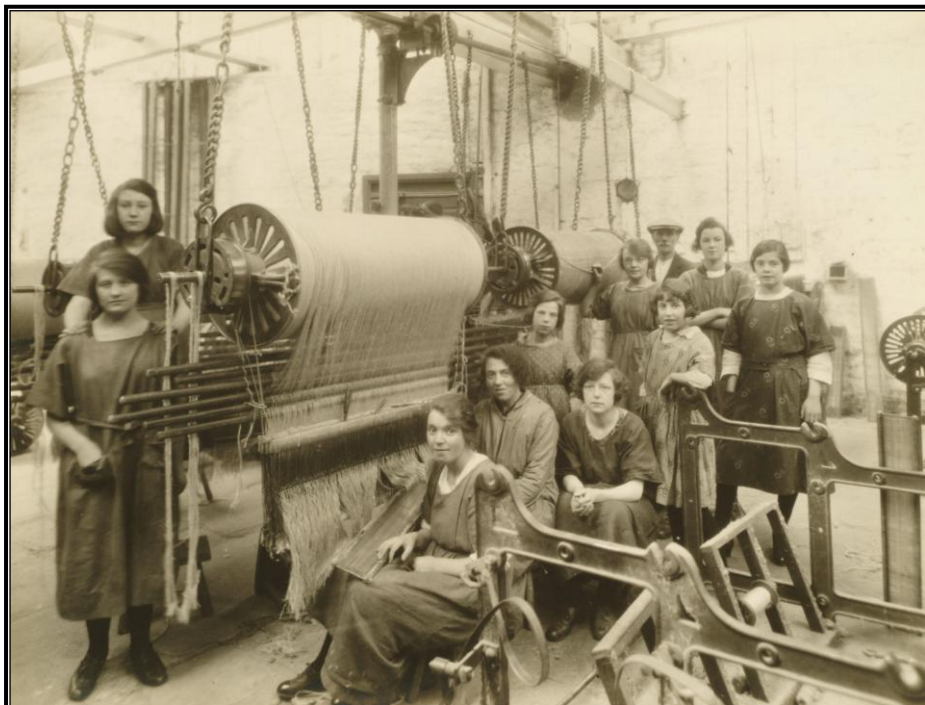




**DUNDEE
HERITAGE
TRUST**

Annual Report 2011



Dundee Heritage Trust - Review of the Year 2011

Summary of achievements

Museums

1. Two Recognised Collections of National Significance
2. Over 173,000 visits to the Trust's venues
3. Five Temporary Exhibitions
4. Free Annual Pass offered to all visitors
5. Over 40 active volunteer positions

Awards

6. Five Star Visit Scotland accredited quality assurance maintained
7. Gained Bronze Award in the Green Tourism Business Scheme
8. Sandford Award for Heritage Education
9. RRS *Discovery* is part of the UK's National Historic Fleet, Core Collection
10. Verdant Works is an Anchor Point on the European Route of Industrial Heritage

Partnerships

11. Collaborative work with over 50 museums or related tourism/cultural organisations

Economic benefits

12. Total employment valued at 43 direct and indirect jobs
13. Estimated £1.9 million of economic benefit generated
14. Over 500,000 leaflets printed and distributed
15. Estimated city PR value of over £300,000

Overview

Dundee Industrial Heritage Limited (DIH Ltd) operates two of Dundee's premier tourist attractions – Discovery Point and Verdant Works. It is a charitable company and the trading arm of Dundee Heritage Trust. The Trust is the only independent charity in Scotland operating two five star rated museums.

Andy Lothian Jnr of Insights, Dundee, is Chairman of the Trust and both the Trustees and the Non-Executive Directors of DIH Ltd are drawn from a broad range of community and business interests.

The purpose of Dundee Heritage Trust is:-

'The guardianship, preservation, and portrayal of Dundee's Heritage in ways that educate, inspire and enlighten current and future generations.'

The organisation's distinctive excellence is

'The successful co-existence of a public service ethos with a private sector culture that delivers a range of outstanding quality experiences.'

The Trust delivers a diverse range of services in support of its aims.

The Trust is responsible for the conservation of the RRS *Discovery*, one of the world's most important ships. The Trust also cares for collections relating to both RRS *Discovery* and polar exploration and the Dundee textile industry. These are made accessible to the public through display at our two museums Discovery Point and Verdant Works and by appointment for those items held in store.

The Trust offers a fully resourced education and community outreach programme which delivers high quality facilities, workshops and resources to schools and various community groups. A Junior Board of Trustees helps ensure we are meeting the needs of our young visitors.

The Trust provides over 43 fulltime equivalent jobs plus volunteering opportunities to the local community.

Awards

Both Discovery Point and Verdant Works have full Accreditation status as museums. The Trust's Jute Collections plus the RRS *Discovery* and the associated polar collections are Recognised Collections of National Significance.

Verdant Works and Discovery Point both hold the prestigious Sandford Award for Heritage Education until 2013.

RRS *Discovery* is part of the UK's National Historic Fleet, Core Collection. The vessels on the National Historic Fleet are distinguished by:

- Being of pre-eminent national or regional significance
- Spanning the spectrum of UK maritime history
- Illustrating changes in construction and technology
- Meriting a higher priority for long term preservation

Verdant Works is an Anchor Point on the European Route of Industrial Heritage (ERIH).

Visit Scotland 5 Star Visitor Attraction awards were retained by both venues, with Verdant Works scoring 87% and Discovery Point 89%, the latter an increased rating which reflects the considerable investment put in to the museum over the past couple of years. To be classified by the national tourist organisation for Scotland as having two 'world class' attractions is an excellent achievement, particularly in view of the higher standards now being set.

Dundee Heritage Trust holds a Volunteer Friendly Award. This award recognises organisations that achieve best practice standards in their recruitment, training and supervision of volunteers.

Discovery Point has recently joined the Green Business Tourism Scheme and has been awarded a Bronze Award in recognition of its commitment to environmental sustainability. Discovery Point operates its own wind turbine which generates electricity for use by the museum and also plays a role in educational workshops. DIH Ltd actively encourages sustainable travel through its Bike to Work Scheme.

Collections News

New acquisitions

The Trust's jute and polar collections continue to grow with new donations. The museum has been fortunate to take in a number of new and exciting artefacts over the last year which have made welcome additions to the Trust's collections.

One of the most exciting recent donations has been Petty Officer Stoker Thomas Whitfield's diary, relating to his service while on board the *Discovery* during the 1901-1904 British National Antarctic Expedition. It is the first diary account of one of the members of the *Discovery* crew which we have been lucky enough to take into the collections. Work by a volunteer, has produced a transcript of the diary which will provide us with a rich new source of information.

As a result of the 'From Carriers to Coffins – Jute in the 21st Century' exhibition, Verdant Works embarked on a major programme of contemporary collecting. This has greatly enriched the jute collection with over 130 new objects collected from all around the world. In addition the museum has received a number of donations from people whose families had close connections to Dundee's jute industry. Highlights include gifts presented to mark special occasions which have been inscribed to workers at various mills such as a presentation box of drawing instruments given to James Harper from the Mechanics Department of Dudhope Works on the occasion of his leaving.

Working machinery

Work has been going on to improve the operating and maintenance documentation for all the working machinery on display at Verdant Works, including elaborate annotated photographs of all the lubrication points. This will help to ensure the long term preservation of these important machines.

BBC Paintings on line

The Trust's 22 oil paintings are now on-line as part of the BBC's Your Paintings website which aims to show the entire UK national collection of oil paintings, the stories behind the paintings, and where to see them for real. It is made up of paintings from thousands of museums and other public institutions around the country.

Database

The process of producing the on-line collections database to extend public access to our polar and jute collections has been more involved than envisaged and a considerable amount of work has had to take place to standardise the records and information before we go 'live'. The final stage has been delayed by the installation of a new server and the change to a new version of the Adlib database.

Out store

The reserve collection of textile machinery, which had been in store in a building on the Kingsway, had to be moved at the beginning of the year. Due to the size and weight of these items this was a difficult and expensive operation. Fortunately, the University of Dundee was able to find some space in a building very close to Verdant Works for the large machines and the smaller items were able to be accommodated within the museum. All the material is now in better storage conditions and close at hand so that it can be properly assessed, documented and cleaned.

Exhibitions

The Trust continues to run a diverse programme of temporary exhibitions at both museums. Some are produced in-house to showcase our rich collections and others are on loan from outside organisations where we fulfil a vital role in providing exhibition space free of charge to other museums, community groups, artists and photographers.

Verdant Works

From the end of May until December 2011 a major in-house exhibition 'From Carriers to Coffins - Jute in the 21st Century' was displayed at Verdant Works. The show challenged perceptions of jute by highlighting the weird and wonderful world of jute today with contemporary uses related to fashion, art, eco funerals, home furnishings and the military.

The exhibition was a tremendous success with Verdant Works having its best visitor figures for many years. For the six months to the end of September 2011 visitor figures were 29% up on the same period in 2010. Feedback from the evaluation forms was overwhelmingly positive and the show considerably increased public awareness of the museum.

The accompanying events programme which included a gallery drop-in session with eminent textile artist Anna King, schools workshops, family activities in the galleries and talks by J-Funerals' Sandra Thomson and Jutexpo's Sam Turner were all well attended and received.

Dundee Heritage Trust is extremely grateful for the financial support from Museum Galleries Scotland and the Friends of Dundee Heritage Trust towards this exhibition.

Discovery Point Cafe Gallery

The beginning of the year saw 'Discover Print', an exhibition of work from staff members of DCA Print Studio. This was followed from February to April by 'Oor Art', the work of three artists from Fife and three from Angus. May to July saw the show 'Polar Ark', stunning photographs of South Georgia and Antarctica by wildlife photographer and polar biologist Katherine Snell, a former pupil of Dundee High School. The images were taken while Katherine was working for the British Antarctic Survey and then latterly the BBC natural history unit during filming of the forthcoming series 'Frozen Planet'.

August to October saw 'Both Sides of the Tay', the work of Derek Robertson, a graduate from Duncan of Jordanstone College of Art and one of the country's foremost wildlife and landscape artists. From October until the beginning of January 2012 we hosted 'Year of the Light', an exhibition featuring the work of 30 artists, inspired by the Bell Rock lighthouse bicentenary.

Capital Works and New Projects

Dundee Heritage Trust has had another very busy year, undertaking many successful projects to improve our facilities, services and collections care.

Museum Showcases

Funding of £14,000 obtained from the Recognition Fund enabled us to purchase three new showcases for Verdant Works. These were installed in May and are allowing us to display more of the amazing

jute collections currently in store, much of which has been donated by local people since the museum opened back in 1996.

Audio guides

Thanks to generous grants from Museums Galleries Scotland and the United Kingdom Antarctic Heritage Trust, work started in the last quarter of 2011 on producing an audio guide for Discovery Point and RRS *Discovery* which will be in place for Spring 2012. The audio guides will give visitors the opportunity to explore and experience the dramatic story of *Discovery* and her crew in a completely new way. Sir Ranulph Fiennes kindly agreed to be filmed for it to provide some sound bites for the audio guide and some video clips for the Apps.

In terms of disability access the tours will open up the museum to more audiences, increasing intellectual access and improving the offering for people with sight problems. As well as the English version the tour will be translated into French and German which will dramatically increase our foreign language provision for a significant number of our overseas visitors.

As well as the 40 handsets for hire, the specialist company creating the tour are also producing iPhone and Android versions of the audio tour which will be available for people to download from the web onto their own phones. This will be enhanced with the addition of images, plans and film footage.

Wind Turbine

Discovery Point has become one of very few museums in Scotland to benefit directly from its own renewable energy source. New graphics relating to the wind turbine and environmental issues such as global warming and renewable technologies were installed in the Polarama gallery, enhancing our educational offering. The project has created a lot of interest and the Heritage Director spoke about it at the Annual Conference of the Association of Independent Museums in June 2011.

Collaborations

Dundee Heritage Trust continues to collaborate with a wide range of heritage and arts organisations on both a local and national level. The Trust is an active member of the City's Cultural Agencies Network and the Dundee Partnership Learning and Culture Strategic Group.

The Trust is also a member of the Tayside Museums Forum and Industrial Museums Scotland, a newly formed federation to promote a sustainable future for the industrial heritage sector. Verdant Works is a member of the European Route of Industrial Heritage.

The Heritage Director is the Scottish representative on the Council of the Association of Independent Museums (AIM). The Heritage Director (representing independent museums) was a member of the

Museums Strategy Group charged with developing a new national strategy for the museums sector in Scotland, to be launched in March 2012.

Education and Community Outreach

The Education and Community Outreach Service provides a comprehensive programme of events and activities for schools, community groups and families. The service is run by one member of staff. The aim is to provide a variety of resources and experiences which are unavailable in the classroom context, and to engage members of the local community in the learning opportunities provided by our two museums.

The quality of our education service has been recognised by the granting of the prestigious Sandford Award for Heritage Education for the second time.

During the financial year 2011/12, 3,827 schoolchildren visited Discovery Point as part of school visits and 1,924 went to Verdant Works. In addition 65 workshops were organised as well as a number of school outreach visits. In excess of 600 children participated in these events. Themed loan boxes were also provided to several local schools to complement classroom teaching.

Education activities were organised to coincide with the 'Carriers to Coffins' exhibition at Verdant Works, including jute bag workshops for schools and weaving activities for families during the summer school holidays.

The Education Service also provides advice and training for teachers and teaching students through CPD sessions, information events, free familiarisation visits to the museums and teacher's packs.

The Education and Community Outreach Officer worked closely with Dundee City Council's Creative Learning Coordinators and collaborated with them on several successful projects combining classroom activities with visits to Discovery Point and Verdant Works. Discovery Point was the host venue for the annual Arts and Culture for Excellence event organised by the Creative Learning team in June. Information stands representing over 20 local arts and culture organisations were visited by 120 primary and secondary teachers. We have also worked in partnership with a number of other cultural providers such as DCA, Dundee Rep and Dundee Science Centre.

We have also participated in city-wide initiatives such the Dundee Science Festival where the Trust offered schools workshops at both museums, with pupils finding out about navigation at Discovery Point and optical illusions at Verdant Works. All eight sessions were fully booked with almost 200 pupils taking part. The 'Science Discovery Day' for families at Discovery Point on Saturday 5th November involved hands-on activity sessions throughout the day.

Volunteers/Friends/Community Support

The activities and public services of the organisation are supported by both the Friends of Dundee Heritage Trust and volunteers. Dundee Heritage Trust currently provides volunteering opportunities for over 40 people in many areas of our work, including collections, guiding, education and office duties.

Dundee Heritage Trust continues its long association with St Andrew's University by playing host to student placements from the postgraduate Museum and Gallery Studies course. One student was taken on during 2011 and worked hard on research for the major temporary exhibition on weaving in Dundee planned for May 2012 at Verdant Works, allowing to us to learn more about our collections. The Heritage Director also hosts study visits by the course students on the themes of interpretation and the independent museum sector.

Dundee Heritage Trust holds a Volunteer Friendly Award. This award recognises organisations that achieve best practice standards in their recruitment, training and supervision of volunteers.

Events

The Trust delivered a varied calendar of events including the Annual Discovery Pro-Am Golf Tournament, the only official SPGA Pro-Am event held in Dundee and the prestigious Discovery Ice Ball. A Women's fundraising dinner was staged in November in conjunction with another local charity, the Mary Slessor Foundation.

All the events were well attended, raising funds critical to our ongoing survival and development and providing further evidence of the community and business support shown to the Trust.

The Trust also staged numerous small events in partnership with local community groups including jazz nights, Victorian themed events and educational talks.

Fundraising

Dundee Heritage Trust continues to work hard to raise funds to support the core work of the museums but this remains challenging, particularly in light of the current economic climate, increased

competition for money and reducing investment incomes. We are very grateful for the ongoing support of a small number of individuals, charitable trusts and companies whose regular contributions are vital to our continuing activities and success. We have also been very fortunate to receive grant support from Museums Galleries Scotland for a number of capital projects which has allowed us to invest in the museums and improve the visitor experience at both venues.

The ‘Support Us’ section of the Trust’s website has been improved and we have added a ‘Donate Now’ button with a link to an on-line donation website (My Donate).

Trading Activity

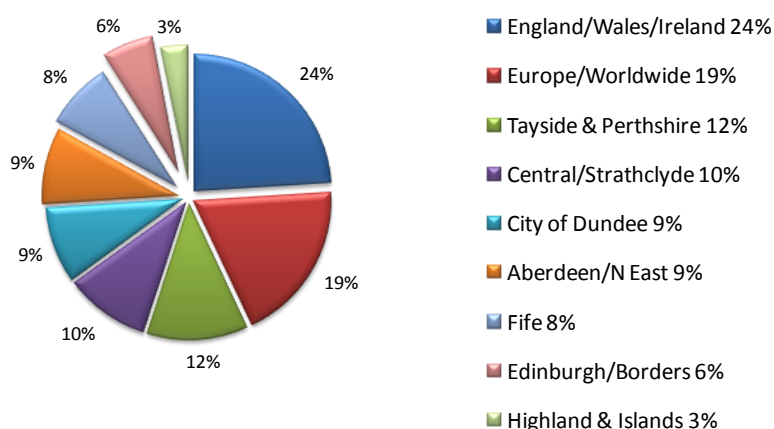
*Please note figures are taken from trading activity for the calendar year 2011 and may differ from 2011/12 final accounts.

Visitor Numbers

- Over 173,000 visits to the Trust’s venues
- 54,238 visits to the Discovery Point Museum Galleries
- 12,321 visits to Verdant Works Museum Galleries

Data collected at Discovery Point indicates that residents in the city equate to 9% of visits to Discovery Point and 37% to Scotland’s Jute Museum@Verdant Works.

Geographic Spread of Visitors *Discovery Point & RRS Discovery



Discovery Point remains a driver for the city’s tourism offer and attracts large numbers of new visitors to the city with nearly 43% from outside of Scotland. Visitors from overseas amount to nearly 20% of all visits to the museums, with England and Wales being the most important markets. Independent travellers remain the majority of visitors; however 2011 has seen a welcome increase in Group visits.

The Trust has continued its Gift Aid Scheme which allows visitors who pay once to get a free Annual Pass. This is aimed at allowing local residents the option of unlimited free visits during a year.

Other Trading/Fundraising

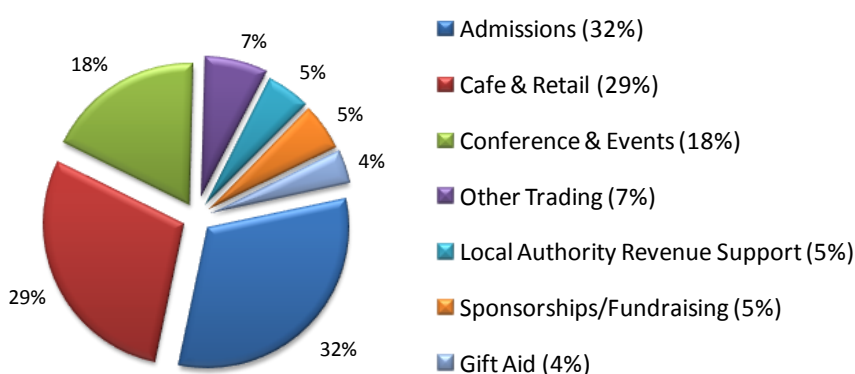
Trading performance is of fundamental importance and underpins the Trust’s activities. Overall trading income is down by 1% against 2010.

Trading and fundraising efforts in 2011 have largely been successful this year and equate to over 95% of our operating income.

Revenue funding from local government contributed 5% of operating income.

Conference and Events income has been severely hit by the trading downturn; closure and relocation of the Discovery Car Park has also had a negative impact. The loss of income in these areas has been largely offset by increased visitor incomes.

DIH Percentage of total income by activity 2011



Economic Impact Assessments

In 2011 DIH Ltd. commissioned DC Research to undertake an economic impact assessment of our organisation. After analysing data including visitor profiles, company spending on services and employee information, their final report indicates:-

- Economic benefit of tourist visits to the two museums in excess of £1.9 million per annum.*
- Total employment direct and indirect of 43 full time equivalents.*

* Valuations from DC Research Report, 2011.

EPOS system

Funding from Museum Galleries Scotland has allowed the Trust to replace its ageing Epos system. The new system allows for detailed sales analysis and for promotional initiatives to be improved, helping monitor the effectiveness of particular marketing campaigns. The system also improves the management of the company's Gift Aid Scheme. The support of MGS in this initiative is greatly appreciated.

Marketing/PR

Press and PR coverage for the year has been excellent. Both Discovery Point and Verdant Works have been well represented on both local and national TV. As well as numerous local news items, the Trust's museums have featured in magazine and documentary programmes. Verdant Works has seen the BBC's *The One Show* doing a piece at the museum on jute mill songs. Verdant also featured in a family history programme called 'Find your Past' fronted by Chris Hollins on the Yesterday channel. The filming was about life in industrial Dundee for a show about the Tay Bridge disaster. Discovery Point played host to a team from one of Russia's leading TV shows 'I want to know', which airs every day to an audience of 10 million viewers. Finally Neil Oliver's BBC One programme about William Spiers Bruce and the Scotia Expedition as part of 'The Last Explorers' series included footage shot aboard *Discovery*.

A substantial amount of media coverage has also come from Trust's events and collaborative work with other museums and tourism bodies. The value of the Trust's PR work is estimated at over £300,000.

Over half a million leaflets were distributed in 2011, primarily to areas within one and a half hours drive time. The Trust continues to embrace social media promotion with both museums represented on Facebook and the active use of Twitter to keep people up to date with the Trust's activities. The Trust also introduced its first 'App'.

Marketing staff attended at EXPO 2011 in Aberdeen and had a successful event, attracting an additional 4,000 group visits to the Discovery Point Museum.

The Trust continues at the forefront of collaborative marketing work, working with Dundee City Council and Angus Council plus numerous other public and private sector organisations to enhance coverage of not only our museums, but also Dundee as a destination.

Funding from Destination Dundee, Angus and Dundee Area Tourism Partnership allowed the Trust to start work on the rebranding of Verdant Works. Consultation with numerous stakeholder groups identified the need to rename the museum to give a clear message of its subject matter and scope. So there is now an ongoing project to change the museum's title on all branding, signage and literature to Scotland's Jute Museum@Verdant Works.

Major Plans for 2012

A number of projects are planned for 2012-13 as we constantly strive to maintain and improve the facilities, services and interpretation at our museums.

'The Warp and Weft of Life' - Weaving exhibition

2012 is the 500th anniversary of Dundee's Weaver Craft and, as part of city-wide celebrations, Dundee Heritage Trust will be producing a major temporary exhibition at Verdant Works which will highlight the importance of weaving to the city's history. The exhibition will run from early May through until November.

The exhibition will be spread over two areas of the museum, focusing on the richness of Dundee's weaving heritage illustrated by objects from the Trust's collection. On display will be previously unseen objects and photographs including model looms, wooden patterns, weaver tools and photographs of local Dundee mills and factories. A schools and community programme is being developed to run alongside the exhibition.

Accreditation

The Accreditation Scheme sets nationally agreed standards for museums in the UK. The standard supports museums in managing collections effectively for the enjoyment of our communities and identifying opportunities for further improvement and development.

The Accreditation Scheme was revised in 2011 and all museums need to re-apply under the new terms and conditions. Dundee Heritage Trust is in the round of applications due for October 2012. A considerable amount of work will be required to meet this deadline.

QR codes

With the rising popularity of smartphones which can effectively operate as a barcode reader, we are increasingly featuring QR codes on our marketing and publicity materials to provide links to further information or special offers. We are currently working to use them in an exciting way within the Discovery Point museum to link to on-line film resources that are appropriate to the galleries e.g.

contemporary footage of wildlife or scientific work in the Antarctic or historical films about Scott or Shackleton.

Festival of Museums

A Young Explorers event will be held at Discovery Point for Scotland's Festival of Museums in May. We were also successful in the national on-line voting 'Connect 10' Competition for arts and heritage venues to win one of ten adventurous contemporary artists for a 'Museums at Night' event. The author Jon McGregor, who has been writer-in-residence for the British Antarctic Survey, will come to Discovery Point to deliver his unusual 'travelling salesman' performance.

Scott Centenary

2012 is a significant year, being the hundredth anniversary of Captain Scott's fateful journey to the South Pole. Special events to mark the centenary are being held all across the country and Dundee Heritage Trust has devised its own vibrant and eclectic programme of events.

January to April sees us re-display 'Race to the Pole' a major in-house exhibition about the Terra Nova expedition. This special exhibition features photographs and objects from the Trust's collections and the local and Scottish connections in that the *Terra Nova* was a Dundee-built whaling ship and that some of the planning for the expedition took place at Glen Prosen in Angus.

The events programme includes a new commissioned play about Captain Scott, a polar film festival, a major lecture, a musical performance and Antarctic science workshops for families and schools. It involved us in partnerships with other cultural or educational organisations such as Dundee Rep, DCA, Dundee Symphony Orchestra, the local branch of the British Science Association and the University of Dundee. All responded enthusiastically in supporting us in commemorating this important Dundee-related anniversary.

Waterfront Development

The plans for both the V&A and the Central Waterfront development are progressing and the Trust is playing a supportive role. Due to the Waterfront works the Trust's Car Park has been reduced in size and reformed to the west of Discovery Point. The Car Park move has been fully supported by Dundee City Council who proved very helpful.

The Trust has commissioned an Options Appraisal Report from Gareth Hoskins Architects of Glasgow to explore how to make sure any future development at Discovery Point aligns with the current Waterfront and V&A plans. This is to ensure that we can take advantage of any opportunities these projects present but also protect ourselves against any possible adverse effects. The study will look at

the building's exterior and surroundings, gallery space, operational issues and the future conservation needs of the *Discovery*. Gareth Hoskins has considerable experience in the cultural sector, having recently completed the well-received new National Museum of Scotland in Edinburgh.

Verdant Works High Mill

Work has continued to find a solution to the derelict High Mill and Glazed Alley which adjoins the restored part of the site containing the museum. Efforts to find a development attractive to both private and public sector bodies are proving to be very challenging. The restriction placed on the building due to its Category 'A' listing and the current depressed economic environment has made progress difficult.

Architects and engineers have put the costs of stabilising and repairing the building, at approximately £1.2 million. Historic Scotland has been supportive and, recognising the need to save the building, has pledged to fund 40% of the repair costs up to £500,000, dependent upon a suitable end use for the building. Further meetings with Historic Scotland are planned for early 2012 where new proposals will be discussed.

Maintenance of RRS *Discovery*

The ravages of two severe winters in 2009 and 2010 took their toll on the ship. Problems with flaking paint on the hull and leaks from the deck, along with staff illness, has resulted in a back log of work needing completed. This back log will be tackled during 2012. The costs of contracting-in work are substantial so efforts have been put into equipping and training DHT staff to complete the tasks.

To help with the maintenance of the hull the Trust has purchased a new pontoon to allow the crew to work in a safe manner in the dock. Financial support for this project came from the National Historic Ships Committee and Dundee Rotary Club which is much appreciated. The Trust has gifted its old pontoon to the Unicorn Preservation Society to allow it to complete maintenance work on its hull.

Concluding remarks

Management and staff continue to promote our facilities and offer help and advice to our visitors.

The Trust will continue to work with local businesses, community groups and other agencies to assist with delivery of the city's Single Outcome Agreement by ensuring the organisation's museums are available to all.

Our thanks once again must go to all our staff who have shown excellent work practices and dedication. Also to our Friends, Volunteers, Non-Executive Directors and Trustees who give their support and help freely.

Executive Management Team

Dundee Heritage Trust

March 2012