

CHARITY NO: SC047142

INDUSTRIAL MUSEUMS SCOTLAND
RECEIPTS AND PAYMENTS ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2025



INDUSTRIAL MUSEUMS SCOTLAND
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

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INDUSTRIAL MUSEUMS SCOTLAND
LEGAL AND ADMINISTRATIVE INFORMATION

Charity Name:	Industrial Museums Scotland
Registered Office and Operational Address:	Scottish Maritime Museum The Linthouse Gottfrieds Road Irvine KA12 8QE
Charity Registration Number:	SC047142
Trustees:	David Mann (Resigned February 2025) Matthew Moran (Appointed March 2025) Linda Fitzpatrick Mhairi Cross Robin Chester (Resigned May 2024) Jen Howard Coombes (Appointed June 2024) Dr Becky Peacock (Resigned April 2025) Dr Katy Jack (Appointed July 2024) Bob Clark (Resigned February 2025) Emma Halford-Forbes Jon Evans Lynda McGuigan
Independent Examiner:	Wbg Services LLP 168 Bath Street Glasgow G2 4TP

INDUSTRIAL MUSEUMS SCOTLAND

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

The Trustees are pleased to present their report together with the receipts and payments accounts of the charity for the year ended 31 March 2025. The legal and administrative information on page 1 forms part of this report.

Structure, Governance and Management

Constitution

Industrial Museums Scotland 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.

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.

INDUSTRIAL MUSEUMS SCOTLAND

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

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

Associate Members

- Summerlee Museum of Scottish Industrial Life (part of North Lanarkshire Council)
- 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)

INDUSTRIAL MUSEUMS SCOTLAND

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

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 continued their meetings on **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 composed 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.

INDUSTRIAL MUSEUMS SCOTLAND

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

Activities, Achievements and Performances (continued)

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.

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 ran from Monday 28th October-Friday 1st 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 which launched 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**.

INDUSTRIAL MUSEUMS SCOTLAND

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

Activities, Achievements and Performances (continued)

IMS Project Activity

Sharing knowledge

Where opportunity has allowed, IMS has discussed and promoted the project via formal and informal presentations. Talks have been delivered by our IMS Coordinator, Chair, and federation members to share insights and findings from the project with colleagues and interested sector parties. This allowed for interactive discussions and knowledge sharing. Examples - Scottish Transport & Collections Knowledge network (STICK) 2024 Conference on Industrial Heritage skills and Heritage Skills at the London Transport Museum, June 2024.

Powering Our People

The **multi-stranded IMS skills development project** - Powering Our People - entered its final year and continued 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 was 1st 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 in 2024-25:

- **Care and conservation of textiles Training (S1)** course took place at the National Mining Museum of Scotland in September 2024 with 12 members from 9 IMS sites.
- 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**).

INDUSTRIAL MUSEUMS SCOTLAND

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

Activities, Achievements and Performances (continued)

Project activity in previous years:

- **12 Care of Engines training sessions** for **11** members of the IMS workforce (**S1**) – completed 2023.
- **Asbestos in Collections Awareness Training** for **15** members of the IMS workforce (**S1**) – completed March 2024.
- **49 Knowledge Connection & Exchange placements (S2)** – 2023-2024.
- An **ICON conservation trainee** with a one-year conservation **internship** at AOC Archaeology (**S3**) – December 2022-December 2023.
- Over **149** collection items **conserved**, conservation reports prepared, and advice issued to 15 different collections (**S1, S4**) – 2022-2024.
- Production of **‘Hazards in Collections’ manual** and a suite of conservation guidelines relating to collections care (**S1, S3, S7**) – completed March 2024.
- **IMS Skills Sharing Conference (S1, S2, S3, S6, S7)** – 1st March 2024.
- **6 Conservation learning engagement programmes** for young audiences (**S5**).
- **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.

Forward planning

IMS Strategic Plan 2017-2024 had the goal to *‘converge and collaborate in collections management,’* as well as addressing our priority of *‘sharing and succession of specialist knowledge, skills and resources related to collections’*. These goals will continue to closely align with those of Museums Galleries Scotland’s Workforce, Skills and Confidence, and Collaboration priorities, and support the museum and the sectors goals *‘to ensure that Scotland’s museum and gallery collections are cared for, accessible and shared.’* (MGS Strategy 2023-2030).

The Membership of IMS is to be widened to allow for more active involvement from its member organisations. Changes will be made to the Constitution in the coming year to enable 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.

INDUSTRIAL MUSEUMS SCOTLAND

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

Staffing

There was a changeover of personnel in January 2025 with Abigail McIntyre leaving the role of IMS Project Coordinator and Rosie Shackleton taking on the role as IMS Coordinator starting in April 2025 on a part-time, permanent basis.

David Mann retired and stepped down as IMS Chair and Director of the Scottish Maritime Museum in February 2025 at the IMS AGM. The role was filled by the new SMM Director in March 2025.

Future Plans

IMS will continue to focus on future projects that will improve the collections care and **resilience** of our organisations and workforces, including that of IMS itself. 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, Museums and Galleries Scotland, the National Museum of Scotland, and the Museums Association to advocate for the importance of Scottish Industrial heritage, and the particular challenges within this sector. As referenced elsewhere in this report, we are exploring future **partnerships** that directly build 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. We will also endeavor to continue our work with MGS on their Intangible Cultural Heritage work, advocating for industrial ICH to be included in future projects.

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.

Financial Review

The Charity's receipts for the year were £53,234 (2024: £85,593) and payments were £81,188 (2024: £140,000), resulting in a deficit for the year of £27,954 (2024: £54,407).

INDUSTRIAL MUSEUMS SCOTLAND

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

Reserves Policy

The trustees’ policy is to maintain general free reserves equal to 3 months’ worth of expenditure, this equates to £20,297. The general free reserves at 31 March 2025 were £4,380 and therefore fall short of target level. The trustees look to improve this position going forward.

Approved by the Trustees and signed on their behalf by:

Signed by:

265CB74C8AE944A...
Name: Matthew Moran

Date: 9 April 2026

INDEPENDENT EXAMINERS REPORT TO THE TRUSTEES OF INDUSTRIAL MUSEUMS SCOTLAND FOR THE YEAR ENDED 31 MARCH 2025

I report on the accounts of the charity for the year ended 31 March 2025, which are set out on pages 11 to 13.

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 Regulations does not apply. It is my responsibility to examine the accounts as required under 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 Regulation 4 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

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

Signed by:

0575527041FA406...
 Claire Dalrymple FCCA
Wbg Services LLP
 168 Bath Street
 Glasgow
 G2 4TP

Date: 9 April 2026

INDUSTRIAL MUSEUMS SCOTLAND
STATEMENT OF RECEIPTS AND PAYMENTS
FOR THE YEAR ENDING 31 MARCH 2025

	Unrestricted £	Restricted £	Total Funds 2025 £	As Restated Total Funds 2024 £
Receipts				
Grant income	500	52,734	53,234	85,593
Total Receipts	500	52,734	53,234	85,593
Payments				
Charitable activities	28,454	52,734	81,188	140,000
Total Payments	28,454	52,734	81,188	140,000
(Deficit) for the year	(27,954)	-	(27,954)	(54,407)

INDUSTRIAL MUSEUMS SCOTLAND

STATEMENT OF BALANCES

AS AT 31 MARCH 2025

	Notes	Unrestricted £	Restricted £	Total Funds 2025 £	As Restated Total Funds 2024 £
Cash funds					
Bank balance at start of year	1	32,334	-	32,334	86,741
(Deficit) shown on receipts and payments account		(27,954)	-	(27,954)	(54,407)
Bank balance at end of year		4,380	-	4,380	32,334

Approved by the trustees and signed on their behalf by:

Signed by:

265CB74C8AE944A...
Name: Matthew Moran

Date: 9 April 2026

INDUSTRIAL MUSEUMS SCOTLAND**NOTES TO THE ACCOUNTS****FOR THE YEAR ENDED 31 MARCH 2025****1. Funds**

	As Restated Opening Balance £	Receipts £	Payments £	Transfers £	Closing Balance £
Unrestricted Funds					
General Funds	32,334	500	(28,454)	-	4,380
Total Unrestricted Funds	<u>32,334</u>	<u>500</u>	<u>(28,454)</u>	<u>-</u>	<u>4,380</u>
Restricted Funds					
The Pilgrim Trust	-	7,646	(7,646)	-	-
National Heritage	-	8,978	(8,978)	-	-
Museums Galleries	-	36,110	(36,110)	-	-
Total Restricted Funds	<u>-</u>	<u>52,734</u>	<u>(52,734)</u>	<u>-</u>	<u>-</u>
Total Funds	<u>32,334</u>	<u>53,234</u>	<u>(81,188)</u>	<u>-</u>	<u>4,380</u>

a) The unrestricted funds are available to spent for any of the purposes of the charity.

b) The charity has received the following restricted funds during the year:

The Pilgrim Trust – funding towards the Powering Our People project.

National Heritage – funding towards the Powering Our People project.

Museums Galleries – funding towards the Powering Our People project.

2. Trustees' Remuneration and Related Party Transactions

No trustees received any remuneration during the year (2024: £nil). No expenses were reimbursed to Trustees (2024: £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 (2024: £nil).

3. Prior Year Restatement

During the preparation of the 2025 accounts, it was discovered that the charity held a bank account that had been historically omitted. As a result, the prior year figures have been restated to reflect this account and align the statement of balances accordingly. The overall impact of this adjustment was a £33,857 increase in unrestricted funds held at the year end 31 March 2024.