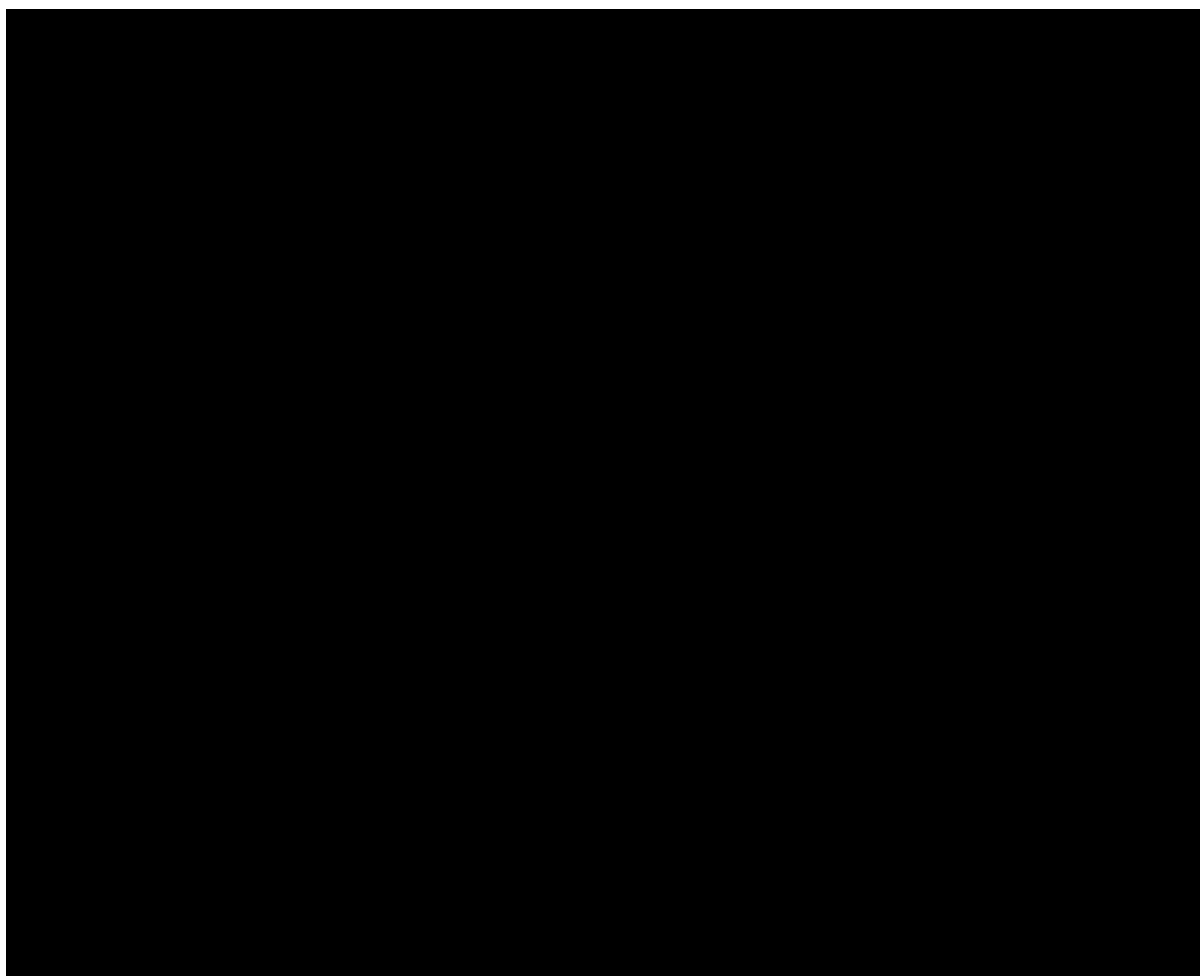
No trustees received any remuneration during the year (2023: £nil). No expenses were reimbursed to Trustees (2023: £nil)

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2023: £nil)





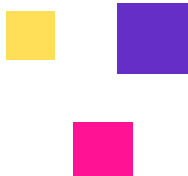
# INDUSTRIAL MUSEUMS SCOTLAND ANNUAL REPORT 2023-24



c/o Scottish Maritime Museum, The Linthouse, Gottries Road, Irvine KA12 8QE  
E: [discover@goindustrial.co.uk](mailto:discover@goindustrial.co.uk) | W: [goindustrial.co.uk](http://goindustrial.co.uk)

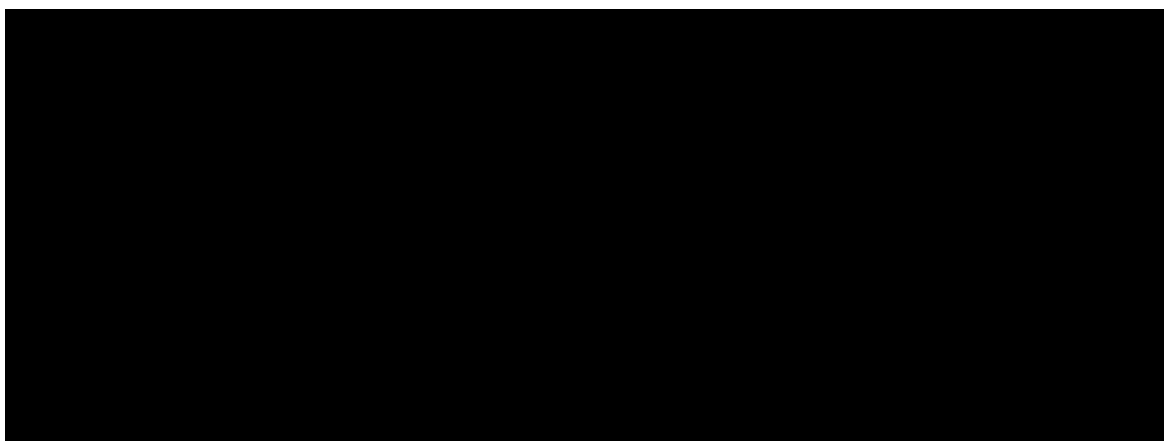
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## CONTENTS

Charity Trustees	3
Purpose, Mission and Aims	3 - 4
Member Museums	5
Activities, Achievements and Performance	6 - 8
Project Activity	8 - 11
Structure, Governance and Management	12
Future Plans	13
Additional Information	13
Declaration	13




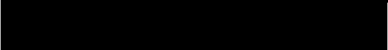
Conservation Intern in Almond Valley stores - 2023, IMS workforces conserving a ship model at the Scottish Maritime Museum – October 2023, Conservation of IMS objects by AOC Archaeology – July 2023; second row left to right – Care of Engines Training at Museum of Scottish Railways – Nov 2023, Young People Engagement Session at HMS ‘Unicorn’ – October 2023, Workplace Knowledge Exchange at the Ballast Trust – November 2023; Bottom row – Young People Engagement Session at National Mining Museum Scotland – December 2023.

**This page:** left to right – Carriage from the National Mining Museum of Scotland, Carrying a creel at the Scottish Fisheries Museum, the Wall of Wonder from the Scottish Maritime Museum

## Charity Trustees

	ish Maritime Museum Trust – elected to Chair, Nov 2023
	ish Fisheries Museum Trust - ceased to be trustee & Chair 15-2023
	ish Fisheries Museum Trust - appointed 31-Jan-2024
	onal Mining Museum Scotland
	nd Valley Heritage Trust
	useum of Scottish Railways (Scottish Railways Preservation Society)
	indrain Township
	ee Heritage Trust – ceased to be trustee 6-Oct-2023
	ee Heritage Trust – appointed 6-Oct-2023 – elected to Vice Chair, 2023
	useum of Lead Mining
	useum of Scottish Lighthouses

## ims

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,  2009 and acted upon by his successor, .

### 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

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





## 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](#)
- [Scottish Fisheries Museum](#)
- [Scottish Maritime Museum](#)
- [Summerlee Museum of Scottish Industrial Life](#) (part of North Lanarkshire Council)

## Associate Members

- [New Lanark World Heritage Site](#)
- [HMS Unicorn](#)
- [The Devil's Porridge Museum](#)
- [The Maid of the Loch](#)
- [Grampian Transport Museum](#)

## Affiliate Members

- [Prestongrange Museum](#) (part of East Lothian Council Museums Service)

## **Activities, Achievements and Performances**

### **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

Following the Covid-19 pandemic, the Directors have transitioned their meetings to **online** platforms, which facilitate greater attendance and reduce the time Directors need to spend away from their organisations. The schedule includes six formal meetings per year, supplemented by six informal catch-up sessions in between.

The Directors regularly utilise the network to seek **advice** and information from members on a variety of organisational strategies, collective discussions on cost reductions, and approaches to stakeholder alignment.

### **IMS Working Group: Collections Group**

The Collections Group meets monthly online and is comprised of representatives responsible for collections care and curation at our member organisations. The meetings provide a platform for **mutual support**, **collaboration**, and **idea exchange**. In response to increased staff turnover at member sites, the group has become a vital **network** and resource for newcomers to the industrial heritage sector.

The group have further benefitted from the **training**, networking opportunities and **workplace knowledge exchange** activities provided by our collections project, *Powering Our People* – see project activity for additional information.

### **IMS Working Group: Learning Group**

The learning group from our member museums meet quarterly for **mutual support** and the generation of **new ideas** that support formal and informal learning. The structure of the group has altered to include the delivery of a **knowledge sharing** presentations reflecting on industry trends and diversity initiatives to ensure that sessions are both informative and impactful for attendees.

### **IMS Working Group: Marketing Group**

The reduction in marketing personnel within IMS organisations has led to a decrease in meetings, as the topic is now addressed within other IMS working groups. The IMS Chair has proposed that future meetings be organised informally by participants. The group intends to meet online at least twice a year to **facilitate idea exchange**, offer **support**, and **collaborate** on marketing initiatives.





## Advocacy

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

- Museums Galleries Scotland
- The Museums Association
- Historic Environment Scotland

The group acts as a sounding board and **focus group**, as well as contributing to sector research, liaising with its key investors and funders, including the Scottish Government and National Museum Scotland.

- IMS provided a response to the Scottish Government's Constitution, Europe and External Affairs and Culture Committee Pre-Budget Scrutiny 2024-25. Our **response** addressed our increased concerns around the lack of long-term funding support and our desire for a multi-year funding model to enable better planning, development and more sustainable partnership working within our organisations.

We also highlighted the additional complexities of managing our collections and sites, which require us to **safeguard** iconic structures and collections amid limited access to capital funding, rising utility costs, and decreasing resources for **maintaining** both our buildings and workforce.

- In August 2023, IMS was one of the first collectives to **raise their concerns** with MGS and the Scottish Government around the impact that Fair Work First and the Real Living Wage. The IMS network supports the Scottish Government's Fair Work First agenda, advocating for fair treatment and remuneration for museum staff, including a commitment to the Real Living Wage. However, IMS highlighted the significant impact wage increases would have on some museums in our network due to resource limitations.
- In February 2024, IMS Chair [REDACTED] invited to participate in the plenary session of MGS's Strategy Symposium alongside [REDACTED] the Minister for Culture, Europe, and International Development. The Chair raised concerns about the **impact** of increased Real Living Wage costs on our organisation's workforce and its ability to offer trainee and apprenticeship opportunities. This remains an ongoing issue, and IMS is actively exploring partnerships with external bodies, such as HES, to address some of these challenges.

The Chair highlighted the contributions IMS organisations have on **recognised national objectives**, including health and wellbeing, intangible cultural heritage, and community engagement, which are demonstrated by our individual organisations, but also through project activity delivered by IMS.

## Partnership Activity

The IMS coordinator worked with Developing Young Workforces (DYW), Historic Environment Scotland (HES), and a number of external heritage focused partners to create Heritage Careers Week Scotland. The one-week event will run from Monday 28<sup>th</sup> October – Friday 1<sup>st</sup> November 2024. The week is designed to **raise awareness** of the variety of heritage careers and pathways into the workforce and inspire young people to consider a career in the historic environment.

The IMS coordinator worked closely with Historic Environment Scotland in their review and update of their Skills Investment Plan in preparation for its launch in April 2024. The IMS Coordinator played a key role in the consultation process and continues to support the plan's implementation and delivery as a member of the **steering group** – see also future plans.

In February 2024, IMS partnered with Museums Galleries Scotland to organise a conference on **Intangible Cultural Heritage** and what activities are being undertaken at our sites to record industrial intangible cultural heritage, and explore what more we can do.

## IMS Project Activity

The **multi-stranded IMS skills development project**, '*Powering Our People*' is now in its second year and continues to provide opportunities for our IMS workforces to develop their heritage conservation skills and knowledge. Through the provision of specialist conservation training, knowledge connections and exchange activities, and the creation of an industrial conservation internship, the project aims to create a more confident and empowered industrial heritage workforce to improve levels of conservation and collections care, whilst ensuring the sector retains and develops the skills required to increase future resilience.

The project is funded by NLHF, MGS, Headley Trust, the Pilgrim Trust, Historic Environment Scotland and the Gordon Fraser Charitable Trust. A six-month extension to the project was agreed in February 2024 by our funders, to allow for utilisation of an identified underspend in the project. The project's completion date is 1<sup>st</sup> October 2024.

To achieve our objectives, we established seven project strands:

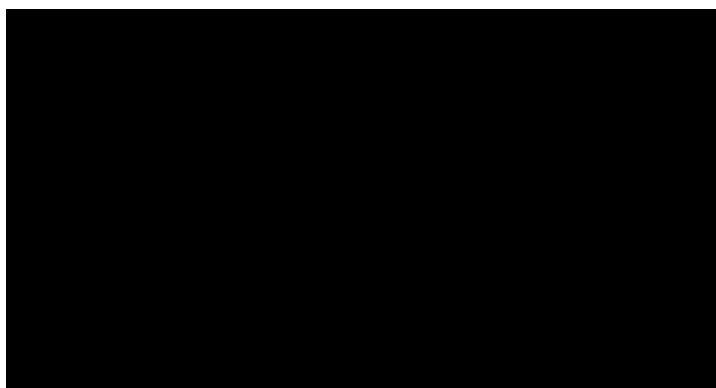
1. Conservation & Collections Care Training
2. Workplace Knowledge & Exchange Programme
3. Conservation Internship & Access to Professional Conservation Advice
4. Conservation of Collection Items
5. Public Conservation Engagement Programme for Young Audiences
6. Skills Sharing Conference
7. Creation of Legacy Materials





### Project Activity to-date:

- **12 Care of Engines training sessions** for **11** members of the IMS workforce (S1) – completed 2023 – The bespoke course was developed in partnership with one of our IMS organisations, the Museum of Scottish Railways, and their umbrella organisation the Scottish Railways Preservation Society (SRPS). There were 85 attendances across the sessions, and five IMS organisations were provided with an opportunity to increase their knowledge and understanding of the care of diesel and steam engines, whilst affording them the opportunity to experience engine maintenance and operation.



- **Asbestos in Collections Awareness Training** for **15** members of the IMS workforce (S1) – completed March 2024 – The one-day training delivered by industry specialists Kadec taught attendees how to identify hazardous materials, avoid asbestos exposure, and follow proper procedures if asbestos is found. Participants also completed a short exam and received their UKATA certification for one year.
- **49 Knowledge Connection & Exchange placements** (S2) – 2023-2024 - Our participants used the workplace and knowledge exchange programme to create and strengthen their network of contacts and understanding of the collections care and management at different sites.



*IMS workforce knowledge exchange visit to National Museums of Scotland's Granton Stores, February 2024*

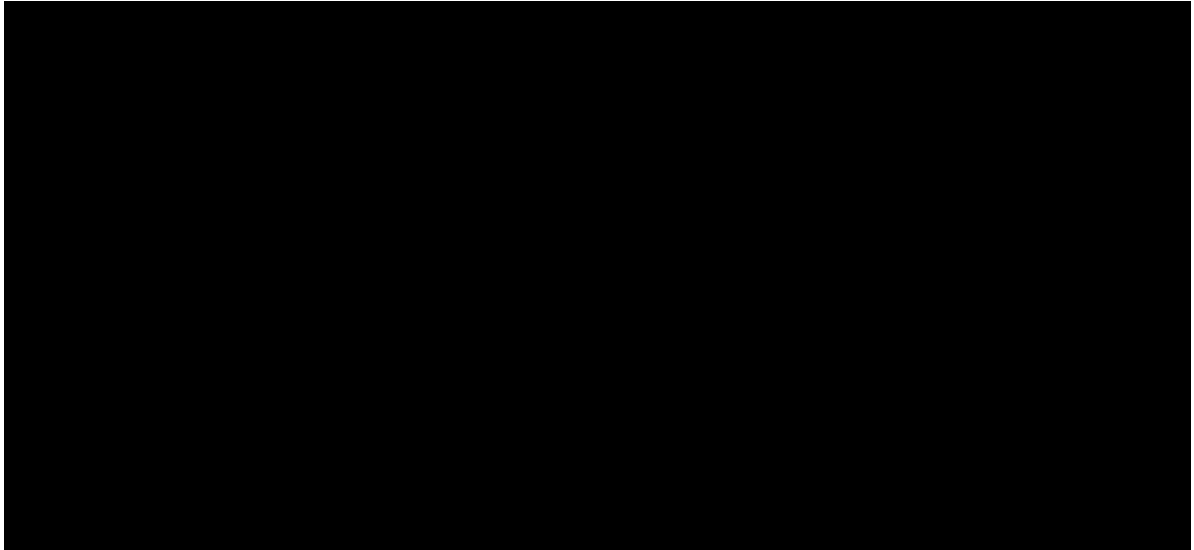
- An ICON **conservation trainee** with a one-year conservation **internship** at AOC Archaeology ([S3](#)) – December 2022-December 2023 - To address the decline in industrial heritage conservation skills, the Industrial Heritage Intern role was created to prioritise training in this area amid a national skills shortage. Over 12 months, intern Emma Griffiths, supported by ICON and AOC Archaeology, provided conservation work, advice, and guidance to 15 IMS members, while engaging the public through blog posts and live conservation demonstrations.
- Over **149** collection items **conserved**, conservation reports prepared, and advice issued to 15 different collections ([S1, S4](#)) – 2022-2024



*Example of conserved IMS collection objects (l-r): Lamp from National Mining Museum of Scotland, Officers Sewing Kit from the Devils Porridge Museum, 2023*

- Production of '**Hazards in Collections**' **manual** and a suite of conservation guidelines relating to collections care ([S1, S3, S7](#)) – completed March 2024 – These practical legacy materials are freely available for wider sector access via the IMS website, and include *Hazards in Industrial Collections Manual*, *Care of Iron Manual*, and a *Care of Ship Models Manual*.
  - IMS Skills Sharing **Conference** ([S1, S2, S3, S6, S7](#)) – 1<sup>st</sup> March 2024 - IMS hosted the 'Powering Our People' Conference at Discovery Point, Dundee, with 31 attendees from the museum and industrial heritage sector. The event featured case studies on the project's impact on workforce skills and learning, along with a workshop by Industrial Conservator Jim Mitchell on 'Care of Materials' in industrial collections. Jim also created a reference manual for material identification, now distributed to IMS organisations and partners, and his talk was filmed and posted on the IMS YouTube channel as legacy material.
  - **6 Conservation learning engagement programmes** for young audiences ([S5](#)) - IMS organisations were asked to design and deliver engagement programmes and events that would provide the public with opportunities to engage with collections conservation and care through hands-on activities and experiences, with a particular
- Industrial Museums Scotland – Annual Report 2023-24

emphasis on promotion to under 25s. Activities took place at: the Scottish Fisheries Museum, the Scottish Maritime Museum, the National Mining Museum of Scotland, HMS Unicorn, Grampian Transport Museum and the Museum of Scottish Railways.



Strands of the project previously completed:

- **Three 'Large Object' conservation training courses** held across Scotland for **31** members of the IMS workforce, and external industrial heritage bodies **(S1)** - completed 2022-2023.
- **Care of Paper and Photographs Conservation training** course for **11** members of the IMS workforce, with **8** participating in further coaching sessions **(S1)** – Completed August 2022.

Planned additional Activity:

- **Care and conservation of textiles Training (S1)**
- **Another round of learning engagement programmes** for young audiences **(S5)**
- The production of a **'Who You Gonna Call' database** containing names and contact details of people, industries and resources that can support the conservation and care of industrial heritage collections **(S2, S3, S7)**
- **9 'How to Vlogs'** on conservation and collections care procedures\* **(S1, S3, S7)**

\* The IMS legacy resources will be utilised in the future training of our workforces but will also be made freely available via our website for wider sector access. A recorded webinar training on 'Recognising Materials' by Jim Mitchell, and two digital records of the impact PoP training and the project has had on participants and sector are also available to the wider heritage sector.





## **Structure, Governance and Management**

### **Forward planning**

IMS carried out an annual review of its Forward Plan in 2023. The review looked at the organisation's purpose, mission and aims as well as rules for membership. We agreed that the membership of IMS should be widened to include a broader range of industrial heritage organisations. Changes will be made to the Constitution in the coming year to enable this.

### **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**

This year no new members have joined but we have been approached by a number of industrial heritage organisations interested in exploring the benefits of joining our collaborative and dynamic group as associate members. IMS previously stated its intention to widen its membership to include a broader range of museums and industrial heritage institutions and will continue to pursue this.

### **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.

### **Staffing**

There was a changeover of personnel in November 2023 with Claire McDade leaving the role of IMS Project Coordinator and Abigail McIntyre acceding the role in December as the new IMS Project Coordinator on a short-term contract until May 2024. This was extended following a successful application to use the identified underspend, allowing the *Powering Our People* project to continue until the end of October 2024.



## Future Plans

IMS will continue to focus on future projects that will improve the collections care and **resilience** of our organisations and workforces. We are currently exploring project plans that will focus on developing skills and knowledge in Intangible Cultural Heritage and capturing knowledge around industrial working processes through video and oral history. This would form a legacy to the *Powering Our People* skills development programme.

We are also keen to develop an archive project to explore the depth and wealth of information in our collections, with a focus on **improved preservation** and storage conditions, and an increase in **audience accessibility** to our paper archives. This is another legacy of the PoP project, as 11 IMS organisations received training in the care and conservation of paper, which highlighted issues with current storage and accessibility in their own collections.

IMS will continue to work with Historic Environment Scotland. As referenced elsewhere in this report, we are exploring a future **partnership** that directly builds on the framework the PoP project has created for skills development and knowledge in industrial heritage care and conservation. This is currently informing the approach that HES are taking towards their Skills Investment Plan, and how as a sector we can **build capacity** and **grow provision**, attract future talent, and foster innovation in one of their ten identified pillars – Industrial heritage. Current proposals recommend that the IMS coordinator role is expanded to support the delivery of a national programme of heritage skills training, with a focus on **industrial heritage provision**.

IMS will undertake a membership survey to understand the needs and concerns of our organisations. This will inform future plans and identify areas of support that need to be addressed.

## 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:

