

Ullapool Museum Trust

Report of the Trustees for the year ended 31 March 2020

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2020.

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 A W F Cunningham J Cunningham C Dagg (retired 7 November 2019) E B Ing M L McBeath (retired 7 November 2019) J P Middleton (appointed 7 November 2019) A K Parsons I G Rettie (retired 7 November 2019) G Stephen (retired 7 November 2019) P A Stewart (appointed 7 November 2019) Co-opted: None 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 2020

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 2020

- 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 2020*

Activities, Achievements and Performance

The year April 2019 to March 2020 started well. By now our newly appointed Administrator, Siobhan Beatson, had gradually taken over many of the responsibilities that had been borne by the Board since November when our previous Administrator had left. This time was a learning curve for us all on the Board and for Siobhan as we reassessed our approaches and aims. Siobhan was keen to support the outreach work, despite that being an extra duty, and she and Helen Avenell, our experienced part-time curator, worked closely together, developing new ideas whilst at the same time providing Siobhan with guidance.

We opened our doors in April in the sure knowledge that the redisplay was proving very popular as it was now combining a greater view of the Church's history alongside the considerably updated displays of the social history of the parish, but there was still much to do to promote our presence in the community and beyond. Our archive section was now organised in folders and easy to access in an area set aside for research.

Although we had created an interactive area for children, we wanted to encourage children and their parents to visit the Museum more and for local children to feel they had a role to play in its activities. Siobhan and Helen ran a 'Take over day' for the Primary 6 children and during the holidays there was an hour a week set aside for local children to explore and experience the Museum.

As in previous years we were once again working in partnership with the Harbour Trust - meeting and greeting cruise passengers. We offered one group of cruise passengers at the ship's request a talk but much of our activity involved meeting and greeting and providing answers to queries and questions at the quay side. A film produced by the harbour and combining some film from the Museum's archives is now on show at the Harbour. Joan Michael continued with her local history walks and the original recording carried out for the Museum was converted as an audio walk.

Our documentary project is now completed and we have a new structure for the future cataloguing system. Many of our objects, photos and some oral histories can now be seen on e-hive, a data base system, so that even if our objects cannot be displayed (due to lack of space) anyone can view them. We are gradually adding to the collection on e-hive; photographing, accessioning and collating the information as we do so. In September two Duke of Edinburgh Silver Award pupils from the High School have been working on digitising photos, oral histories and census records all part of our aim to convert our records from paper to digital.

Our largest store is in the process of being divided into two to accommodate larger objects thus freeing up more space in the Curator's store and providing a separate space to store books to sell in our trailer. Our local funding group have had a very busy year. There has been the Book Festival, Pier Day, MS Fundraising Day, Vintage Day, the Flower Show, our Soup and Sandwiches programme, the Christmas Fair and a Winter Warmer event. This valuable source of funding is well all supported by local volunteers and members of the local community.

Our genealogy research continues involving many hours of painstaking work by our volunteers, bringing in income, as well as adding to our local knowledge of the people who lived here in the past. Our research also provides local information for visitors wanting to learn where and how their ancestors lived.

Ullapool Museum Trust

Report of the Trustees for the year ended 31 March 2020

Activities, Achievements and Performance (cont.)

The most rewarding event of the year was celebrating the winning of the Queen's Award for Volunteers. It was a beautiful day in June when the Lord Lieutenant, Janet Bowen, came to present our certificate and crystal. In July, two of our long-standing volunteers, Kate Rettie and Don Macleod, who have given so much to the museum, went to the Queen's garden party at Holyrood as our representatives.

Helen and Siobhan have also added to our Certificate collection in becoming runners up for awards- Helen for the Volunteer Community Projects display and Siobhan for the Highland and Island Tourism and Hospitality Hero.

Siobhan has developed new partnerships with Clachan Church, Kids in Museums and Ewens's Guide as well as working on an exciting new project with Helen that came to fruition in January with a successful bid for funding from Historic Environmental Scotland. 'Lost Inverlael' will run from 2020 to 2022. It celebrates 200 years since the clearance of this area outside Ullapool and it will explore the hidden histories of this township combining excavation and research that will involve the schools and the local community. The bid to do this work has been given to Highland Archaeology Scotland after selection by tenders from four organisations.

During the year we carried out a survey of our publications and concluded we needed to rethink what we were selling in our much improved and successful bookshop area. As a result, a series of small affordable booklets have been compiled and printed to add to the information already available on display.

Financially the year has been very successful in terms of reception 'takings' so we move forward into the new season with great hope. We have been able to employ a cleaner and part-time staff to cover the periods when volunteers are not available and we have installed a card reader to accommodate visitors' requirements. Once again, we are extremely grateful for the financial support from the Harbour Trust, Local Authority, legatees and donators (please see the financial report for details).

Development and Plans

At our Annual General Meeting in November, we announced that we would like to explore the possibility of opening on a Sunday or part Sunday. This would involve discussions with the Church to revoke our previous agreement, our volunteers past and present and the community. The Board had agreed that it would like to be in a position to invite people to the Museum on Sundays but there was no guarantee that it would be financially viable and would therefore require careful thought and research. There were a number of objections to this proposal, so we carried out a survey to gauge our members and local feeling. The results were firmly for opening on a Sunday if the Church agreed and if it was financially beneficial.

The plans we set in motion for the revision of our Board structure are working well. Support for volunteers, membership and collections' supervision is now all managed by Board members with the addition of a new Board member to act as a school's link with a specific expertise in the history of the parish. Sadly, a long-standing Board member, Ian Rettie, who contributed so much to the management of the needs of the building has retired, but still remains as a volunteer. Although we are managing at present as a whole Board to cover our building maintenance, it would be desirable to seek a person to cover this role. It would also be helpful for someone to assist our Secretary to manage the website.

Ullapool Museum Trust

Report of the Trustees *for the year ended 31 March 2020*

Development and Plans (cont.)

The Operations group, known as the 'Ops group', consisting of the Chair, Secretary, Treasurer, Curator and Manager is working well, meeting once a fortnight and reporting to the main Board. Its purpose is to deal with day to day issues. In early March, Siobhan was promoted to Manager level to start on the 1st. April and is directly responsible to the Ops group.

March saw the beginning of the Covid 19 outbreak and on the 16th we held our last face to face emergency Board meeting to discuss how to proceed. Siobhan had provisionally put in place plans that would allow us to open in May but by the end of March we were in discussion as to how to protect Siobhan and Helen's future as well as the Museum's. After much consideration it was agreed to continue their employment rather than furlough them, as we were hopeful to receive grants from the Local Authority and possibly Museums' Galleries Scotland. We had calculated that our funds would last us until August if we had no income and would still protect our emergency funding set aside to allow us to shut down in the event of permanent closure. Having staff in situ would mean a quicker return to opening when that became possible and would also allow us to use media/digital methods to broadcast our presence as well as providing protection to the building and its collections.

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.

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.

Ullapool Museum Trust

Report of the Trustees *for the year ended 31 March 2020*

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

Eleanor Ing
(Chair)

Date: