

Ullapool Museum Trust

Report of the Trustees *for the year ended 31 March 2018*

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2018.

Legal and Administrative Information

Charity name	Ullapool Museum Trust
Charity number	SC018225
Company number	SC132306
Registered Office & Operational address	7 & 8 West Argyle Street Ullapool Ross-shire IV26 2TY
Directors	Elected: J N D Carr C Dagg E B Ing C M C Martin (Chair) M L McBeath A K Parsons (appointed 2 November 2017) I G Rettie C A Urquhart Co-opted: G Stephens P D Ward Nominated: Cllr I Cockburn
Secretary	J N D Carr
Accountants	T P Wright Chartered Accountant 396 Elphin By Lairg Sutherland, IV27 4HH
Solicitors	Macleod and Maccallum Solicitors 28 Queensgate Inverness, IV1 1YN
Bankers	Royal Bank of Scotland 11 Argyle Street Ullapool Ross-shire, IV26 2UE

Ullapool Museum Trust

Report of the Trustees for the year ended 31 March 2018

Structure, Governance and Management

Governing Document

Ullapool Museum Trust is a company limited by guarantee and not having a share capital governed by its Memorandum and Articles of Association incorporated on 23rd August 1991, and amended in 2009 to comply with section 7 of the Charities and Trustee Investment (Scotland) Act 2005 and is registered as a charity with the Scottish Charity Register. In the event of the company being wound up, members are required to contribute a sum not exceeding £1.00p.

Recruitment and Appointment of Executive Board (Trustees)

The directors of the company are known as the Executive Board and under the requirements of the Memorandum and Articles of Association should serve for a period of three years. There must be a minimum of 8 and a maximum of 15 members, one of whom must be nominated by the Highland Council and with seven elected by members. Up to 6 members may be co-opted.

Members are encouraged to nominate new Trustees, and the Board always seeks members with specialist skills.

Trustee Induction and Training

New members are provided with a copy of the Constitution, the Memorandum and Articles of Association, a manual 'The Effective Museum Trustee', the policy documents and operating plan for the Museum, together with a tour of the Museum and discussions about the Trust, its objectives, the role of Trustees and the role of OSCR. All members are encouraged to attend appropriate external training to enhance the knowledge of their role.

Risk Management

The Executive Board has a disaster emergency plan in place, updated annually, and a Museum contingency Fund is maintained.

Related parties

In 2017, the museum achieved Re-accreditation, and continues to display that we are a fully accredited museum. This is the current QA scheme for museums in the UK, operated in Scotland by Museums Galleries Scotland. The museum receives a small annual grant from Highland Council and has a consequent Service Delivery Agreement, monitored annually by their Independent Museums Advisor.

Aims and Objectives

Mission:

'We collect, preserve and protect the history and heritage of the Parish of Lochbroom, and use our collections in dynamic and creative ways for the inspiration, learning and enjoyment of our audiences.'

Aims:

We aim -

- 1 To protect and preserve the historical collection and building both now and in the future, through a commitment to conservation, interpretation and access,
 - a) by working within agreed national guidelines for collections care;
 - b) by maintaining a high standard of collections care.

Ullapool Museum Trust

Report of the Trustees for the year ended 31 March 2018

- 2 To connect with the people of Lochbroom by being flexible and inclusive, in order to create a genuinely community centred museum,
 - a) by continuing to raise the Museum's local profile by developing community relationships and audiences;
 - b) by working in partnership wherever possible with local groups, businesses and people;
 - c) by continuing to engage in outreach through events, the 'Museum Machine', digital and other means as appropriate.
- 3 To collect significant objects and associated evidence connected with the history and heritage of Lochbroom and develop a broad based museum collection,
 - a) by continuing to develop the collections and care for artefacts, oral history and other material associated with Lochbroom in line with the UMT Collections Development and Care Policy.
- 4 To research the collection to constantly improve knowledge and understanding through education, interpretation and collaboration with other researchers,
 - a) by promoting access to the material in the care of UMT through physical and digital means;
 - b) by undertaking research and improving the documentation of the material in the care of UMT.
- 5 To interpret the collection in entertaining, challenging and thought provoking ways, through exhibitions, outreach, events and publications,
 - a) by continually aiming to vary and improve the interpretation of the collections of UMT through the use of a variety of approaches, methods and media;
 - b) by creating and hosting regular temporary exhibits;
 - c) by encouraging and aiding the publication of material relating to the collections.
- 6 To provide an effective and stimulating learning environment for people of all ages,
 - a) by ongoing evaluation of exhibitions and events;
 - b) by being open to the needs of the various users of the Museum.
- 7 To satisfy our audiences with the promise of an inspiring and enjoyable experience that exceeds their expectations and which they wish to repeat,
 - a) by being aware of our audiences;
 - b) by ensuring that we retain our VisitScotland rating.
- 8 To manage our resources proactively and creatively, in partnership with other organisations and agencies, to improve the services we offer and to create a sustainable future for the Museum,
 - a) by increasing our volunteer and membership base;
 - b) by continuing to strengthen the internal Museum structure;
 - c) by engaging in successful fundraising strategies;
 - d) by working in partnership with other groups;
 - e) by working within our sustainability statement.
- 9 To ensure the integrity of the A listed building,
 - a) by implementing an agreed maintenance programme and through seeking external support from grant giving agencies.
- 10 To enhance the skill and knowledge base of volunteers and visitors,
 - a) by offering opportunities for volunteers and visitors to learn new skills;
 - b) by taking up opportunities to participate in training activities organised by partner organisations;
 - c) by offering participatory events and hands-on activities for public, schoolchildren and others.
- 11 To retain Accredited status

Ullapool Museum Trust

Report of the Trustees for the year ended 31 March 2018

Activities, Achievements and Performance

The year April 2017 to March 2018 saw the results of our major redisplay programme come into fruition. We were delighted to be able to show off to our visitors the results of our very significant efforts over the closed season. The changes carried on into the season as final touches were put in place and feedback was gathered from museum volunteers, staff and visitors on what was going well and what might need further attention. This had been a labour of love and hard work for many of us and also a challenging change for some to the previous well-loved museum. We are taking time to clearly assess visitor, volunteer and staff experience with no quick decisions, or knee-jerk responses to individual comments and preferences. The results and feedback have been overwhelmingly positive. During the year there continued to be realistic planning and problem solving where the skill of the curatorial advisor is vital.

Along with the redisplay we updated our logo and marketing with a new noticeboard and attractive new promotional leaflet which was distributed throughout our area. Our new image has been seen as part of a new start in widening access, attracting new visitors, developing an ever widening appeal. This will be a longer term process as, although we hope for steady increase in visitor numbers, this did not materialise in this first season post redisplay. Our visitor income however did increase by around £2,000 with the new entrance charge of £4. Inevitably this puts off a small number of potential visitors. Most are happy to pay it.

As one of the key changes in the redisplay was to tell our stories differently incorporating more images and sound and fewer dense words, this meant that all available display space was used up leaving no clear space for temporary exhibitions. Until we find good solutions to this, the volunteers and curator who would normally be busy creating temporary exhibitions have been able to devote considerably more time to other activities – working with schools, with the collections, creating publications and more.

Our launch for the redisplay was a delightfully happy well attended event where we were gratified to receive many appreciative compliments from long standing members and volunteers. Other highlights of the year were the excited and engaged children visiting for workshops or just for fun like at Hallowe'en or with or after school, the great success of the winter soup and sandwiches season and our growingly popular Vintage Machinery Show. We were also happy to be involved again with an exhibition for the annual Ullapool Book Festival in May 2017. Visitors to the book festival were gratifyingly generous with donations on hearing about our uncertain funding future.

2017 saw a major development in bringing the museum out from its building in liaison with the Ullapool Harbour Trust, with volunteers putting on talks and film shows and leading history walks for cruise ship visitors. This also helped us to provide local history information if cruises arrived on Sundays. Our busiest day was for two sessions catering for 60 fascinated visitors watching museum films and hearing local history.

Meantime the board and curator were also busy with our future funding difficulties and researching funding opportunities. The decision to increase the entrance charge was largely made to guarantee an income stream. Seeking ways to reduce costs as well as finding new reliable sources of income was a constant preoccupation and challenge. Our Good Friends scheme unfortunately has operational problems still facing us, and membership renewals needed more dedicated attention.

The curator and board were also working through re-accreditation – a process that can be time-consuming in the detail of paperwork that is required, checking that our records are accurate, that we

Ullapool Museum Trust

Report of the Trustees *for the year ended 31 March 2018*

Activities, Achievements and Performance (cont.)

properly look after our collections, objects and building and follow national guidelines and codes. These guidelines are the same whether the institution is a large national museum or a small independent one like ourselves. Procedures relating to looking after objects and our security for example are much more manageable with a team of museum professionals than with occasional hard pressed volunteers. Rather than seeing accreditation as a chore however, we regard it as a badge of respect and confirmation that we are an institution worthy of national support eg when we apply for funding grants, for many of which accreditation is a requirement.

Another regular in our calendar is our Service Delivery Agreement monitoring with Highlife Highland. This checks that we are setting and monitoring policies and plans, keeping records of visitor numbers and activities, volunteer involvement and trustee activity. The museum continues to be part of the support network of the Highland Museums Forum particularly in group action and planning for future funding and joint developments.

Towards the end of the closed season our usual Volunteers Thank you event took place, in a rather different format – as well as showing appreciation to all of our volunteers whether front of house, fundraisers, researchers, other in-house workers and occasional supporters, we had an open meeting giving information on our activities and plans, and asking for feedback, comments and suggestions.

Developments and Plans

During the year the board started looking at our internal operations, how we function as a group of trustees with the responsibility of setting the direction for the museum's activities and crucially looking after our listed building. A key task is to create a more business-like approach. We look forward to reporting further on this essential development.

As before our priority is on sustaining our existence in a challenging financial climate. The support of our members is critical and we look forward to your continuing interest and involvement. The work of the Highland Museums Forum is becoming ever more important.

As ever our work and successes could not be achieved without the guidance of our curatorial advisor and the help of our part-time staff. We thank them all most sincerely.

Financial Review

The results for the year are set out in the attached financial statements. The Trustees are cautiously satisfied.

Investment Policy

In accordance with the Memorandum and Articles of Association, the Trustees have the power to invest. However, apart from maintaining a reserve fund, all funds raised are used for operating the Museum, and investment in trained professional staff is regarded as an appropriate way forward.

Ullapool Museum Trust

Report of the Trustees *for the year ended 31 March 2018*

Reserves Policy

Following a review of this policy in 2011, the Trustees agreed that a reserve fund equivalent to keeping the Museum operating for a 6 month period should be in place. Additional funds would be held for unforeseen circumstances.

Trustees' responsibilities in relation to the financial statements

Company law requires the Trustees to prepare financial statements that give a true and fair view of the state of affairs of the charity at the end of the financial year and its surplus or deficit for the financial year. In doing so the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Make sound judgements and estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report is prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

This report was approved by the Board and signed on its behalf by

Catriona Martin
(Chair)

Date: 4 October 2018