

# Shetland Amenity Trust Public Meeting

MEETING  
6 September 2019 10:00

PUBLISHED  
30 August 2019

# Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>
Garthspool Board Room, Lerwick	6/09/19	
1. Hold as read the circular calling the meeting		Chair
2. Apologies for Absence		Chair
3. Declaration of Conflicts of Interest, if any		Chair
4. Annual Election of Trustees (held over from AGM)		MR
5. Appointment of Chairman & Vice-Chairman (held over from AGM)		MR
6. Public Section of the Minutes of Meeting held on 5th July, 2019		Chair
6.1. adoption		
6.2. matters arising (not otherwise on the agenda)		
6.3. Action Points		
7. Chief Executive's Report		MR
8. Departmental Reports - For Information		
8.1. Business Services		TL
8.2. Development		DC
8.3. Engagement		SM
8.4. Operations		AJ
9. Reports to Trustees		
9.1. Requests to the Trust		MR
9.2. 2020/21 & 2021/22 Meeting Dates		CC
10. Any Other Competent Business		

IN PRIVATE

# Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>
Garthspool Board Room, Lerwick	6/09/19	
11. Private Section of the Minutes of Meeting held on 5th July 2019		Chair
11.1. adoption		
11.2. matters arising (not otherwise on the agenda)		
11.3. Action Points		
12. SAT Strategic Plan		SM
13. Chief Executive's Report		MR
14. Departmental Reports - For Information		
14.1. Business Services		TL
14.1.1. Management Accounts to 30th June 2019		
14.2. Development		DC
15. Reports to Trustees		
15.1. Board Effectiveness Review		
16. Audit & Risk Management Committee - verbal update from meeting held on 27th August 2019		AM
16.1. Minutes of Meeting held on 2nd July, 2019 - uploaded to ARMC shelf on Board Intelligence for information		
16.2. Enviroglass Disposition		AJ
17. Human Resources Committee - verbal update from meeting held on 29th August 2019		AH
17.1. Minutes of Meeting held on 4th July 2019 - uploaded to HRC shelf on Board Intelligence for information		
18. Strategic Issues		Chair
18.1. Update on Filling of Trustee Vacancies		
19. Any Other Competent Business		Chair
TRUSTEE ONLY BUSINESS		

Minute of the Public Meeting of Shetland Amenity Trust held following the AGM held at 9.30 a.m. on **Friday 5<sup>th</sup> July, 2019** in the Conference Room, Garthspool, Lerwick

Present: Mrs R. Mackenzie (Chairman)  
Mr A. Hamilton  
Mr R. Jones  
Mrs P. Megson (via BlueJeans)  
Ms A. Moncrieff  
Dr L. Riddell (part-time via BlueJeans)  
Mr F. Robertson

In Attendance: Mr M. Roberts (Chief Executive)  
Mrs C. Carter (Executive Assistant)  
Mr D. Cooper (Head of Development)  
Mr A. Johnson (Head of Operations)  
Mr C. Cope (Shetland News)

1. The circular calling the meeting was held as read.

2. **Apologies for Absence**  
None

3. **Declaration of Conflicts of Interest**  
Mr Hamilton confirmed that he had had past involvement with the Halligarth project but did not expect to do so in the future.

Mr Robertson declared that there were members of his family who were employed by Shetland Amenity Trust.

4. **Minutes of the Public Meeting held on Friday 31<sup>st</sup> May, 2019**  
The minutes were approved on the motion of Mr Robertson, seconded by Mr Jones.

Matters Arising:  
None

Action Points from Previous Meetings:  
Noted

- Convene SMAA strategy working group – Answering Dr Riddell’s query, Ms Middleton advised that this had not been progressed due to other work commitments. Once the Trust’s Strategic and Corporate Plans were finalised, work on this group would commence over the winter.

5. **Chief Executive’s Report**  
The content of the report circulated with the agenda was noted by trustees.

Mr Roberts stated that the focus was still very much on improving the Trust's financial status. It had been a good start to the visitor season and the upcoming festivals (Nature, Boat and Wool) were proving popular.

Mr Roberts also referred to previous discussions regarding the lack of capacity at the Shetland Museum Store. This was now causing significant issues and the ability to safely manage the space was a serious concern. The Trust was in dialogue with Shetland Islands Council and he would revert to Trustees in due course. Answering Mrs Megson about digitising the collections, Mr Roberts confirmed that this was an ongoing process but it was very time-consuming and took significant resources.

## 6. Departmental Reports

6.1 Business Services – Noted.

6.2 Development – Noted.

6.3 Engagement – Noted.

Ms Middleton tabled copies of the Shetland Nature Festival and Shetland Boat Week programmes for information. Mr Jones commended the Trust's teams for organising these events, along with Shetland Wool Week. He felt it was amazing to do so alongside staff's day-jobs.

## 7. Any Other Competent Business

Creation of Trustee E-mail Addresses – Mrs Carter asked Trustees if they would use Trust e-mail addresses for professional correspondence as these could be made public. Trustees agreed to this.

CC

The public section of the meeting came to an end and there was a short break to allow Mr Roberts and Ms Middleton to give statements to the press

**SHETLAND AMENITY TRUST**  
**JULY 2019 MEETING**  
Public Meeting Action Points

Action	Item First Raised	Actioner	Target Action Date	Progress
Data Management report to be provided to Trustees	11/18	MR & TL	On completion of ICT Migration	
Convene SMAA strategy working group	Item 7.1 December 2018	SM	as soon as possible	Trustees nominated. Group to be convened in near future. (02/19)
Provide report on liabilities arising from the closure of the can recycling unit	Item 7.3 February 2019	MR	September 2019	Likely to be at least 6 months to decommission building (02/19)
Respond to Mr Blackadder's query regarding the 2017/18 loss before depreciation figure included in the 2018 AGM minutes as this did not match the start figure in the 2018/19 accounts.	Item 4 July 2019 AGM	A9 P/ship	as soon as possible	Mrs Anderson has clarified the figures to Mr Blackadder's satisfaction (08/19)
Create Trust e-mail addresses for Trustees	Item 7 July 2019	CC	as soon as possible	In hand (07/19)

0419-5<sup>th</sup> July 2019 public

# CEO's Report (public session)



Author: Mat Roberts

Meeting Date: 6<sup>th</sup> September 2019

## Executive Summary

### Context

My FY 2019/20 goals are:

1. Improve SAT's financial stability
2. Deliver SAT's new strategy through a new corporate plan and annual business plan
3. Review and update SAT core process to enable business change
4. Support the Trustees' continuing governance development plan

My 3-year goals are:

1. Reducing unstructured debt
2. Create a portfolio of commercially successful products
3. Property review implemented
4. Future project pipeline in place

In summary, my focus is to understand and control our costs, invest in SAT's core activities and develop commercial offerings to offset anticipated reductions in core funding and deliver our emerging strategy.

### Questions this paper addresses

1. Is the above context right for us now and moving forward?
2. Are we looking after our people, our customers, our assets, our finances and our reputation?
3. Do we have the resources, skills and relationships we need to deliver the plans and commitments we have made?
4. Can we afford to do this?

These remain unchanged from my previous report as they are still front of mind and relevant.

### Conclusion

1. Our Quarter 1 financial performance is slightly behind budget, where we had budgeted for expenditure at 26% against a straight-line forecast. Income is at 31%, this is largely from advanced sales for Wool Week. We had received 90% of budgeted income against only 10% of costs.
2. Customer feedback continues to be good with the feedback from Nature and Boat Weeks being generally positive. The overall customer comment from Emma Louise's Coffee Shop is very positive, as is the response to the Katja's Cakes UnkenWagen at Sumburgh Head.
3. Investment in staff skills development is slowly increasing on an individual case basis. We still lack a whole Trust staff and volunteer development plan. This will now be delivered in 2020/21.

4. Yes, we can afford to do this but we will need to maintain a sharp focus on cost control and new project development.

Our performance in	2019/20 Today	2019/20 Target	Comment
Safety and Security	Amber	Green	Unchanged
Customer/Stakeholder Service.	Amber	Green	Improving
Assets and finance	Amber	Green	Improving
Reputation.	Amber	Green	Improving
Metrics to be developed for all areas			

## Input Sought

The Board's assessment of this report is requested.



# The Report

## 1. What is on my mind?

### Looking Back

#### WHAT HAS GONE WELL?

- Our events programmes have been well supported
- Follow the Vikings project exit has been achieved
- Danny Priest, one of our ScotGrads, has moved on to a Graduate Apprentice position with the Shetland & Orkney Joint Valuation Board.

#### WHAT HAS NOT GONE WELL?

- HRH The Duke of Rothay's visit was postponed at the last minute!
- The 2 tourism bids submitted to the Islands Deal were unsuccessful

### Looking Forward

#### OPPORTUNITIES?

- Commercial Opportunities are increasing
- Our 10<sup>th</sup> Wool Week is looking very good

#### RISKS OR CONCERNS?

- I am still concerned that we are not striking the balance between the work we do that enables the wider Shetland heritage economy and the benefits it brings to SAT
- Continued pressure on our cash flow
- Long term storage and management of our ever-growing museum collection
- Brexit

## 2. What are the implications?

#### WHERE DOES THIS LEAVE US?

My confidence in the outlook overall is positive. We are going into what will be the most challenging period of the rebuilding the Trust and securing our long term future.

#### WHAT ARE THE IMPLICATIONS?

We need to look hard at some of our activities and think through how they align with your strategy and the corporate plan.

We now need to invest in making sure we get the most value out of the staff team.

# Business Services Report - Public



Author: Tracey Leslie

Meeting Date: 6<sup>th</sup> September 2019

## Financial

- Managing ongoing financial activity within the Trust providing support and advice to colleagues.
- Enabling colleagues to assess the real cost of delivering and operating our key sites and services to support informed decision making.
- Processing weekly/monthly payroll and submission of reports to the SIC Pension department.

## HR

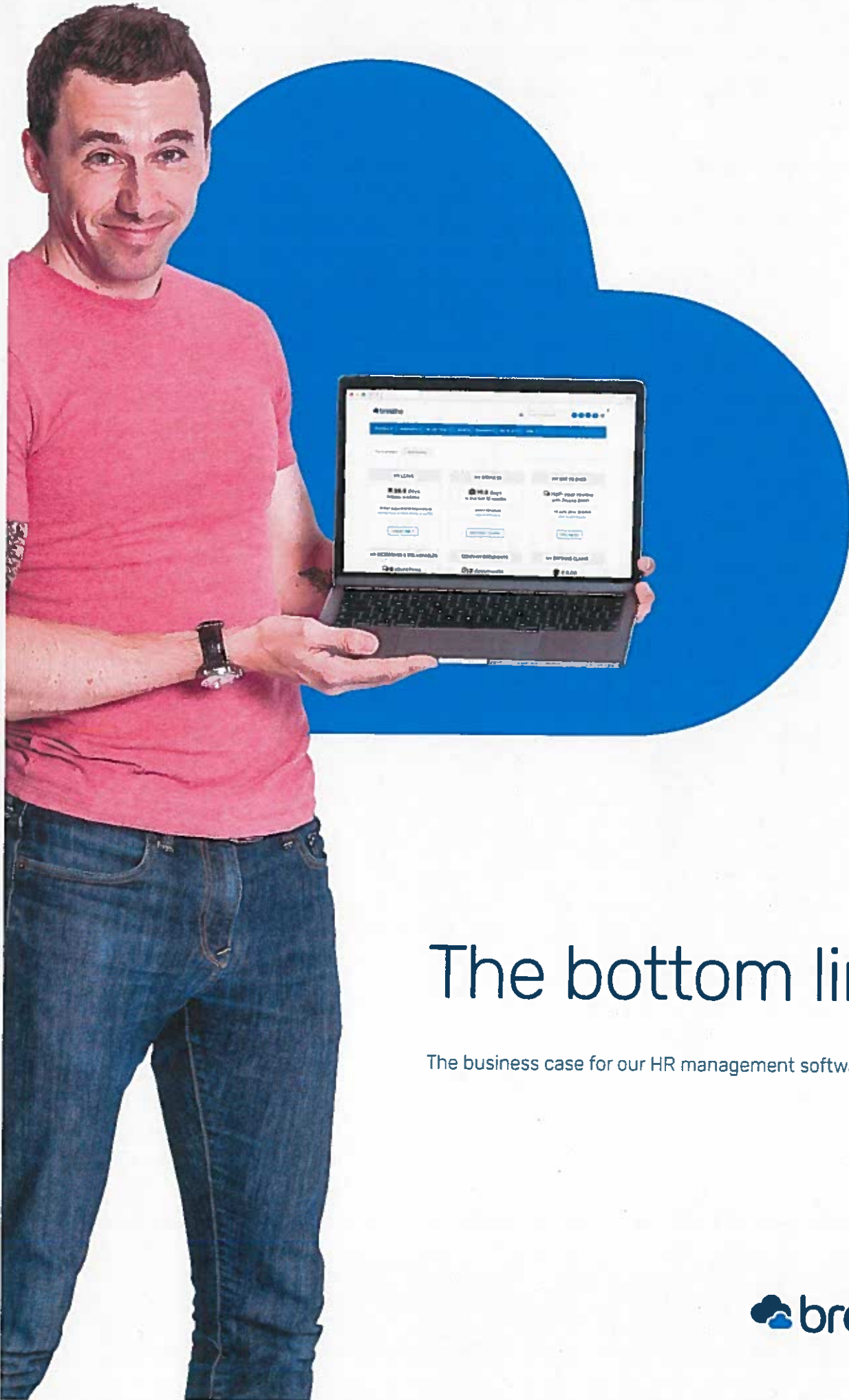
- A review of policies is still ongoing with input from Unison, ACAS, Peninsula and our external HR Consultant.
- A phased introduction of BreatheHR is timetabled for end September/beginning October with the first phase concentrating on employee familiarisation of the software. The cloud-based system will be fully operational in January and will replace all paper-based filing for holiday management/sickness & absence/expenses management/training/appraisals and document storage. Information about BreatheHR is attached for information.
- Managing ongoing HR activity within the Trust providing support and advice to colleagues.

## ICT

- Daily management of specialist systems which are yet to migrate across to the SIC.
- Managing ongoing ICT activity within the Trust providing support and advice to colleagues.
- Project management of Project Madhatter.

## Administration

- Administration of events across the Trust
- Processing Camping Bod & Lighthouse bookings
- Management of facilities booking and tours
- Managing and delivering administrative support across the organisation.
- Managing the workplace including office provision, storage and filing.



# The bottom line

The business case for our HR management software



# Introduction

First of all, thank you for your interest. We understand that choosing new software can be a complex and time-consuming process as well as a distraction from other day-to-day matters. We believe in keeping things simple so put together this guide to help you understand the business benefits of Breathe.

Of course, if you have any questions about anything in this guide, we'd be very pleased to speak with you or a member of your team. As you'd expect from a company that helps other business manage HR, we have a friendly, highly knowledgeable team who talk to you about your requirements and what we can do to meet these.

To contact us, please call **01403 288880**  
or email: **[onboarding@breathehr.com](mailto:onboarding@breathehr.com)**.

You can also talk to us via Intercom the chat box on our website: **[breathehr.com](https://breathehr.com)**



All the best,

A handwritten signature in blue ink, appearing to read 'Jonathan Richards'.

Jonathan Richards

CEO | **Breathe**



# Breathe in a nutshell

Breathe is a centralised place for organisation to manage people-related functions and processes.

Breathe is a self-service system which enables employees as well as HR administrators to report absences, request holidays, update personal information and more.

The system includes permission setting tools which managers can use to grant or restrict access to sensitive information. This is key to data and employee information security.

## Features

- Holiday management
- Sickness & absence tracking
- Document Storage
- Performance monitoring
- Training scheduling
- Expense management

## Why do businesses use Breathe?

Having an HR system like Breathe means that businesses can easily keep on top of day-to-day admin, so they're able to spend less time on time-consuming manual processes. This includes calculating holiday allowances, recording employee absences and collating documents, so management has more time to focus on growth and development. Using Breathe improves efficiency and visibility.

*"If you are using paper or spreadsheets, drop them and use Breathe. For a small outlay each month you have a one stop shop to keep all information in one secure place as well as save yourself hours of time."*



GARRY SENFF, HR DIRECTOR  
The Writer



# Cloud computing & security

As the benefits of storing information in the cloud increase in popularity, it's encouraging to see more and more SMEs adopting this model. When we launched Breathe, we chose to offer it as a cloud-based application so customers were not required to invest in new software servers or pay to increase the capacity of existing systems.

Many businesses benefit from the fact that subscribing to Breathe is treated as an operational as opposed to a capital expense. For many businesses, this is a major advantage from an accounting point of view and we recommend consulting a financial expert to see if this model will benefit your business. In most cases we've found that it does.

## Your office anywhere

One of the major benefits of Breathe being hosted in the cloud is that it is accessible anywhere where with an internet connection. In a time when remote and home working are increasingly the norm, and where field-based employees need access to the same applications used by their office-based colleagues, this has never been so important. All users can access Breathe via smartphones, tablets, laptops and PCs.

The safety and security of your employee data is our highest priority. Breathe is hosted by Amazon Web Services in their state-of-the-art datacenters which are ISO 27001 certified. As an added precaution, we ourselves are ISO 27001 accredited, reflecting the commitment to security demonstrated by our working practices and data-handling expertise.



### Small Batch Coffee Roasters

Small Batch Coffee Roasters employs more than 100 people across 9 locations on the south coast including their roastery in Portslade, East Sussex. This video tells their story as a Breathe customer, explaining how our software helps them as they continue to grow.

▶ **WATCH STORY**  
[youtu.be/dLYDAR9jNIE](https://youtu.be/dLYDAR9jNIE)



## GDPR and Subject Access Request compliance

The management of employee data is subject to the same rules as the management of prospect and customer information. Since the 2018 introduction of the General Data Protection Regulations (GDPR) the Information Commissioner's Office (ICO) has already fined many small businesses and charities for data infringements.

In May 2019, GDPR regulations were extended to cover Subject Access Requests (SARs), whereby an employee can request all information held by them by an employer. A company's new responsibilities include:

### Changes & your new responsibilities

- No fee unless the request is manifestly unfounded or excessive.
- 30 days (not 40) to respond, with an option to extend by up to 60 days in limited circumstances.
- A greater level of information to be supplied.
- SARs no longer have to be made in writing.

By centralising the storage of information about your employees in Breathe, you will be able to deal with any SARs far more easily than if data is held in different systems, spreadsheets and manual records. In this way, Breathe can help you achieve GDPR compliance.

*"We have recently achieved our Investors in People Accreditation and Breathe contributed significantly to this process."*



CAROLINE HEAGNEY, HR DIRECTOR  
McGees Food



### Dorset Wildlife Trust

The Dorset Wildlife Trust is the largest conservation charity in Dorset with over 25,000 members. They are committed to ensuring that there is a secure future for Dorset's nature. In this film, they explain how Breathe is used to manage employee and volunteer information quickly and efficiently.

▶ **WATCH STORY**  
[youtu.be/EzvHc96CFTU](https://youtu.be/EzvHc96CFTU)



# Breathe in numbers

In June 2019, we asked 300 customers what they think of Breathe. These are the responses we received:

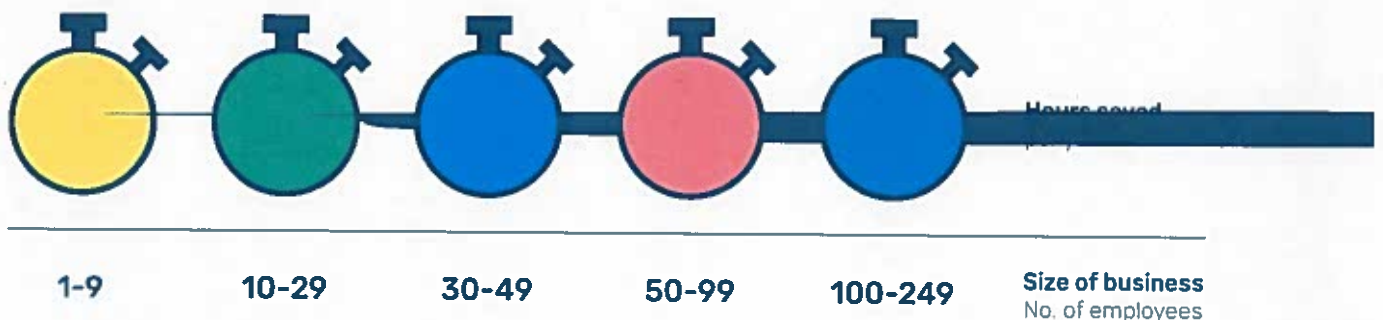
**98%** say Breathe has given them better overall visibility of their employees.

**90%** agree that Breathe is good value for money.

**96%** would recommend Breathe to another SME.

**86%** are happy with the amount of help they receive from our support team.

## How much time you could save with HR software



Need to work out the ROI? Head over to our [online ROI calculator](#) to discover the value our software can deliver to your business.





# Introducing breathe

Simple and secure HR cloud software that saves admin time and releases people to grow their business.



## Features

- Holiday management
- Sickness & absence Tracking
- Document Storage
- Performance monitoring
- Training scheduling
- Expense management

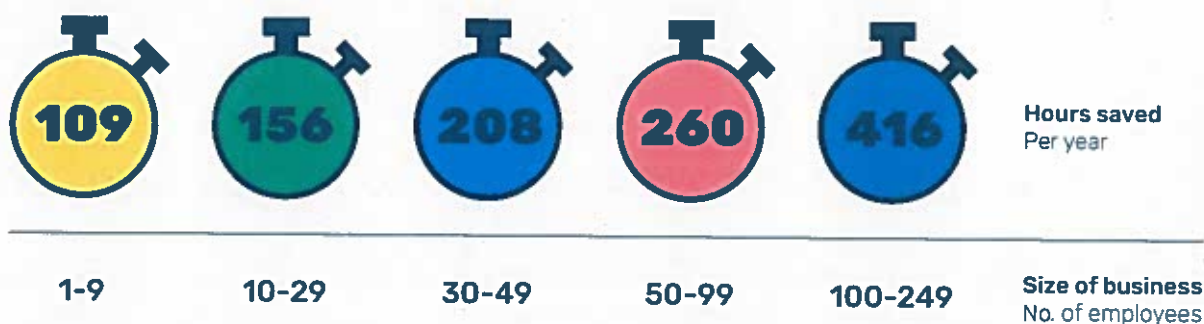
## Accessibility & Security

- Log in from anywhere in the world
- Help you achieve GDPR compliance and Subject Access Requests (SARs)
- ISO27001 Certified datacentre
- We are committed to keeping your data safe and secure

## Benefits

- Transform your holiday booking process
- Increase transparency with your employees
- Promote communication
- Improve your company culture

## How much time you could save with HR software



For more information visit [breathehr.com](https://breathehr.com)

# 96%

of our customers would recommend Breathe to another business.

We support more than

# 6,500

UK businesses

Breathe is used to manage over

# 200,000

employees

## About Us

Since 2012, we have grown to 40 employees and as a SME ourselves we understand the challenges that HR admin can bring. We believe that people are at the heart of every business so getting your admin under control, will give you back the time to focus on supporting your people.

*"If you are using paper or spreadsheets, drop them and use Breathe. For a small outlay each month you have a one stop shop to keep all information in one secure place as well as save yourself hours of time."*



GARRY SENFF, HR DIRECTOR  
The Writer

## Try Breathe today

For a **free 14-day trial** visit [breathehr.com](http://breathehr.com)

10% Annual discount available.  
No credit card required. Cancel anytime.

*"Breathe is revolutionary, just get it. The support team are available on chat or telephone and are very knowledgeable. The whole process was so easy and having a 14-day trial as well as joining a webinar allowed me to make up my own mind without being pressured."*



CHERYL CARTER, HR MANAGER  
Tuto Associates Ltd



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Horsham  
RH13 5PY

01403 288700  
[info@breathehr.com](mailto:info@breathehr.com)

[breathehr.com](http://breathehr.com)

# Development Report (Public)



Author: David Cooper

Meeting Date: 6<sup>th</sup> September 2019

## Executive Summary

### Context

This report is an update on the position of various projects the Trust is currently involved with. It will indicate their current status and any progress from the last report.

### Questions this paper addresses

1. Are our major projects on track to deliver against plan?
2. Overall, what are the implications for our outlook and plans?

### Conclusions

1. Most projects are making progress and reasonably on track although time scales have been amended in some cases to more realistic levels. In some cases, there has been a need for an accelerated work schedule and a more coherent approach to ensure delivery of targets.
2. The main implications for our current outlook and plans is the lack of capacity for staff to look at new developments while we are still finishing off existing ones. This situation is improving but still presents issues. Staff are developing new perspectives on existing projects which are helping to put some of the ongoing issues to rest.
3. Strategic planning currently being undertaken will make a significant difference regarding the priorities attached to these projects. Corporate planning will indicate how those priorities should be managed

### Input Sought

For information only

# The Report

## Are our major projects on track to deliver against plan?

PROJECT	UNESCO GLOBAL GEOPARK SHETLAND					
Objective	Current main objective is revalidation in summer 2019. The main current focus of work for this project is preparation for a revalidation visit by UNESCO assessment team.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	July 2023	Budget	Benefits
Progress	Revalidation has been completed and additional information supplied to allow the assessors to complete their report. The visit by assessors was not easy by any means but we were able to answer some very carefully considered questions and give a good account of ourselves. We scored particularly highly in community engagement which was identified as one of our weaknesses at the previous revalidation. I believe we will get a green card which will allow us 4 years to decide about Geopark membership on our own terms. I believe we have to sit down and define the role of the Geopark both within the Trust and within the community. I have talked to Rory Tallack about this and to several other staff members regarding better integration of Geopark into the Trust's wider work.					

PROJECT	PEATLANDS					
Objective	To help reverse the deterioration in peatlands. The project encourages and assists in restoring peatland bog through landscaping and water management. It also seeks to inform the public about the importance of blanket bog in carbon sequestration and the preservation of biodiversity.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Dec 2019	Budget	Benefits
Progress	Peatlands needs more of my time and is being moved up the agenda. It is potentially one of our best projects in terms of meeting our strategic aims but has taken somewhat of a back seat because of issues and requirements with other projects. It also added significantly to our community involvement aspect for Geopark revalidation. In particular, we need to prepare the tender documents for two major restoration projects envisaged for this autumn. At time of writing we are still awaiting confirmation of funding for these. I have set up a weekly meeting schedule with Sue White in order to ensure that I am up to date with Peatlands activities.					

PROJECT	YEAR OF COASTS AND WATERS					
Objective	To add value to Shetland Boat Week in 2020 using VisitScotland funding.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Ongoing	Budget	Benefits
Progress	<p>At the request of Lerwick Port Authority, The Swan Trust and Shetland Tall Ships Ltd. we have re-examined our interest in this funding opportunity. A proposal has been submitted to Events Scotland. The additionality to the event would involve more involvement by the Swan, a possibility of other tall ships visiting and a launch event for a hopefully successful Tall Ships bid for 2023. If the proposal is successful, we will need to enter into a formal partnership agreement with the other organisations in order to limit our liabilities. This project is currently on hold until a decision in October. I have informed the other organisations involved of the delay. We continued to build on our relationship with the Swan during Shetland Boat Week 2019 where they had their sail loft at the Pier Store open to the public.</p>					

PROJECT	FOLLOW THE VIKINGS					
Objective	The promotion of Viking heritage to an international audience.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Ongoing	Budget	Benefits
Progress	<p>The project is now concluded in terms of any expenditure and reporting. The FTV website has been debugged, in particular where there have been glitches with the photo library. We have now completed design work for the guidebook and we will have an electronic copy ready for submission for the reporting schedule. The marketing strategy and best practice guides are now designed and at the printers. Digital copies have been submitted. Helen has done some work on the final report but was hampered by some IT issues regarding her log in. In the meantime a great deal of slack has been taken up by Catrina, Eileen and myself. Eileen has been placed on this work almost full time in order to get the project work complete. Pam completed the financials and was given a temporary assistant to help prepare final claims. This involved a very substantial amount of work. Work has also begun to initiate the transfer process for project assets from FTV to Destination Viking Association.</p>					

PROJECT	HALLIGARTH					
Objective	To provide a community facility at Haligarth House, Unst on behalf of the National Trust for Scotland. (NTS)					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Time	Budget	Benefits
Progress	We are now keeping up regular contact with NTS and they seem minded to take a two-phase approach to the project with the first phase being mostly work in the grounds and the second phase work on the house. We are currently awaiting NTS plans to see if there is any place for us in future development of the site. Clea Warner will be back in Shetland in September along with NTS Head of Collections and Head of Heritage. We have arranged a meeting.					

PROJECT	PROJECT LIFE					
Objective	To examine the possibilities of a joint project with a European partner to look at the effects of extreme weather and climate change on sites included in the Shetland Interpretive Plan.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Time	Budget	Benefits
Progress	Discussions are being held with transnational partners regarding a project which will allow us to identify and mitigate against the effects of climate change on tourism in islands. This will be useful in terms of both our own managed sites and other sites we have a responsibility to promote and help preserve. It is likely that we will undertake the Communications and Dissemination function in the project and we are drafting a plan for the delivery of outputs. This is at early stages but progressing. There is a video conference planned for 4 <sup>th</sup> September which I will dial in to. This project has significant potential for allowing a structured approach to the environmental management of sites which has not been our habit for a number of years.					

PROJECT	MAD HATTER					
Objective	To provide a dashboard for access to statistical and financial information in a single location					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Time	Budget	Benefits
Progress	Local software firm Mesomorphic has been asked to develop a bespoke data enquiry dashboard suitable for operation within the SIC system. Much of the storage may be in the clouds, at least initially. Adrian Lines has been appointed project manager due to his knowledge on the software side but will require support in formulating the data sets we wish to include. We have met with Adrian and created a draft PID which we will refine and distribute for comment. SIC have been brought into the loop and seem happy with progress so far.					

KEY

Favourable	Unfavourable	Uncertain
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## NOTES

Between Islands Project - Work is still ongoing on the PID. Other partners have now “caught up” with us in terms of project development and have begun to look at potential loans from our collection. The project development process needs to be streamlined and adopted by staff if it is to be truly effective.

I had a meeting with Ian Tait and John Hunter regarding the Grayson Perry exhibition and emphasised the necessity for team working and the early involvement of additional staff resources in order to make the exhibition preparation and delivery work smoothly.

Shetland Boat Week seemed to be a success in terms of community engagement with a stronger family presence this year although its financial viability is still open to question. As a volunteer I had many opportunities to talk to members of the maritime community and there is great support and lots of ideas out there. This support is for our maritime heritage in general although SWB is regarded as the most obvious example of promoting this. I am attending a feedback meeting with volunteers. Sail training on the Vaila Mae has been extended and increased in frequency due to demand with several new recruits, mostly younger people, keen to learn how to sail her.

Charlotte Dryburgh produced a draft Cruise Passenger Exploitation Report and has completed a first revision based on conversations with Mat Roberts and myself.

We are compiling a list of current projects, both conceptual and live. We have had meeting with the museum curator and the archivist but need to approach other sections to research their current ideas and aspirations. We are also working on a revised project approval process and a project status spreadsheet which should allow us access to project information in a single document and may fit in with our aspirations under Project Madhatter. It is becoming ever more necessary that we schedule time to work on this.

# Engagement Report - Public



Author: Sandy Middleton Meeting Date: 6<sup>th</sup> September, 2019

## Introduction

The main focus for the team over the past two months has been:

- delivery and promotion of Shetland Nature Festival and Shetland Boat Week;
- preparation for the planned HRH visit to Scatness;
- preparation for Shetland Wool Week;
- ongoing promotion and delivery of visitor experience at key sites and associated retail offer;
- forward planning for upcoming exhibitions and events; and,
- Strategic Plan development.

## Visitor Services

### Shetland Museum & Archives

- Visitor numbers were lower in June and July than in previous years, we are looking at potential reasons for this. One contributing factor is that in previous years those customer visiting Hay's Dock in the evening were also included within the daily visitor number tally for the Museum and archives.
- Donations have increased.
- Winter rotas under development.
- Lace blog promoted and well received.
- VisitScotland 'secret shopper' visited SMAA repeatedly over the summer and then met with us to discuss recommendations. Report to be received shortly. VSA Linda Nicholson was highlighted as having given an outstanding visitor welcome.

Events & Exhibitions at SMAA – June/July/August	
Type	Number
Dementia events	3
School groups	n/a
Boat Week events for children (lifelong learning)	3 (330 participants)
Nature Festival events (lifelong learning)	3 (85 participants)
Talks (Boat Week and Nature Festival)	5 (180 participants)
Events and tours	755 (participants)
Exhibitions	6

- Emma Louise's Coffee Shop  
⇒ Liaison on new signage and winter season promotional activity, increased menu offer being developed



## Crothouse

- A busy season with positive customer feedback and increasing donations
- 15 pre-booked tours
- Open day as part of Shetland Nature Festival attracted 90 visitors

## Sumburgh Head

- **Ticket sales** are up on last season - 1,566 tickets in the last two months and 31 visitors holding heritage season tickets. July recorded the highest rate of ticket sales at the site since it opened.
- **9 pre-booked tours** in July/August
- **Promotion** – well-developed and effective social media campaign sustained throughout the season.
- **Open day** as part of Shetland Nature Festival – well attended with 10 different events on the day.
- **Retail** sales also up on last season.
- **Refreshments** – Katja’s Unken Wagen remains on site and is popular with visitors, coffee, cake and ice-cream now also available in the shop.
- **RSPB** – agreement reached with RSPB on collaborative working and financial contribution to operation of the site.

## Old Scatness

- **HRH Visit** – whilst the visit itself did not go ahead, a huge amount of work was undertaken to prepare the site including upgrades and repairs to infrastructure, new visitor panels and interpretation, and basic refurbishment of visitor centre.
- **Visitors** – Season to date 1,143 visitors, 286 tours delivered.
- **Refreshments** – tea, coffee and ice-cream now available on site and table and chairs provided.
- **Promotion** – increased cross-selling across sites and ongoing social media.
- **Mid-season review** – undertaken with team to identify short and long term opportunities to develop the site.

## Retail

- **Sales** – Sumburgh Head and SMAA have had the busiest summer to date in terms of retail. July saw a 21.5% increase in sales at SMAA on the same period for last year. A key contributing factor in this is investment in stock.
- **Heritage season ticket** – growing in popularity across the sites, awareness increasing.
- **Stock** – range gradually being developed with specific products brought in for Boat Week and Nature Festival proving popular. Work underway on merchandise for wool week. Scatness now using Shopify improving online stock management capability.
- **Online shop** – development work underway, planning for a phased launch in November.

## Environmental Improvement

- **Zero Waste Partnership** – Liaison with SIC on development of the Zero Waste Partnership and collaborative opportunities.
- **Composting and Recycling** – development of a ‘pre-loved leaflet’ scheme to be rolled out to put used leaflets back into circulation or to recycle. Discussion with VegWare on

potential industrial composting solutions. Considerations underway at SAT sites to incentivise people to bring their own re-usable cups.

- **Dunna Chuck Bruck** – continued online campaign

## Events

### Nature Festival

- over 1,000 participants
- 45 responses to feedback survey
- Majority found out about event via social media
- 71% of participants are Shetland residents
- 41% attended the festival for the first time
- Majority of events rated 'good' or 'excellent'
- The event generated a small profit not accounting for staff time

### Boat Week

- over 500 people at SMAA each day
- 51 responses to feedback survey
- Majority found out about the event by social media or by picking up a programme
- 69% of attendees are Shetland residents
- 42% attended the festival for the first time
- Majority of events rated 'good' or 'excellent'
- The event generated a loss.

### Wool Week

- Wool Week Annual 10<sup>th</sup> year bumper edition now gone to print
- Membership packs ordered
- Merchandise developed and ordered
- Additional events added to programme
- Opening event planning underway
- Competition launched
- Wool week hub management and layout under development

### Wider Engagement

- Extensive work on press release, social media, interviews and advertising to promote events and sites throughout the season
- Websites kept up to date with news stories and blogs to keep them fresh and drive traffic
- Social Media activity has been focussed around key events
- Additional work undertaken to support Museum accreditation process, archaeology service work planning, World Heritage Status, and Geopark revalidation

# Operations – Public Paper

Author: Adam Johnson

Meeting Date: Friday 6<sup>th</sup> September 2019



## **Sumburgh Head Lighthouse**

At the time of writing the Sumburgh Head Lighthouse Café is near completion. Remedial work is complete with a new window sill detail and flooring installed. Final soft furnishing should be complete for a beginning of September opening. The next phase will be the Engine Room Roof improvements.

## **Property Development Co-ordinator**

ScotGrad Danny Priest has left to join the Shetland Islands Council (SIC). Although his departure was 2 months before the end of his contract, we are very pleased with the work he submitted and he was very well thought of within the Trust. Danny was greatly influenced by his role here and it is fantastic that he wishes to continue this line of work to start training as a 'Valuer' and remain in Shetland. We wish him the best of luck and look forward to working with him in the near future with our own property portfolio.

## **Natural Heritage**

A total of 61 planning applications were screened with data searches undertaken for 18 of them. In four cases it was felt that the application in question had the potential to have a negative impact on important biodiversity and comments were sent to the relevant bodies. In addition, an objection to the proposed Gloop/Cullivoe Wind Farm was submitted to the Energy Consents Unit.

Red-throated Diver survey work was completed at Tingon under contract to SOTEAG, and at Mill Pond. Other fieldwork was completed on ten Local Nature Conservation Sites under contract to SIC. Fourteen data searches/requests for information were undertaken for a range of bodies including one on a commercial basis.

Data entry has resumed now the summer is nearly over and almost 1,500 records were entered on to the database bringing the total to 314,995.

Ranger, Howard Towll, has been continuing to monitor access infrastructure on the majority of the SIC's 92 core paths and 47 access routes with a few still outstanding. In addition to this monitoring some minor repair work (replacing step-boards and adding non-slip strips) was undertaken. Howard has been assisting SIC's Access Officer in helping to promote the Core path network through contributing to videos and photographs on the Shetland Outdoors blog on SIC website. Howard has also been busy in his role as Chair of the Access Forum in particular meeting with representatives of Viking Energy/SSE with regards to developing an access strategy during and post windfarm construction.

## **Shetland Museum & Archives**

There has been a significant improvement of the humidification levels since implementing a variety of recommendations following our 'Building Management System' audit.

## Museum

The upgrade programme to the Crofthouse museum continued, following the completion of the new mill access path and fencing, and a visit from the funders in New Zealand who were satisfied with progress. Plans are underway to ensure a continual supply of suitable thatch materials from 2020, following a successful trial run. Alterations will take place in winter to address long-standing drainage problems affecting the house and more staff will be taught roofing basic skills.

Preparations are now underway for the Tate Gallery loan of Grayson Perry ceramics for late 2019. A stand-alone humidification unit has been ordered to augment environmental conditions; this largely comes from bursary funding. Plans are in development on gallery detail and transport arrangements. Initial ideas have been formulated on the learning programme. Dialogue also began with Shetland Space Centre concerning a sponsored exhibition for 2020, to tie-in with Da Voar Redd Up and on a theme of space junk. External funding will facilitate an eye-catching item from space technology.

A joint exhibition and book launch took place as part of Shetland Boat Week dealing with Arctic whaling. This encompassed a lecture by Adrian Duncan and a Gadderie exhibition of Greenland artefacts. Other specific SMA components of the event included an outdoor display of boats from the collection, with associated talks.

## Archives

Mark Smith and Andy Steven attended a training course in London about the software called Archivemata, which deals with digital material in collections. Meanwhile, Archives staff are preparing to put the AtoM catalogue online which will make it available immediately everywhere, and make changes available as soon as they are made.

The Archivist has had preliminary discussions with staff from the National Library of Scotland about a proposal to put Scottish newspapers online. The Archives already has a licence for the British Library newspaper site, which makes many millions of words of material available: quite a few researchers this summer have benefited from access to this material.

Brian Smith participated in a seminar in Agatunet and Rosendal in Norway, organised by Jørn Sunde at the University of Bergen, about law and trade in Norway and Scotland. All expenses were met by the organisers who devised a splendid programme and entertainments for the members.

## **Archaeology Report**

### Sites and Monuments Record/Development Control

The number of Planning Applications coming through the system continues to rise. We have had 28 direct consultations between mid May and mid August, which is an unprecedented number.

Annual statistics for ALGAO:UK (the Association of Local Government Officers) have been compiled along with a new recording template, with a view to make this an easier process in future years.

### Outreach (Education/Interpretation)

Work has continued with Whiteness School to develop an Early Peoples project for P5-6.

The peer review for the article “Surveying Shetland” for Doreen Waugh’s feschrift required minor amendments, primarily to the Bibliography layout. These were effected and returned.

Following a request for an archaeological assessment of a dyke on croft land which was to be drained, but which didn’t require planning permission, a small project was set up to excavate and record it for Archaeology Shetland. This was so successful that the crofter decided not to destroy it but to work round it.

### Old Scatness

Chris Dyer continues to site manage the day-to-day operations at Old Scatness and he is including maintenance tasks and monitoring tell-tales in his schedule. VSAs are helping to cover days when either Chris or Eleanor Pottinger, Site Guide, is absent. Some of the Tour Guides who received training on the site are now bringing groups.

### Scottish Islands Research Framework (SIRFA)

The Shetland symposium will take place at the Shetland Museum between 20-23 September 2019. It will be open to all and will consider future directions and needs for excavation and other field projects for Shetland’s archaeology in the next 10 years. Planning is now well advanced and we have nearly 60 people already booked. Registered participants will be emailed shortly to invite questions to be considered during the Symposium. This format worked well in the Western Isles.

We have had one BlueJeans and two telephone meetings, as well as one-face-to face meeting with our funders (Historical Environment Scotland and the Society of Antiquaries for Scotland) about the overall project. The Western Isles element has gone well, with new ideas coming out of the work.

The Western Isles UHI will be appointing a project researcher to work with Val and the western Isles project officer at the beginning of next month. The successful individual will be based in the Trust.

# Requests



Author: Mat Roberts

Meeting Date: 6<sup>th</sup> September 2019

## Executive Summary

### Context

Trust staff have received 2 requests for the Trustees' attention since the last board meeting.

### Requests from

1. Shetland Peerie Makkers (SPM)
2. The family of the late Tommy Watt

### Comments

1. SPM are launching a crowd funding campaign to support the next round of the project. They are looking for £10,000. The campaign launches the day before the 10<sup>th</sup> Shetland Wool Week. It is normal for crowd funding campaigns to have incentives or prizes on offer to those who pledge funds. SPM have asked that the Trust donate 3 nights in one of the Bressay lighthouse units and 3 nights in a Camping Böd.
2. 2020 will mark the 10<sup>th</sup> anniversary of the death of Tommy Watt, the first curator in the new SMAA, and his family have asked if you would be prepared to mark this in some way.

Jimmy Moncrieff had agreed on a number of occasions to do this but nothing happened. The family have suggested a wooden bench outside the museum where people could enjoy a view of both the museum and boats would be suitable. They have asked if the bench could be made out of some of the timber we have in storage at Staney Hill. The aim would be to have a bench made and installed by May 2020, the 10<sup>th</sup> Anniversary of Tommy's death.

This would be at the Trust's expense.

### Input Sought

Trustee agreement to both of these requests is sought

## Executive Summary

Dates for Trust meetings have been agreed until March 2020. Proposed dates for Board and sub-committee meetings for the period April 2020 to March 2022 have been prepared and are attached for trustees' consideration and approval.

Having discussed how things have worked this past year or so on the current schedule, it is proposed to tweak the schedule as follows:

- SAT (Shetland Amenity Trust) Standing Orders require at least 6 meetings per annum. Meetings are usually scheduled the last Friday of every second month, with the exception of December. Meetings are scheduled to avoid school holidays/major Trust events if possible.
- ARMC (Audit & Risk Committee) Terms of Reference require at least 4 meetings per annum. However, taking account of standard business, the meetings will be scheduled for the Tuesday of the week of Trust meetings:
  1. March – audit planning
  2. May – draft accounts
  3. June – final accounts
  4. August/September – additional meeting if required
  5. December - budgets
- HRC (Human Resources Committee) Terms of Reference require at least 4 meetings per annum. These will be scheduled for the Tuesday of the week previous to Trust meetings, with the exception of February when it will be scheduled between Trust meetings.

If trustees and sub-committee members are in agreement, it is proposed to change the schedule of meetings between now and March 2020 to the new schedule.

In drawing up the dates, school holidays and major Trust events have been taken into account.

Once agreed, meeting dates will only be changed if absolutely necessary, giving as much notice as possible.

## SHETLAND AMENITY TRUST

### DATES FOR TRUST MEETINGS

2020 & 2021/22

#### Standing Orders & Committee Terms of References (TOR)

Standing Orders requires a minimum of 6 SAT meetings per annum

ARMC TOR requires a minimum of 4 meetings per annum

HRC TOR requires a minimum of 4 meetings per annum

#### Schedule

- SAT (Shetland Amenity Trust) Meetings are usually scheduled the last Friday of every second month/first Friday of the following month, with the exception of December. Meetings are scheduled to avoid school holidays/major Trust events if possible.
- ARMC (Audit & Risk Committee) Taking account of standard business, the meetings will be scheduled for the Tuesday of the week of Trust meetings:
  1. March – audit planning
  2. May – draft accounts
  3. June – final accounts
  4. August/September – additional meeting if required
  5. December - budgets
- HRC (Human Resources Committee) These will be scheduled for the Tuesday of the week previous to Trust meetings, with the exception of February when it will be scheduled between Trust meetings.

### 2019

*Meeting dates have already been agreed to March 2019, however if Trustees and Committee members are in agreement, it is proposed to change the dates of the meetings to the new schedule as follows:*

*Shetland Wool Week – 28<sup>th</sup> September to 6<sup>th</sup> October inc.  
Autumn school holidays – 14<sup>th</sup> to 25<sup>th</sup> October*

<u>November</u>	Friday 8 <sup>th</sup>	SAT Meeting
<u>December</u>	Tuesday 3 <sup>rd</sup>	HRC
	Tuesday 10 <sup>th</sup>	ARMC (budgets)
	Friday 13 <sup>th</sup>	SAT Meeting

*Christmas school holidays – 23<sup>d</sup> December to 5<sup>th</sup> January inc.*



## 2020

<u>January</u>	Friday 31 <sup>st</sup>	SAT Meeting
<u>February</u>	Tuesday 18 <sup>th</sup>	HRC
<u>March</u>	Tuesday 24 <sup>th</sup> Friday 27 <sup>th</sup>	ARMC (audit planning) SAT Meeting

*Spring school holidays – 30<sup>th</sup> March to 13<sup>th</sup> April inc.*

<u>May</u>	Tuesday 19 <sup>th</sup> Tuesday 26 <sup>th</sup> Friday 29 <sup>th</sup>	HRC ARMC (draft accounts) SAT Meeting
<u>June/July</u>	Tuesday 30 <sup>th</sup> June Friday 3 <sup>rd</sup> July	ARMC (final accounts) SAT AGM & Meeting

*Summer school holidays – 6<sup>th</sup> July to 18<sup>th</sup> August inc.*

*Shetland Nature Festival – 4<sup>th</sup> to 12<sup>th</sup> July inc. – TO BE CONFIRMED*

*Shetland Boat Week – 3<sup>rd</sup> to 8<sup>th</sup> August inc.*

<u>August/Sept</u>	Tuesday 25 <sup>th</sup> Tuesday 1 <sup>st</sup> Sept. Friday 4 <sup>th</sup> Sept.	HRC ARMC (if required) SAT Meeting
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*Shetland Wool Week – 26<sup>th</sup> September to 4<sup>th</sup> October inc. – TO BE CONFIRMED*

*Autumn school holidays – 12<sup>th</sup> to 23<sup>rd</sup> October*

<u>November</u>	Friday 6 <sup>th</sup>	SAT Meeting
<u>December</u>	Tuesday 8 <sup>th</sup> Tuesday 15 <sup>th</sup> Friday 18 <sup>th</sup>	HRC ARMC (budgets) SAT Meeting

*Christmas school holidays – 23<sup>rd</sup> December to 5<sup>th</sup> January inc.*

## 2021

<u>January</u>	Friday 29 <sup>th</sup>	SAT Meeting
<u>February</u>	Tuesday 16 <sup>th</sup>	HRC
<u>March</u>	Tuesday 23 <sup>rd</sup> Friday 26 <sup>th</sup>	ARMC (audit planning) SAT Meeting

*Spring school holidays – 29<sup>th</sup> March to 9<sup>th</sup> April inc.*

<u>May</u>	Tuesday 18 <sup>th</sup> Tuesday 25 <sup>th</sup> Friday 28 <sup>th</sup>	HRC ARMC (draft accounts) SAT Meeting
<u>June/July</u>	Tuesday 29 <sup>th</sup> Friday 2 <sup>nd</sup> July	ARMC (final accounts) SAT AGM & Meeting

*Summer school holidays – 2<sup>nd</sup> July to 17<sup>th</sup> August inc.*  
*Shetland Nature Festival – 3<sup>rd</sup> to 11<sup>th</sup> July inc. – TO BE CONFIRMED*  
*Shetland Boat Week – 2<sup>nd</sup> to 8<sup>th</sup> August inc. – TO BE CONFIRMED*

<u>August/Sept</u>	Tuesday 24 <sup>th</sup> Tuesday 31 <sup>st</sup> Friday 3 <sup>rd</sup> Sept.	HRC ARMC (if required) SAT Meeting
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*Shetland Wool Week – 2<sup>nd</sup> to 10<sup>th</sup> October inc. – TO BE CONFIRMED*  
*Autumn school holidays – 11<sup>th</sup> to 22<sup>nd</sup> October*

<u>November</u>	Friday 5 <sup>th</sup>	SAT Meeting
<u>December</u>	Tuesday 7 <sup>th</sup> Tuesday 14 <sup>th</sup> Friday 17 <sup>th</sup>	HRC ARMC (budgets) SAT Meeting

*Christmas school holidays – 22<sup>nd</sup> December to 5<sup>th</sup> January inc.*

## 2022

<u>January</u>	Friday 28 <sup>th</sup>	SAT Meeting
<u>February</u>	Tuesday 22 <sup>nd</sup>	HRC
<u>March</u>	Tuesday 22 <sup>nd</sup> Friday 25 <sup>th</sup>	ARMC (audit planning) SAT Meeting

*Spring school holidays – 4<sup>th</sup> to 18<sup>th</sup> April inc.*

# Calendar 2020

January						
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February						
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 Trust Meetings

 Human Resources Committee

 Audit & Risk Management Committee

January						
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December						
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52	27	28	29	30	31	

 Trust Meetings

 Human Resources Committee

 Audit & Risk Management Committee

# Calendar 2022 UK

January						
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52						1 2
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September						
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February						
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June						
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October						
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43	24	25	26	27	28	29 30
44	31					

March						
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12	21	22	23	24	25	26 27
13	28	29	30	31		

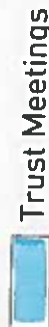
July						
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28	11	12	13	14	15	16 17
29	18	19	20	21	22	23 24
30	25	26	27	28	29	30 31

November						
Wk	Mo	Tu	We	Th	Fr	Sa Su
44		1	2	3	4	5 6
45	7	8	9	10	11	12 13
46	14	15	16	17	18	19 20
47	21	22	23	24	25	26 27
48	28	29	30			

April						
Wk	Mo	Tu	We	Th	Fr	Sa Su
13					1	2 3
14	4	5	6	7	8	9 10
15	11	12	13	14	15	16 17
16	18	19	20	21	22	23 24
17	25	26	27	28	29	30

August						
Wk	Mo	Tu	We	Th	Fr	Sa Su
31	1	2	3	4	5	6 7
32	8	9	10	11	12	13 14
33	15	16	17	18	19	20 21
34	22	23	24	25	26	27 28
35	29	30	31			

December						
Wk	Mo	Tu	We	Th	Fr	Sa Su
48				1	2	3 4
49	5	6	7	8	9	10 11
50	12	13	14	15	16	17 18
51	19	20	21	22	23	24 25
52	26	27	28	29	30	31



Trust Meetings



Human Resources Committee



Audit & Risk Management Committee