

Shetland Amenity Trust Public Meeting

MEETING
1 February 2019 10:00

PUBLISHED
29 January 2019

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>
Garthspool Board Room, Lerwick	1/02/19	
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. Public Section of Minutes of Meeting held on 14th December 2018		Chair
5. Chief Executive's Report		MR
6. Departmental Reports - For Information		
6.1. Development		DC
6.2. Operations		AJ
6.3. Engagement		SM
6.4. Business Services		TL
7. Reports to Trustees		
7.1. SMAA Footfall & Donations Report 2018		MR
7.2. BlueJeans Video-Conferencing		MR
7.3. Cash for Cans Scheme		MR
7.4. Shetland Seafarers' Association Memorial		MR
8. Any Other Competent Business		
IN PRIVATE		
9. Private Section of the Minutes of Meeting held on 14th December, 2018		Chair
9.1. adoption		
9.2. matters arising (not otherwise on the agenda)		
9.3. Action Points		
10. Chief Executive's Report - private section		MR

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>
Garthspool Board Room, Lerwick	1/02/19	
11. Business Services		
11.1. Financial Statements as at 31st December, 2018		TL
12. Hay's Dock Cafe Restaurant Ltd.		MR
13. Reports to Trustees		
13.1. Strategic Planning Engagement Approach		SM
13.2. SMAA Strategic Direction		SM
13.3. Staff Survey Next Steps		SM
14. Strategic Issues		AH
14.1. Update on Filling of Trustee Vacancies		
15. Any Other Competent Business		
TRUSTEE ONLY BUSINESS		

Minute of the Public Meeting of Shetland Amenity Trust held at 10.00 a.m. on **Friday 14th December, 2018** in the Conference Room, Garthspool, Lerwick

Present: Mrs R. Mackenzie (Chairman)
Mr A. Blackadder
Mr A. Hamilton
Mrs P. Megson
Ms A. Moncrieff
Dr L. Riddell
Mr F. Robertson

In Attendance: Mr M. Roberts (Chief Executive)
Mrs C. Carter (Executive Assistant)
Mr A. Johnson (Head of Operations)
Mrs T. Leslie (Head of Business Services)
Ms S. Middleton (Head of Engagement)
Mr C. Cope (Shetland News)
Mr D. Gardiner (BBC Radio Shetland)

Mrs Mackenzie welcomed Ms Middleton to her first Trust meeting

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

2. Apologies for Absence

Received from Mr R. Jones & Mr D. Cooper

3. Declaration of Conflicts of Interest

Mr Blackadder advised that he would be working on the Halligarth project 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 2nd November, 2018

The minutes were approved on the motion of Mr A. Hamilton, seconded by M A. Moncrieff.

Matters Arising:

None

Action Points from Previous Meetings:

Noted

5. Chief Executive's Report

The content of the report circulated with the agenda was noted by trustees.

Mr Roberts ran through the report and highlighted that the Trust had no third-party projects in the pipeline once the Follow the Vikings project came to an end in 2019. Projects took a long-time to come together and the loss of project development staff over the past few years had resulted in no large scale projects being developed and Mr Roberts was looking at ways of addressing this. He concluded that whilst there was a need to change the Trust's approach to delivering operations, his confidence in the overall outlook for the organisation was unchanged.

6. Departmental Reports

6.1 Development – Trustees noted the content of the report circulated with the agenda.

6.2 Operations – Trustees also noted the content of this report.

Mr Johnson highlighted the work being undertaken on surveying the lighthouses and Camping Böd network and meeting with their custodians to listen to their various issues and ideas. Mr Blackadder was pleased that this work was being done and looked forward to hearing about maintenance as this had been neglected for some time. Mr Johnson felt that there was a need to decide how the Trust wished to market each of the properties individually. At present, the lighthouses were marketed together and the Camping Böd network was also marketed together. However, each property was individual and Mr Johnson thought that highlighting their individualities would be beneficial. Ms Moncrieff agreed that it was important to know what you had, what you wanted to do with it and then market it accordingly.

Trustees were also pleased that officers were engaging with Shetland Islands Council to address the Museum store being at capacity and that its current lease came to an end in 5 years' time.

Dr Riddell was disappointed that there was no update on Mrs Murray's project and Mr Johnson undertook to ensure this was included in future reports.

6.3 Engagement – The content of the report circulated with the agenda was noted

AJ

Ms Middleton had spent much of her time since joining the organisation a month earlier learning about the different activities and initiatives it undertook.

She was reviewing Shetland Nature Festival, Shetland Boat Week and Shetland Wool Week, looking at what the Trust did and the costs associated with this. It was intended to apply for funding for Shetland Boat Week for Scotland's Year of Coasts and Waters. Whilst this would be held in 2020, applications had to be submitted in January 2019.

A lot of review work was also being carried out on the Trust's communication channels. This included 60 North magazine, 9 websites, multiple project websites and 26 social media feed. These would need to be rationalised in due course.

7. Reports to Trustees

7.1 Shetland Museum Reaccreditation & Collection Policy – Referring to the report circulated with the agenda, Ms Middleton reminded Trustees that Shetland Museum held Accredited status with Museums Galleries Scotland. A periodic reaccreditation had been due to take place earlier in the year but had been postponed due to the changes that were underway at the time within the Trust. This now had to be progressed and Trustees were asked to note that submission for reaccreditation was under development and would include a range of policy documents. A key element of this was the submission of the updated Shetland Museum Collection Policy which was appended to the report for information.

Mr Hamilton wondered if there was a need to include this within the Trust's own strategic direction. After some discussion, **it was agreed that a working group would be convened to take this forward.**

Trustees agreed that there was very useful information contained within the Collection Policy. On the motion of Mr Hamilton, seconded by Mr Robertson, **Trustees noted the current provisional accreditation status and the process for reaccreditation; the implications of a growing museum collection on the future capacity of Shetland Amenity Trust; and endorsed the draft Shetland Museum Collection Policy 2018-2023 (subject to the correction of typographical errors).**

7.2 Hay's Dock Café Restaurant Ltd. – The content of the report circulated with the agenda was noted. Mr Roberts stated that there was a need to provide a refreshment facility within the Shetland Museum and Archives by the start of the new visitor season (Easter 2019). It was his recommendation that this should not be provided in house but that a short-term local tender exercise be

MR

carried out for the provision of a coffee shop for one year. This would give time for the compilation of fuller tender documentation for a long-term café provision.

It was agreed to discuss this further under the Private section later in the meeting.

7.3 Truck Cartel Legal Action – Ms Moncrieff confirmed that this matter had already been considered and approved by the Audit and Risk Management Committee. Having considered the report circulated with the agenda, **Trustees also approved the recommendation to join the Road Haulage Association’s joint legal action.**

8. Any Other Competent Business

None

The public section of the meeting came to an end at 11.30 a.m. and there was a short break to allow Mr Roberts and Ms Middleton to give statements to the press

**SHETLAND AMENITY TRUST
DECEMBER 2018 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	On completion of ICT Migration	
Convene SMAA strategy working group	Item 7.1 December 2018	MR	as soon as possible	

public trust action minute 1218

CEO's Report (public session)

Author: Mat Roberts Meeting Date: 1st February 2019

Executive Summary

Context

Our [12-month/near-term] goals are:

1. To achieve financial stability
2. To complete staff structure changes
3. Develop a new business strategy and plan
4. Have a staff development programme in place

Our [3-year/longer-term] goals are:

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

In summary, our strategy is to understand and control our costs, invest in our staff and develop commercial offerings to offset anticipated reductions in core funding.

Questions this paper addresses

1. Are we looking after our people, our customers, our assets and finances and our reputation?
2. Do we have the resources, skills and relationship we need to deliver the plans and commitments we have made?

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

Conclusion

1. This is still a mixed picture. Our basic service provision is developing. Our cash position is within our agreed covenants and is being closely watched. We are pursuing the recruitment of a Works & Facilities Manager to manage the integrated works team and manage the property maintenance portfolio.
2. People related investment has been difficult over the past 12 months. This has been repeatedly highlighted in multiple reports and discussions. Our bid to the HLF Resilient Heritage fund is built around these needs and the skills needed to deliver our emerging strategic plan. Without this support investment will happen at a lower and slower rate.

Our performance in	2018/19 Today	2018/19 Target	Comment
Safety and Security (legacy risks are still unknown)	Amber	Amber	Significant progress has been made with Corporate Risk Management and Controls
Customer/Stakeholder Service.	Amber	Amber	We need to understand the reduction in footfall at the Museum but are receiving increasing voluntary donation support
Assets and finance (our maintenance back log is unknown and unfunded)	Amber	Amber	Financial performance stable and has been able to withstand multiple stresses
Reputation. (We have been given a breathing space and now we are expected to deliver)	Amber	Amber	The staff survey suggests we are still regarded as a good employer
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?

- The initial informal feedback from your strategy workshops has been positive and your leadership team will be working hard to maintain the momentum and deliver on the opportunity the emerging strategic direction shows us.
- Our HLF Resilient Heritage Bid has been submitted. This was the result of an intensive week's work by the Leadership team with support from a range of staff and an external consultant. If successful, this will provide a training and development programme for Trustees and staff that will equip both groups with the additional skills needed to manage and deliver our new strategic plan.
- The Hay's Dock (HDCR) Invitation to Tender has been issued.
- The increased income from entry fees at The Croft House is positive and demonstrates that this is a valuable asset in our service portfolio. Most of the income appears to be from organised visitor groups and we will need to ensure that the site has a strong local as well as visitor offering in 2019.

WHAT HAS NOT GONE WELL?

- The final footfall numbers for the Shetland Museum and Archive are down. This is not well understood and is unrelated to the closure of HDCR and reduced winter opening hours. Further investigation will be needed and additional investment in people counting and customer survey will be introduced in 2019.

Looking Forward

OPPORTUNITIES?

- The Strategic Plan process has shown us the way forward and this is an excellent opportunity to continue the development of the Trust and our support for the needs of Shetland.
- There is a significant opportunity to improve our data management systems and public access as we start to look at our data sets as a single asset of value. We plan to bring many of these data sets together in our geospatial information system and make them available online to a wider audience.

RISKS OR CONCERNS?

- Concerns about traditional funding sources continue.
- Shetland Islands Council support for our evolving programme of outputs has yet to be finally confirmed.
- Follow the Vikings project will close at the end of March with the team retained and funded until the end of June to tie up the loose ends and report on the outcomes. The lack of clarity on the UK's relationship with the European Union is a risk. We are maintaining an open dialogue with all involved to ensure that there are no cost overruns and SAT do not take the brunt of any currency fluctuations.
- Our project pipeline is very sparsely populated, and I hope that the new strategic plan will

enable us to build new projects that help us deliver on the challenges and opportunities it reveals.

2. What are the implications?

WHERE DOES THIS LEAVE US?

My confidence in the outlook overall is higher than in previous months as we have an emerging strategic plan.

The need to change our approach to delivering operations is still testing our capacity and capability.

The HLF RH bid will help with this if successful. The process of building the bid was a good test of the team's ability to deliver in a short timescale. The work done can be used again in another bid if needed.

WHAT ARE THE IMPLICATIONS?

The longer term needs of the organisation are now much clearer.

We have a lot of back office, process and procedures to be developed, reviewed and implemented.

Development Report



Author: David Cooper Meeting Date: 1st February 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 Trustee 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. In some cases there is a need for an accelerated work schedule in the coming months 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.

Input Sought

For information only

Input Received

Project officer reports

The Report

Are our major projects on track to deliver against plan?

PROJECT	UNESCO GLOBAL GEOPARK SHETLAND REVALIDATION					
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	May 2019	Budget	Benefits
Progress	First round self-evaluation documents have been submitted on schedule. These documents allow us to assess ourselves against the validation criteria and will be used to help inform the validation team as to where we believe ourselves to be and allow them to select areas which they may wish to examine more closely on their visit.					

PROJECT	PEATLANDS					
Objective	To help reverse the deterioration in peatlands. The project encourages and assists crofters 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.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Mar 2019	Budget	Benefits
Progress	Work is progressing on the SIC funded Feasibility Study on the condition of peatlands on the Ronas Hill and Ollaberry scattalds. Cores have been taken, walkover inspections are being done and analysis is underway. Work is also ongoing in support of several restoration schemes. A proposed joint project for the recording of biodiversity on open scattald did not receive funding.					

SERVICE	ARCHAEOLOGY					
Objective	The archaeology service provides a development control function for Shetland's archaeology on behalf of SIC. It also provides educational outreach services, representation at national and international conferences and operates the Old Scatness site.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Ongoing	Budget	Benefits
Progress	Development control service is operating as required. Archaeology has also contributed information to both Geoparks and Follow the Vikings as requested. Planning is now underway for Old Scatness opening summer 2019.					

PROJECT	WORLD HERITAGE STATUS					
Objective	To obtain UNESCO World Heritage Status for “The Crucible of Iron Age Shetland” that being the sites at Old Scatness, Jarlshof and Mousa Broch.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	2020	Budget	Benefits
Progress	The sites have been on the UNESCO UK Tentative list for around 8½ years and we now have 18 months to complete the work needed for submission of the sites for full UNESCO status. Funding is currently being sought to complete the work. A full project plan is being developed to bring the necessary resources to bear on completing the application.					

PROJECT	FOLLOW THE VIKINGS					
Objective	The promotion of Viking heritage to an international audience.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Mar 2019	Budget	Benefits
Progress	The project is moving towards its conclusion. Reports and finance are being done to schedule. Considerable work has been done on designing and providing content for the website and this is progressing well. Much of the website content can be used for the proposed guidebook which is a little behind schedule.					

PROJECT	HALLIGARTH					
Objective	To provide a community facility at Halligarth House, Unst on behalf of the National Trust for Scotland.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Mar 2019	Budget	Benefits
Progress	Considerable progress has been made on this project with nearly all reports being completed. The exception is the business report which is dependent upon NTS and local community input. We have at last provoked a response from NTS but were unable to set up a meeting before Christmas. We hope to speak to both NTS and the Unst Community before the end of February. An options appraisal for the project is being prepared.					

KEY	Favourable	Unfavourable	Uncertain
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Operations – For Information

Author: Adam Johnson Meeting Date: Friday 1 February 2019

Property Disposition

The sale of 'The Hamars' is now complete after negotiation of the amended Deed Plan was agreed which gained Shetland Amenity Trust (SAT) a 3 metre strip around the 'Boat Haven' opposite the Hamars. This equated to SAT retaining 7% of the land between the two properties and the sale price was therefore reduced from £8,175 to £7,675 (£500 difference).

The sale of the Lighthouse store on the Isle of Grunay is also now concluded along with the North Isles Unst workshop sale.

Sumburgh Head Lighthouse

As anticipated, there is still dialogue between the two main contractors for remedial work on defects discovered within the Café and Engine Room. Corramore Construction are now disputing levels of responsibility regarding liability, stating the Designer is also at fault (Groves-Raines Architects).

Informal discussion is now taking place with a Construction Lawyer from Harper MacLeod in Glasgow who will be visiting the site end of February.

A report will be submitted to the next Audit & Risk Committee meeting on proceedings.

Hay's Dock Café Restaurant

HDRC has recently been through a decommissioning process and has received a deep clean. A full inventory of equipment is now all accounted for. SIC Environmental Health visited the premises and were very pleased with results. They have confirmed that they are happy with a temporary set up to cater during Up Helly Aa.

Lighthouses and Böd Accommodation

Discussions with Custodians regarding development plans for their respective Böd or Lighthouse accommodation is underway and we have already visited Bressay Lighthouse and Voe House, Walls. The purpose of this is to listen to various issues and ideas that they have and for us to provide a more comprehensive guidance pack prior to entering the 2019 season. Our ScotGrad Property Development Co-ordinator, Danny Priest, is playing a pivotal role in this populating our property database along with title deeds, utility references and helping myself in how we can develop the accommodation and its future proofing.

Natural Heritage

Author: Paul Harvey (mid-October 2018 – mid-January 2019)

As winter approached work switched mainly to the office where data input started in earnest to get through the backlog of records collected during the 2019 season. A total of 2,226 records were added bringing the total held to 311,245. Large datasets were submitted to national bodies, notably vascular plants to Botanical Society of the British Isles and rare breeding birds to the Rare Birds Breeding Panel. In addition, we submitted our breeding bird survey dataset to the RSPB who are currently using these data to investigate trends in breeding wader populations throughout Scotland. Data was also sent to the Game & Wildlife Conservation Trust.

A total of 102 planning applications were screened with data searches undertaken for 37 of them. In eight cases it was felt that the application in question had the potential to have a negative impact on important biodiversity and information was passed to SIC and/or the relevant agencies. We contributed data and advice to an EIA for a wind turbine at Hoo Fields, held several meetings with a developer looking to undertake work at Mill Pond on Burra which could impact on breeding Red-throated Divers there, and contributed advice and data to the upgrade of Oil Spill Contingency Plans. A further 24 data/information requests were made. Several Otter surveys were undertaken for developers (largely SSE) and raised nearly £1,500 for the Trust.

Sue White (Peatlands Officer) attended the IUCN Peatland conference in early October where she gave a presentation and chaired a session on community involvement in peatland restoration. She also co-hosted a training event in Shetland with Peatland Action, covering peatland ecology and restoration, which was attended by 20 folk including contractors. We were successful in a bid to SIC to undertake a peatland restoration feasibility study on SIC land in the north mainland and that work is ongoing and will fund for the Trust. In addition Sue has been working closely with Scottish Water on peatland restoration at Sandy Loch.

The Woodlands Team have been very busy peat probing as part of the SIC feasibility study and undertaking peatland restoration work at Skeld and Gulberwick. Maintenance work included repotting endemic hawkweeds to ensure their continued viability, tidying up the Kergord nursely and undertaking some tree removal work on a commercial basis. Paul Goddard has also undertaken several visits to offer advice under the Woodland Trust's Morewoods project.

Howard Towll has continued to monitor access routes during the period and this included undertaking some minor repair work to infrastructure. Wet and windy days have been spent inputting data from blanket bog monitoring into GIS to create habitat maps. He also assisted with Grey Seal pup monitoring and assisted the woodland squad with peat probing as per the contract mentioned above.

Shetland Museum

Author: Ian Tait

In conjunction with the Head of Engagement, Curator and Archivist a Shetland Museum and Archives strategic plan was drafted to be used to inform a working group of senior and operational managers that will evaluate long-term strategy. The document details main opportunities and challenges we face, and is shaped by the changed financial situation of the Trust and our funders' obligations.

With Head of Operations, the Curator and Archivist formulated the main output targets for Shetland Museum and Archives element of the Trust, for the 2018/19 financial year. The overall document explains our main goals, set against risks and timescales.

Staff attended training on the use of Outlook calendars and Workspace messaging, which will improve communications and efficiency.

Bursary and loan applications have been submitted to Tate Gallery for Grayson Perry ceramics loan.

New exhibition by Shetland Football Association installed, and has been an instant success, with nostalgic memories for players past and present.

Archives

Author: Brian Smith

Despite the SMAA closures on Sunday and Monday, visitors are still using the Archives on Monday: staff have devised methods of ensuring that the public know exactly how to access the service.

The exhibition Misérables Personae and the visit by colleagues from Norway was a great success. The exhibition has now returned to Norway. A long interview with Jorn Sunde, one of the visitors, appeared on BBC Radio Shetland this week (https://www.mixcloud.com/BBCShetland/museum-lecture-wednesday-23rd-of-january-2019/?fbclid=IwAR1HHwr9R6fQpHrsX32sFXefk6X8a_Tl88jXkkwKX5oTlFashyFX5FCeX1A)

Work is continuing and nearing completion on the transfer of the Archives catalogue from CALM to ATOM. It has been decided to cease using CALM to input entries at the end of January. Discussion is carrying on about exactly when to make the ATOM catalogue live.

A seminar on Shetland literature of the early 19th century, organised collaboratively by the Archives and Edinburgh University as part of the annual Wordplay Festival, was successful; seventeen people attended. Mark Smith of the Archives and Penny Fielding from Edinburgh presided.

The longstanding dementia workshop 'Does du mind' continues to be useful and popular. Angus Johnson from the Archives hosts the monthly event.

Archaeology

Author: Val Turner (Mid October 2018 – Mid Jan 2019)

Development Control

The number of Planning Applications coming through the system remains lower than usual at present.

Direct consultations from Development Management: 7 (5 of which were wind turbines – single and Viking Energy)

Recommendations for conditions: 4

We have carried out 2 site/monitoring visits related to DC and monitoring on 2 sets of percolation pits, continued to work on 2 ongoing and 1 new pre-application enquiries, responded to 1 new developer/contractor enquiries re field work and to 12 small SSE schemes, and given advice regarding

a larger scheme. We have had 3 meetings/calls with developers/contractors, responded to 1 contractors report (Desk Based Assessment) , carried out 3 SMR filters/searches for developers/contractors and responded to 1 larger than usual marine consultation.

Outreach (Education/Interpretation)

- Val spent several days writing text for the Follow the Vikings guidebook which will also be used for the website. Chris also spent a day working on website text.
- She has been working on a paper for the Festschrift for Doreen Waugh (to be completed) and has written about Shetland's archaeology for the UNESCO Geoparks application.

World Heritage Status

- A bid for LEADER funding has been submitted and Val is continuing to work with the local office on it.
- A preliminary meeting of the project team has been held and HES has offered to fund and host a workshop for our benefit on Outstanding Universal Value.

Old Scatness

- Work relating to Old Scatness has been split into three linked projects: summers 2019 and 2020; World Heritage; and the Conservation/longer term display.
- The site will be open the day after Up Helly Aa (as in previous years) and we plan to open 4.5 days a week in the summer. We are working to improve the attractiveness of the site before that (maintenance on the visitor centre, replacement board at the entrance, flags at the entrance, etc.).
- Chris is monitoring the tell tales at Scatness and has also kept an eye on the replica walls constructed by Gavin Douglas, HES, as part of his project into the stability of archaeological sites, using Scatness as one of the case studies.
- We moved Viking Unst related archaeology equipment from the Hamars to Old Scatness.

Three Islands Research Framework

The first conference, held in the Western Isles in January, was very successful. There was good local participation. The next is scheduled to be held in Shetland in September, c.20-23 (the weekend before Wool Week) and we would also hope for good local engagement.

Engagement Report

Author: Sandy Middleton

Meeting Date: Friday 1st February, 2019

Visitor Services

- ***Shetland Museum & Archives*** – work has been underway with the Museum and Archives Service to identify the contractual and strategic obligations of our agreement with SIC and associated delivery and the Service Plan for 2019/20.
- ***Visitor Services Assistants (VSAs)*** – engagement with VSAs and review of VSA job descriptions and capacity to identify required recruitment and skills development and site specific training for SMAA, Crofthouse Museum, Sumburgh Head and Scatness.
- ***Scatness*** – work with Project Team to identify proposals for site opening for the season, site maintenance and training and potential collaboration with Shetland Tour Guides.
- ***Sumburgh Head*** – development of operational plan for coming season including a review of costs and expenditure and development of an options appraisal for operation of the site and café.
- ***Retail*** – implementation of new till system across multiple sites and work with web providers to develop online retail and stock control systems. Ongoing work to develop retail offering strategy and principles.

Outreach & Campaigns

- ***Museum*** – development and delivery of outreach work for schools and dementia groups.
- ***Dunna Chuck Bruck*** – handover of work, delivery of social media campaign and ‘Tesco Bags of Support’ funding.
- ***Da Voar Redd-up*** – handover and review of activity to inform forward planning.

Events

- ***Up Helly Aa at the Museum*** - work to develop events plan, catering option and outreach for schools.
- ***Exhibitions*** – support, forward planning and promotion for SMAA exhibitions including current Football exhibition and upcoming wedding exhibition.
- ***Shetland Boat Week*** – agreement with event provider to support delivery of Boat week. Funding confirmed from some key partners and volunteers, supporters approached and promotion underway.
- ***Shetland Wool Week*** - forward planning for Wool Week programme, events, annual, and competitions.
- ***Nature Festival*** – project planning with team and approach to delivery participants.
- ***WW1 Conference*** – Project Planning and liaison with SIC and partners on upcoming WW1 conference and legacy activity.

Visitor and Public Engagement

- ***Social media*** – ongoing management of SAT social media channels and promotion of key events, services and sites.
- ***Website*** – liaison with web provider to review current provision and activity and forward planning.
- ***Leaflets*** – liaison with SIC on leaflet reprint and review of leaflet content by VSAs to enable update and reprint.
- ***Geopark*** – liaison with Geopark Manager on development and engagement proposals for Geopark and associated branding.
- ***60 North Magazine*** – full review of figures, subscriptions, costs and income potential, and communications with subscribers.

Staff Engagement

- ***Staff survey*** – review of results and presentation to staff including development of proposals for a Staff Consultative Forum.
- ***Communications Tools*** – staff training session on use of shared calendars and workplace as effective communications tools and ongoing coaching.
- ***Staff Liaison*** – engagement with staff members across the organisation to build knowledge, relationships, and develop engagement approach.

Partner Engagement

- ***Family History Society*** – liaison with society to look at options for accommodating them within the museum space.
- ***HIE*** – liaison on potential support for digital activity and engagement.
- ***Strategic Planning*** – development of engagement plan for strategy planning and liaison with key partners.

Head of Business Services

Author: Tracey Leslie

Meeting Date: Friday 1st February 2019

Financial

- Developing and finalising the submissions to our key funders with the Leadership Team to seek funding for 2019/20 FY. Discussions with funders are underway to finalise details.
- Finance team has increased capacity within the team which enables us to catch up on the backlog, this will take time.
- Consultants have been in this month supported by the team to review the grant conditions attached to our historical grants to ensure we are compliant.
- Work is ongoing to develop and refine budgets for the budget holders.
- 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.

HR Update

- Preparations for HR Committee including a series of HR policies for the Trust developed with the Leadership Team, Peninsula, Hannah Ker and best practice from other sources.
- Managing impact of organisational change including recruitment and distribution of workload.
- Managing ongoing HR activity within the Trust providing support and advice to colleagues.

ICT Update & Project Tirrick

- Ongoing management delivery of Project Tirrick to enable migration to SIC.
- Managing ongoing ICT activity within the Trust providing support and advice to colleagues.

Administration

- Management and support to enable the decommissioning of HDCR and tender process.
- Managing and delivering administrative support across the organisation.
- Recruitment of replacement admin post due to organisational change and pressures of workload.
- Managing the workplace including office provision, storage and filing.
- Packaging and processing online retail orders.

Shetland Museum Footfall & Donations Report

Author: Mat Roberts Meeting Date: 22nd December 2018

Executive Summary

Context

The board requested an update on SMAA and The Crofthouse Museum footfall and donations. This Ad Hoc report is in response to the request.

We have no goals or targets set for either visitor numbers or donations at the Shetland Museum and Archive (SMAA). This is a periodic report on the performance to date in 2018.

Ahead of our strategy workshops this information may be useful to Trustees.

Questions this paper addresses

1. What were our visitor number and donations in 2018 compared to previous years?
2. As we start to develop both an SAT wide strategy and specific strategies for SMAA can we improve the performance in both areas?
3. What might good performance look like in both areas?

Conclusions

1. Visitor number at both SMAA and the Crofthouse Museum have decreased by 15% and 32% respectively compared to 2018. The reduction was in every month except May and appears not to be related to the Café closure or reduced opening hours.
2. Our visitor performance as an experience and by basic volume can be improved during 2019 with a view to a continuous improvement programme being formally introduced in 2020
3. Good performance should be steady overall growth in numbers. Especially outside peak periods with improving quality experience measured through both donations and visitor experience surveys.

Input Sought

This is an ad hoc report to provide the Board with data ahead of the strategy workshops in January 2019

Input Received

Data was provided my SMAA staff.

The Report

1. What were our visitor number and donations in 2018 compared to previous years?

Looking Back

WHAT HAS GONE WELL?

- The success: Income at both museums has increased
 - Donations at SAMAA has increased by £4,522 (105%)
 - Income at The Croft House Museum rose from £3,001 (all donations) to £8,053 (95% admission/5% donation)

WHAT HAS NOT GONE WELL?

- The reduction in overall attendance at both sites is a worry. The initial response that this is down to the closer of the Café and 5 days a week opening does not hold true as the reduction is in all months except May. This coincides with the first month of our Holbein exhibition.
- Data Collection: At present visitor number collection is done with VSAs using a hand tally counter only. We are planning to install automated counters with the museum with additional units that will help us build a picture of where visitors go within the facility.
- The Offer: The permanent exhibition has developed very slowly and now requires review and possibly refreshing. The wider work of the museum and archive staff needs to be better reflected in the temporary exhibitions and the events programme.
- The single largest reduction at SMAA was in August with a reduction of 3421 (25%)

2. Can we improve performance?

OPPORTUNITIES?

- The opportunity: Yes we can increase the number of visitors.
 - This will require clear marketing and communication plans that seek to attract more tourists and more repeat visits from the resident population
- The opportunity: Yes we can and should increase the level and yield from donations
 - We will look at additional and more prominent donation boxes at all sites and the opportunity for donors to gift aid their donation will be explored.

RISKS OR CONCERNS?

- This will increase maintenance and repair cost
 - Repairs and maintenance schedules are being developed to manage the footfall we have.
- Increased donations mean additional cash to managed on site
 - Our cash management systems have been developed to deal with the levels of cash we experience.

3 . What does good performance look like?

WHERE DOES THIS LEAVE US?

Better data collection with increased understanding of visitor expectations, the experience that receive and how we can maximise the value that this creates

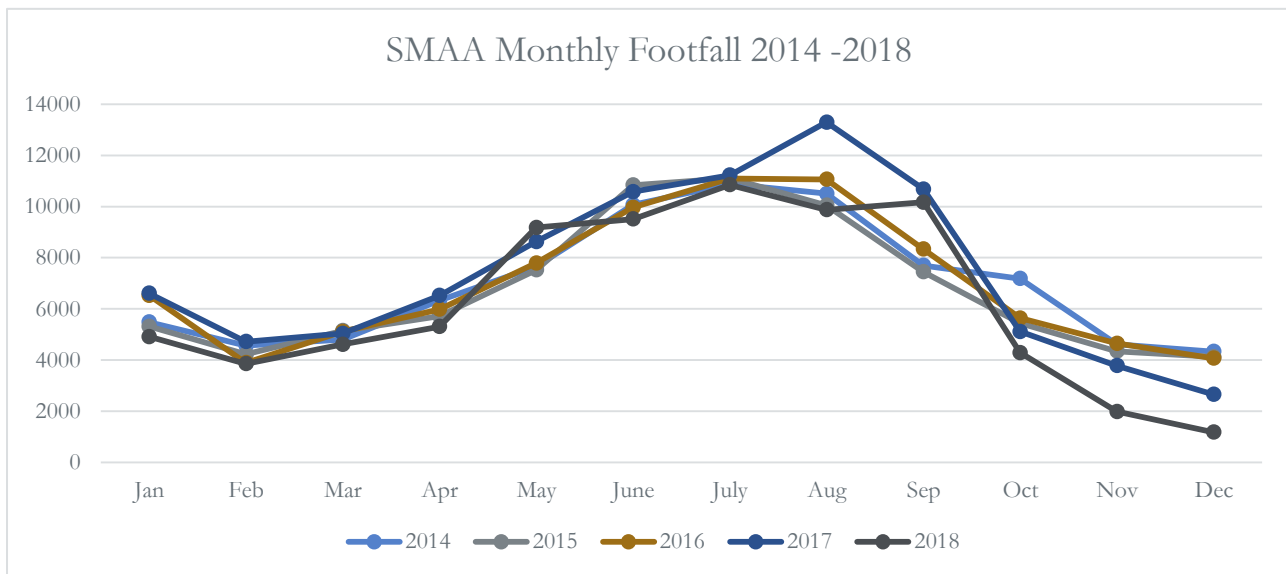
We are not really connecting with our visitor base in the way we need to. We must focus on developing a museum that offers a compelling reason for Shetland residents to return again and again.

WHAT ARE THE IMPLICATIONS?

During our strategy development process, we need to look at how we wish to maximise the value that our museum offering creates for Shetland, its residents and visitors.

SMAA is our single largest asset and investment it has to be a core SAT activity.

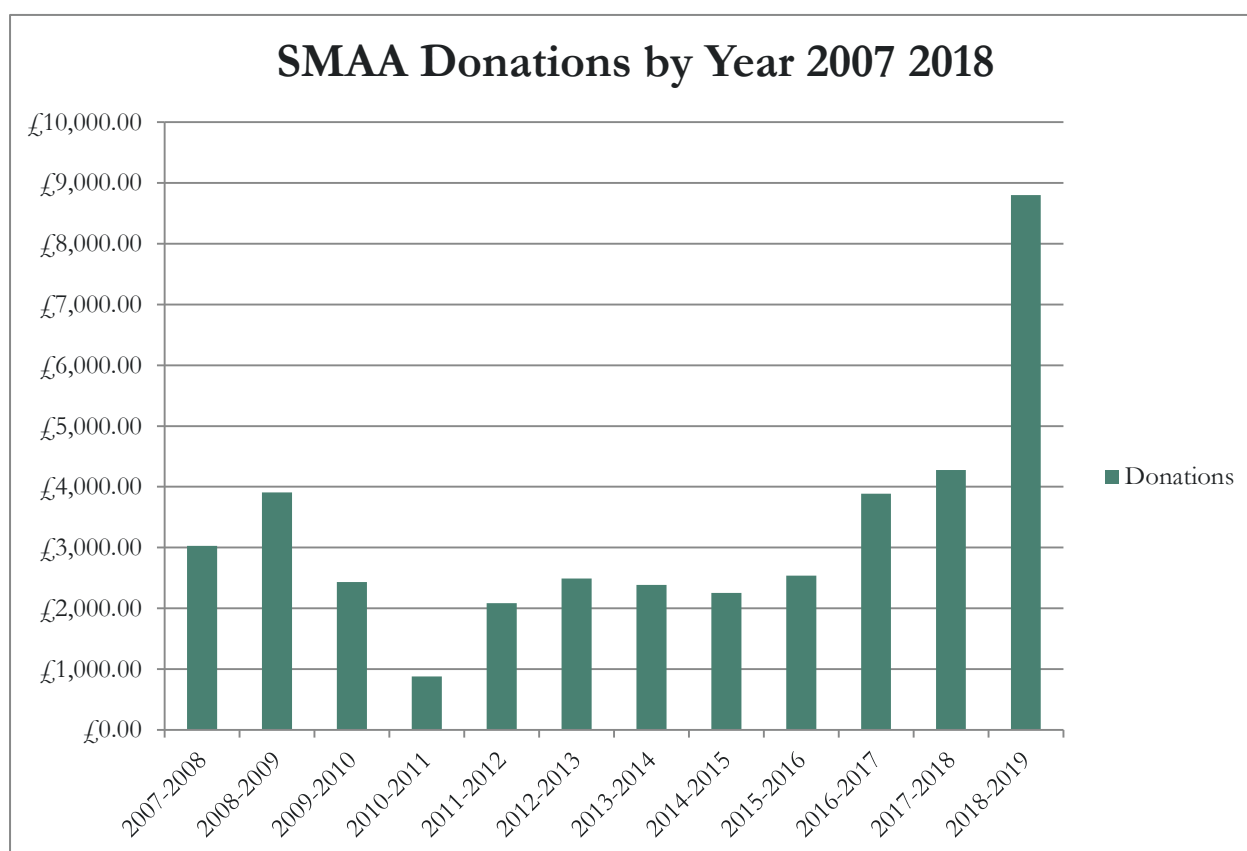
Shetland Museum and Archive



Footfall by month 2007 - 2018

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan-Dec
2007						14777	13210	9722	6682	5115	3288	4402	57196
2008	5416	5551	6482	6411	7743	11625	10989	9256	6464	5743	3972	5117	84769
2009	5938	4209	6358	5914	7282	8671	10038	10843	8158	7342	5690	4236	84679
2010	4723	3973	5547	6119	7425	10949	11695	10666	7109	5864	4193	3454	81717
2011	5762	5765	5722	5587	6500	9690	15351	11271	6571	6231	4622	4331	87403
2012	5368	5296	5476	6187	7189	10819	11473	10103	9476	7258	6165	4153	88963
2013	5695	5012	4970	6959	7794	10334	11879	13106	9542	9057	5327	4326	94001
2014	5476	4557	4803	6325	7658	10065	10879	10502	7693	7184	4614	4327	84083
2015	5311	4220	5143	5718	7521	10835	11105	10049	7444	5440	4342	4120	81248
2016	6523	3891	5108	5982	7785	9965	11091	11063	8330	5636	4645	4065	84084
2017	6603	4716	5033	6516	8627	10582	11225	13293	10680	5108	3777	2650	88810
2018	4910	3851	4610	5304	9177	9506	10850	9872	10164	4286	1981	1173	75684
Variance	-1693	-865	-423	-1212	550	-1076	-375	-3420	-516	-822	-1796	-1477	-13125
Daily Avg	196	165	176	206	244	345	373	355	272	209	158	131	

Donations



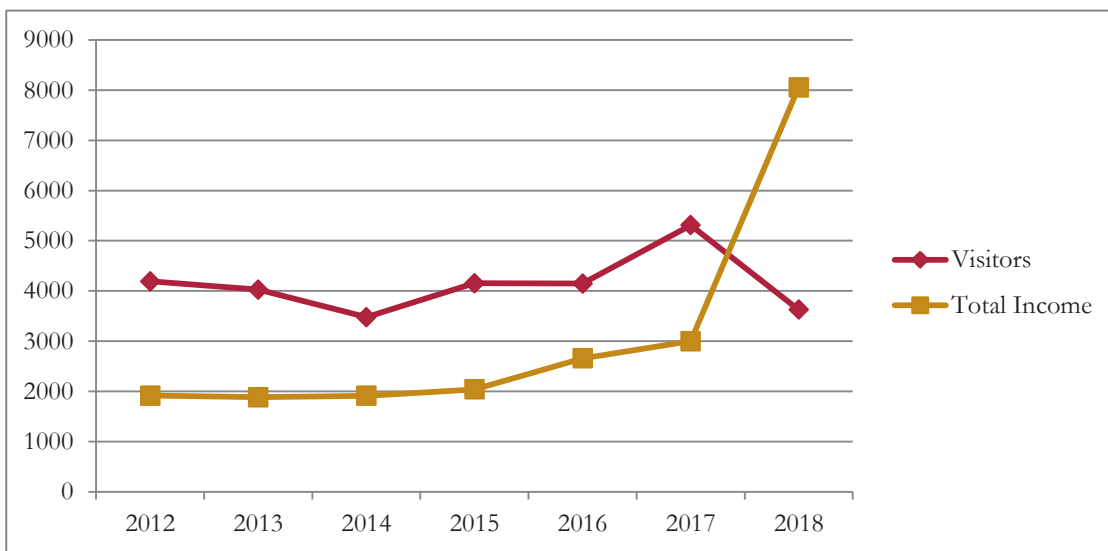
SMAA 2018 Events Summary Table

2018	Total no. of Visitors	Nos. attending events										Cruiseships	
		Total Events Nos.	as % of Total Visitors	LL	Guided tours	Self-guided	Small events	Major events	Weddings	No. of Ships	Ship Capacity		
January	4,910	554	11%	162	50	65	32	245	0	0	0		
February	3,851	360	9%	196	12	14	138	0	0	0	0		
March	4,610	788	17%	219	0	120	229	220	0	1	1250		
April	5,304	395	7%	87	0	63	105	140	0	0	0		
May	9,177	1375	15%	339	20	313	253	375	0	18	19884		
June	9,506	74	1%	26	18	28	2	0	0	3	3774		
July	10,850	958	9%	12	45	314	96	83	348	0	28448		
August	9,872	1171	12%	71	93	296	195	216	253	23	18693		
September	10,164	2227	22%	504	104	270	342	995	0	6	6567		
October	4,286	2257	53%	504	104	270	372	995	0	0	6567		
November	1,981	0	%	0	0	0	0	0	0	0	0		
December	1,173	0	%	0	0	0	0	0	0	0	0		
2018 Totals	75,684	10159	0.13423	2120	446	1753	1764	3269	601	51	85,183		

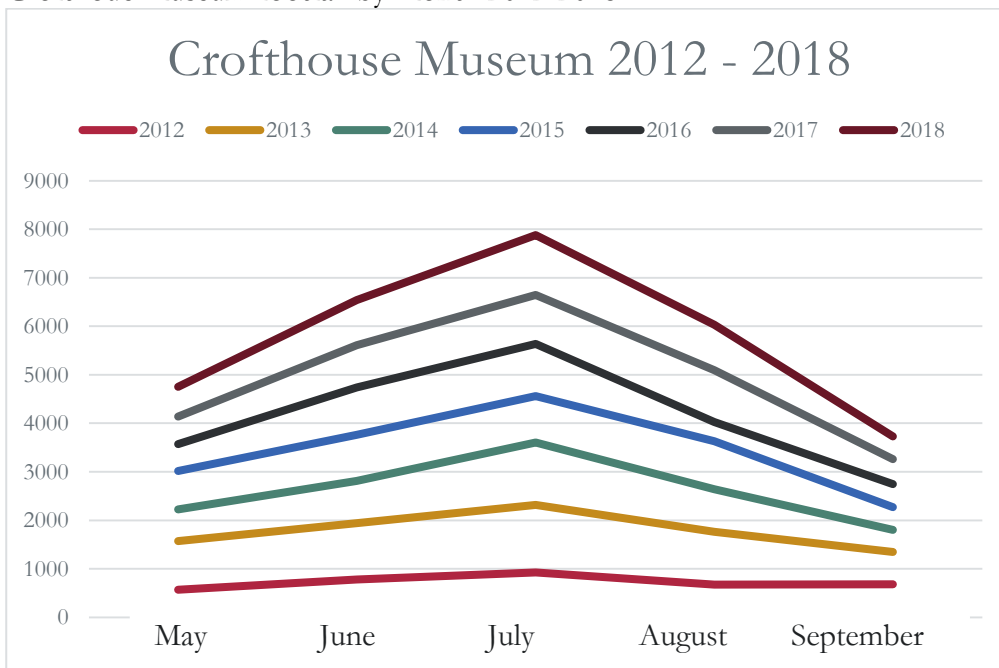
The Crofthouse Museum

Crofthouse Visitors & Donations Records					
Year	Visitors	Total Income	Admission £	Donations £	Average per person
2012	4192	1916.07		1916.07	0.46
2013	4026	1884.51		1884.51	0.47
2014	3480	1913.93		1913.93	0.55
2015	4155	2040.73		2040.73	0.49
2016	4147	2661.11		2661.11	0.64
2017	5310	3001.28		3,001.28	0.57
2018	3629	8053.89	7665.64	388.25	2.22

Crofthouse Museum Footfall by year 2012 – 2018



Crofthouse Museum footfall by Month 2012-2018



Bluejeans Video Conferencing Performance Report 2018

Author: Mat Roberts Meeting Date: 1st February 2019

Executive Summary

Context

We made an investment in the BlueJeans video conferencing facility in June 2018. This report shows the performance impact the system has had.

Questions this paper addresses

1. Has our video conferencing investment been used?
2. Who are the main users and for what?
3. Should we continue to use VC systems?

Conclusions

1. Blue Jeans has been very well used - 299 meeting in 8 months.
2. The main users are the development team and for external agency meetings. There is a growing number of internal users as well.
3. VC system is saving significant time in traveling, money in ferries and flights and reducing our CO2 footprint. I recommend that we keep using the system.

Input Sought

This is an ad-hoc report to provide the Board with data ahead of the strategy workshops in January 2019.

Input Received

Data was provided by SMAA staff.

The Report

1. Has Video Conferencing worked for SAT?

Looking Back

WHAT HAS GONE WELL?

- Looking at the data the VC system has been well used by Trustees and staff
 - As of 25th January 2019 we had used the system for 299 meetings with a 812 participants and for 28,965 minutes. We have connected to a total of 19 countries and 83 cities.
- The system has worked very well for our international Follow the Vikings project allowing much more frequent meetings of the project board and much faster progress in delivering project objectives.

WHAT HAS NOT GONE WELL?

- Some connections have been poor and good internet access is needed at both ends.
 - What is the root cause? What are the implications?
- Some users have found the interface difficult to use and this has caused frustration
 - WW are now providing more familiarisation session to new internal and external users with the opportunity to set up test calls to coach people through the system. Once done this appears to make the system simple to use.
- The conference room facility in the SMAA Board room is not well used.
 - Once more members of the Leadership Team are based in SMAA this will be reviewed again.
- Using PowerPoint with BlueJeans and our existing screen and projector arrangements is not very user friendly.
 - Consideration is being given to investing in a 2xlarge LCD TV screen solution for the Old Ice Factory Board room where most of these types of events take place.

2. Can we improve performance?

OPPORTUNITIES?

- Desktop use; We have been using the system for local in-house meetings.
 - This was used very successfully in the resilient heritage bid where short catch up meetings were held every few hours with contributors staying at their desks and all parties VCing.
 - This freed up meeting rooms and allowed work to continue with less interruption.
- There is the possibility to make the system available to partner and community organisations.
 - Some of our partners have asked to use the system and we have done this free of charge or as part of a meeting room hire. We will explore this further.
- BlueJeans can be fully integrated into Workplace and we will explore if this is of any value to users.
- We will investigate the possibility of having the BlueJeans system available in the SMAA Auditorium for larger events.

RISKS OR CONCERNS?

- The principal risk is increased use putting pressure on our internal network and external internet connections.
 - As we migrate to the SIC managed network we will need to maintain the very high specification of connectivity.
- There is a risk in overdependence on VC and we need to make sure we keep up our personnel networks and have options if subsea cable is disrupted.
 - BlueJeans does offer a phone based voice only option as well.

3. What does good performance look like?

WHERE DOES THIS LEAVE US?

We will continue with the BlueJeans contract for a further 12 months and re-evaluate then.

Our investment in BlueJeans stands at £6,000 in hardware for two room systems and an annual licence cost of £6,000 for 10 users and 2 room systems. User accounts are shared across the organisation.

WHAT ARE THE IMPLICATIONS?

Video conferencing has demonstrated its value as a meetings tool. We may want to consider increasing our use of video in digital and social media channels.

Appendix

BlueJeans Usage Infographics

Distance Equivalent



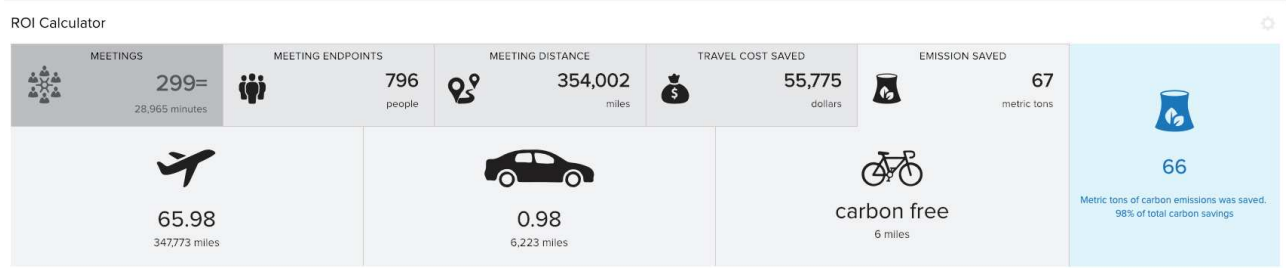
Endpoint



Travel Cost Saved (to all meeting participant not just SAT)



Carbon Saving (to all meeting participants not just SAT)



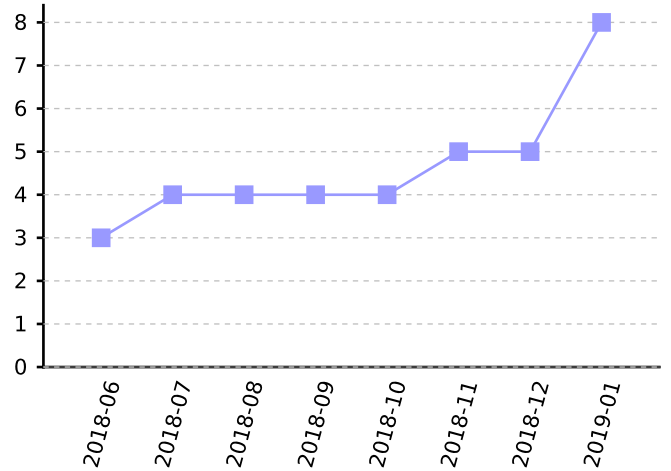
Usage Report (SHETLAND AMENITY TRUST)

Enterprise	Shetland Amenity Trust
Start Date	2018-05-31 23:00:00
End Date	2019-01-25 23:59:00

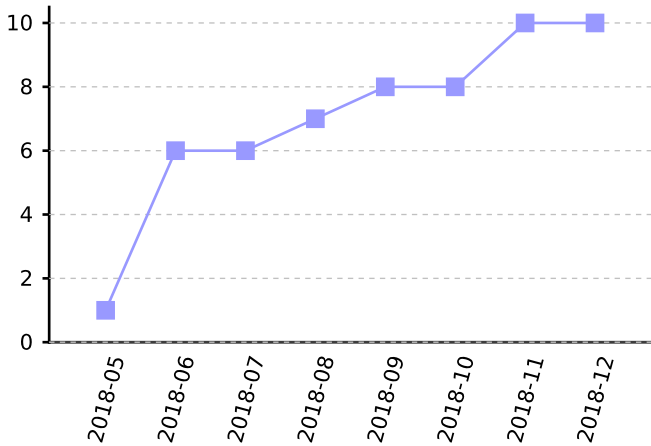
Usage Summary

Total Meetings	299
Endpoint Minutes	28,964
Total Participants	812
Avg usage/meeting(min)	96
Avg Participants Per Meeting	2.7
Active Users(last 30days)	8
Registered Users	9

of Unique Moderators

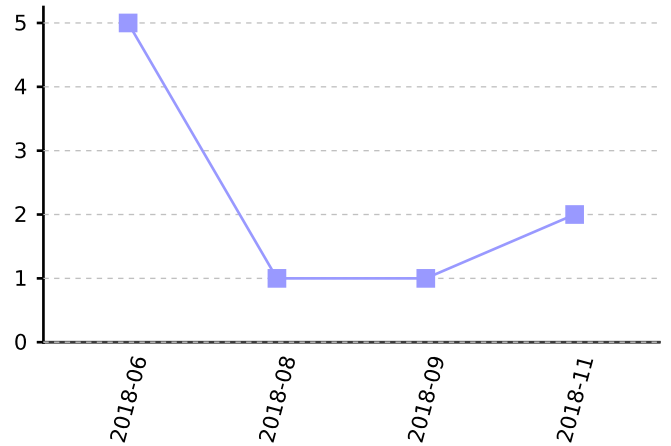


Cumulative User Growth



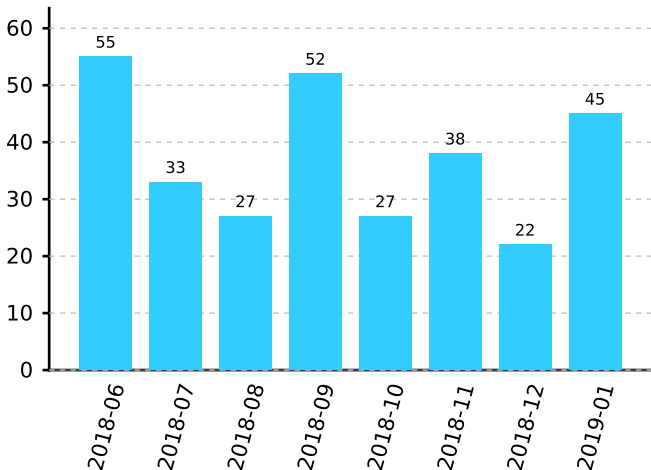
Total number of users including those who were added in that month

New User Registrations

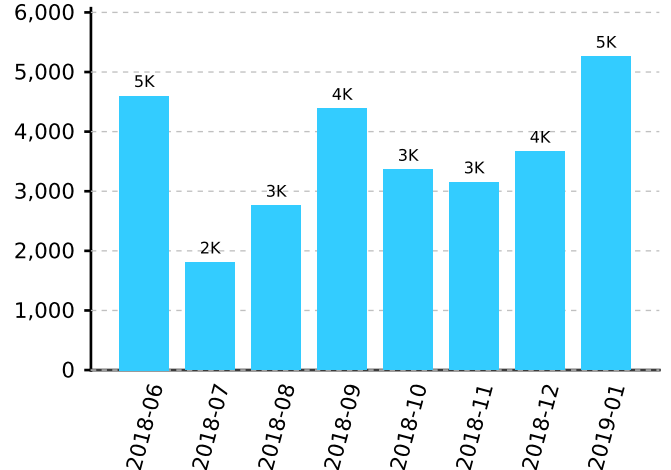


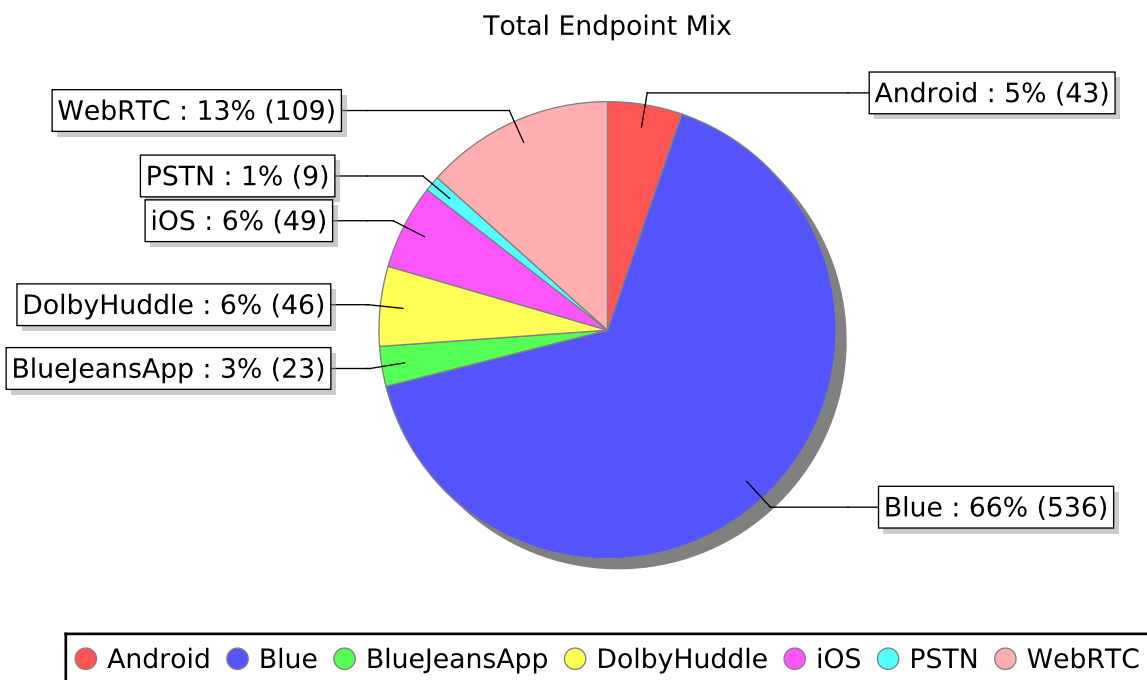
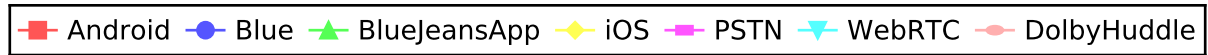
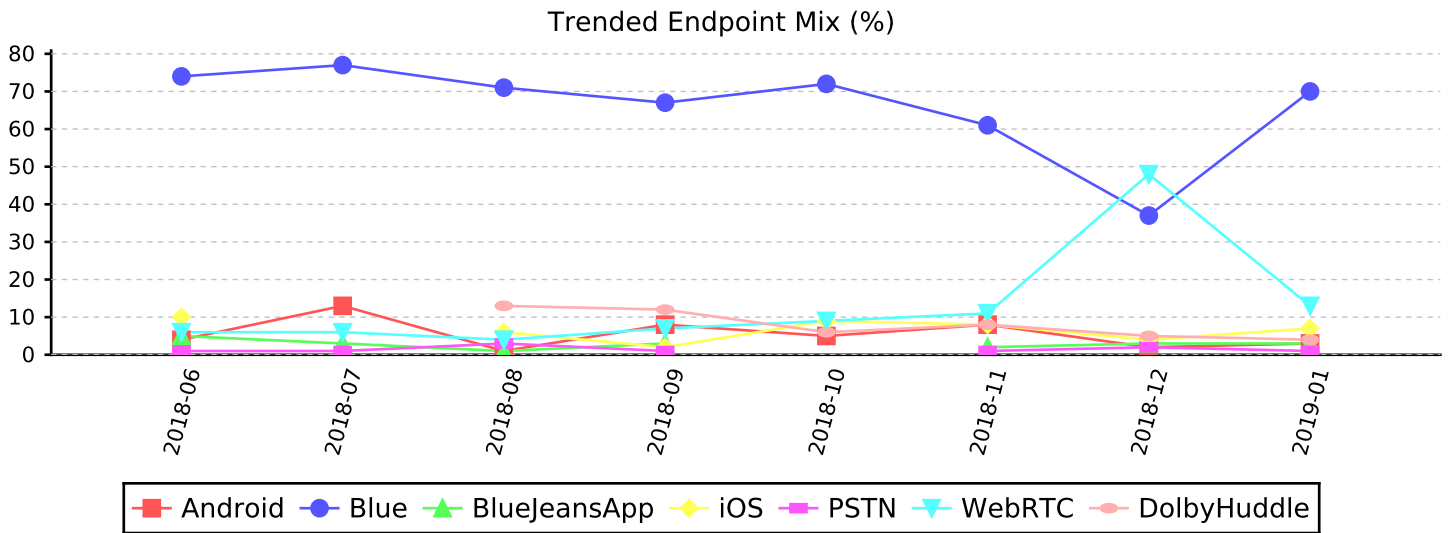
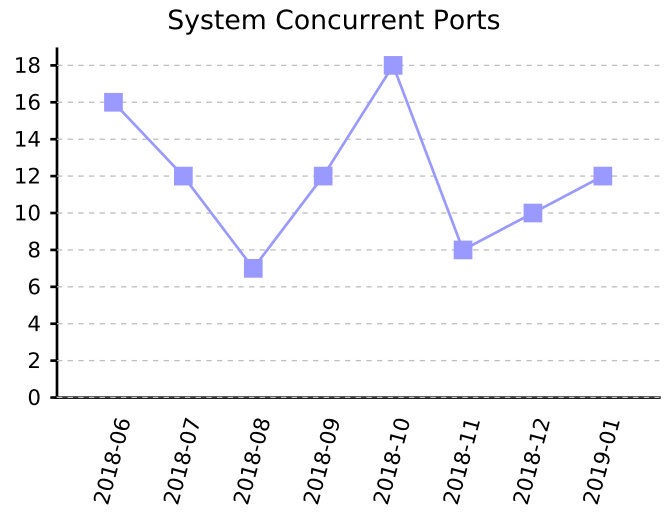
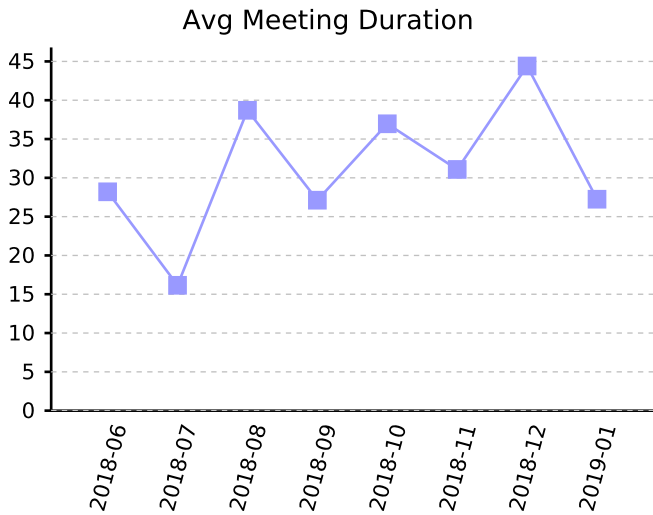
The number of new users added

of Monthly Meetings

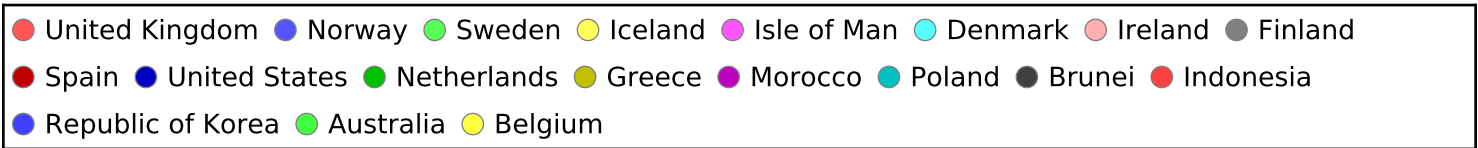
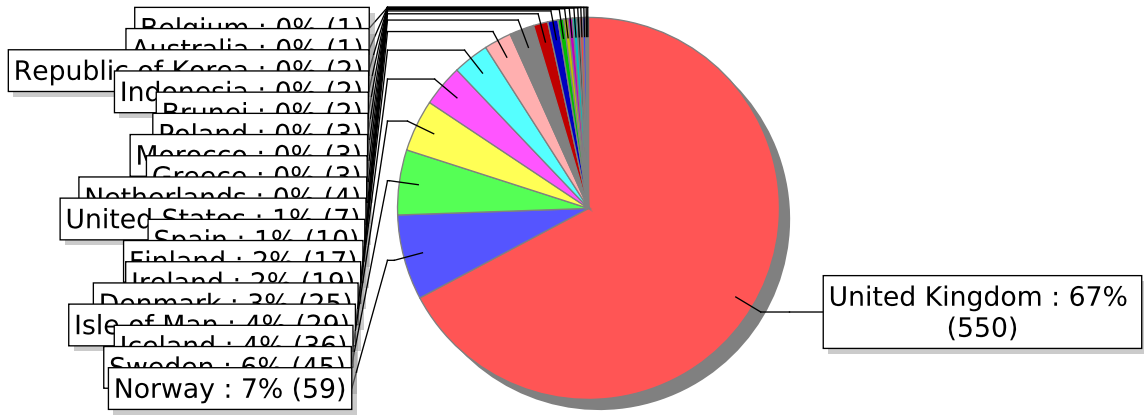


Monthly Participant Minutes

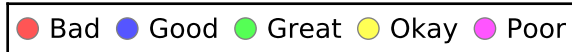
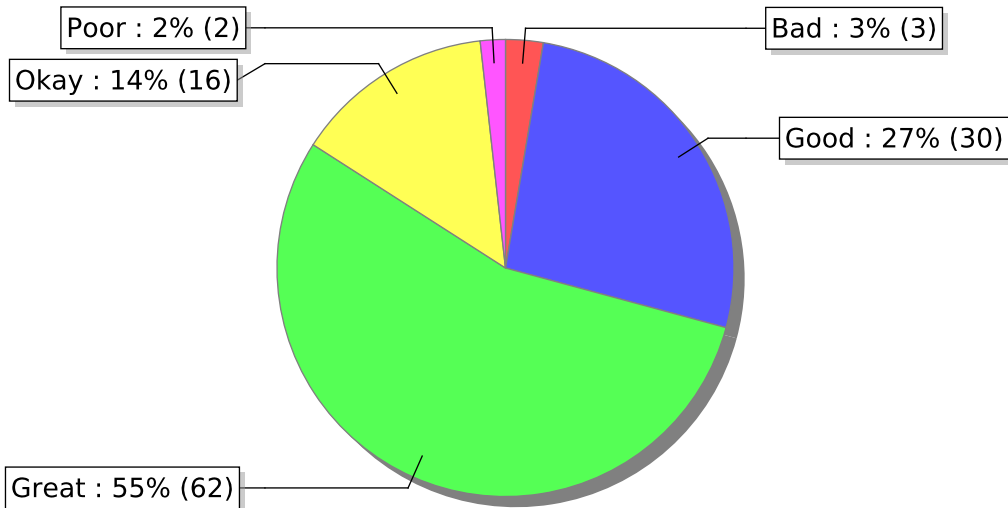




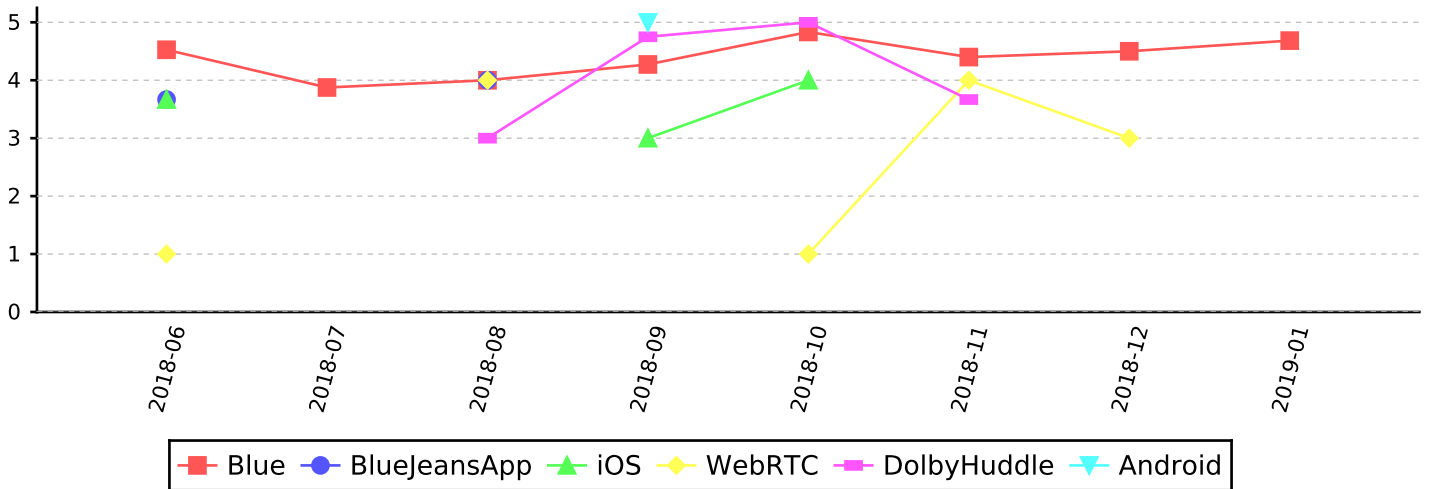
Endpoint Locations



User Feedback (Q-Scores)



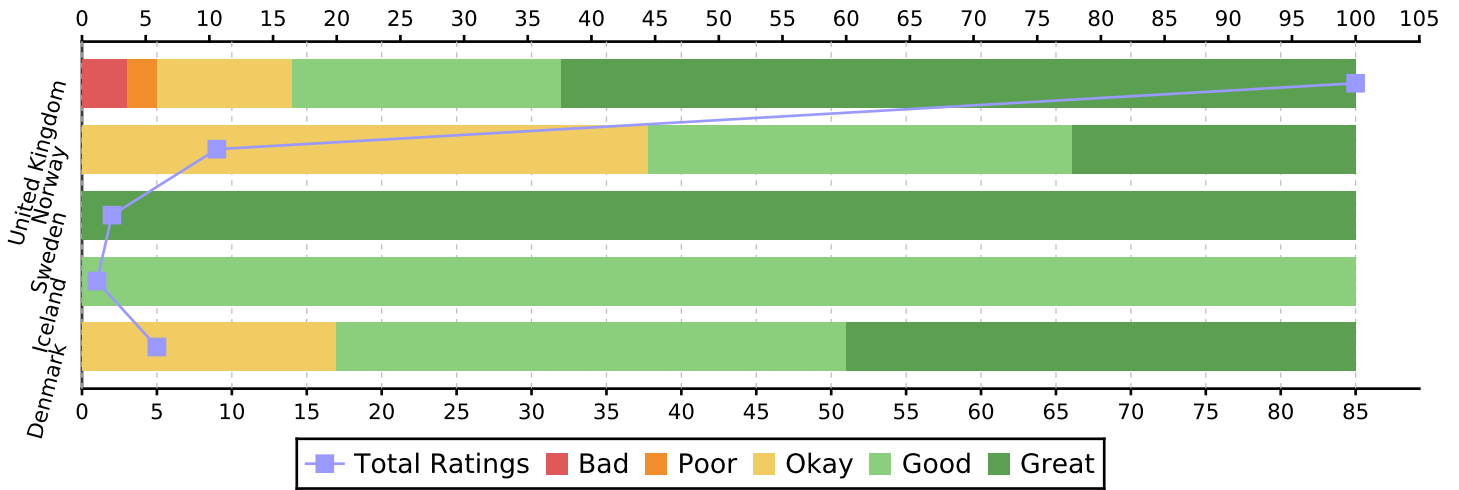
Trended Q-Scores Over Time



Last 25 User Feedback Q-Comments For Given Date

Comments	Rating	Date	Meeting Id	User
the sound was not as good as normal this time	Okay	2019-01-23	1306201606	Guest 1
Cut in transfer of picture and sound	Okay	2018-09-25	1306201606	Guest 2
our screen frooze and heotherperson had a black scrsen	Okay	2018-09-06	740671923	Ice Fact
dropped out a couple of time	Okay	2018-08-09	740671923	Mat
a bit slow today	Okay	2018-07-12	740671923	Mat
very poor sound	Bad	2018-07-09	740671923	Mat
The other people didn't receive invites to the meeting, therefore they didn't join in.	Poor	2018-06-26	1306201606	Helen
Sound quality was variable and at times poor.	Poor	2018-06-08	740671923	Alastair

Rating Distribution for Top 5 Countries by Usage



Decision Paper: Cash for Cans (Public)

Author: Mat Roberts Meeting Date: 1st February 2019

Executive Summary

Context

Following the discussion at the previous board meeting a further review has taken place.

Questions this paper addresses

1. Should Shetland Amenity Trust (SAT) continue with Cash for Cans?

Conclusions

1. The recommendation is that the existing Cash for Cans scheme is closed at the end of March 2019.

Input Sought

The Board's views and experience in developing these matters are sought.

Input Received

This paper has been discussed by the SAT leadership team.

The Report

What is the need?

- Our existing cash for can scheme allows individuals and community groups to collect steel and aluminium cans which are then sorted and baled by SAT and sold into the scrap market and a fee is paid to the collector.
- Shetland Island Council now provides kerb-side collection of steel and aluminium cans for all domestic residences in Shetland and will offer this service to businesses in 2019/20.
- The service has been used by community groups as a means of generating money that has no grant conditions attached to it.

What do we propose to do and why?

I propose that the SAT operated service is closed at the end of March 2019, the remaining scrap is sold, the can collecting and sorting facility closed down and an alternative use found for the building. The member of staff allocated to the project should then be redeployed to the works and maintenance team.

What is the business case?

At present the annual direct operating cost of the scheme with a full-time staff member collecting and sorting cans is £32,000 including a vehicle. There is an average annual income from scrap sales of £7,500. Management and supervision time and costs adds a further £8,000 (one day per week) - net cost to SAT of C4C is £40,000 assuming all income is distributed to community collectors.

Various models of reducing staff time allocated to the project brought direct costs down to £10,000, with reduced management cost of £4,000 (2 days per month) - net cost to SAT is £14,000.

Neither of these two options is sustainable for a service which is now delivered by the local authority.

What are the risks and the proposed mitigations?

The principal risk is decommissioning the can sorting and storage facility. The site has been used for purpose for many years. All the equipment is old and has benefited from only minimum safety investment and the state of the building cannot be assessed until operations have stopped and stockpiled scrap sold. I will report findings and costs once known.

The other risk is external. Community group will need to look elsewhere for funds. There are many other small grant funds available that groups can look into. The Council have an officer who can help identify suitable funding once projects have been identified.

What do we need to do next to progress?

- The board needs to agree the above proposal
- The Engagement team will arrange communications to ensure all collectors know the scheme is closing and any cans should be made available to us no later than the end of March.

What resources are required? Will any further approvals be required of the board?

The decommissioning of the can facility is expected to take up to 6 months and a further report will be produced as required.

Shetland Seafarers' Association Memorial



Author: Mat Roberts Meeting Date: 1st February, 2019

Executive Summary

Context

In 2015, Shetland Amenity Trust (SAT) agreed that a new memorial being developed by the Merchant Navy of Shetland Association (MNAS) - now Shetland Seafarers' Association - could be sited on the area of ground outside Shetland Museum and Archives (SMAA) where the Receivers are housed.

Since that time, the Association has radically changed the design of the proposed memorial and has asked if the Trust would still site the memorial in the same area.

Questions this paper addresses

1. Does SAT still permit the siting of a memorial to Shetlanders who have served in the Merchant Navy at SMAA?
2. If so, does it approve the new design?

Input Sought

The board's approval for this proposal is required

The Report

In 2015 SAT was approached by the MNAS regarding the possibility of siting a memorial to Shetlanders who have served in the Merchant Navy outside SMAA. Following discussions at a SMAA Management Team meeting and more detailed discussions with John Mackenzie, it was agreed that this could be sited offset on the gravel area adjacent to the bridge. There were further discussions with the Trust regarding Enviroglass manufacturing the memorial and MNAS secured planning permission for the memorial at this site.

Following changes at Enviroglass and having received very high quotations for the manufacture of the memorial, MNAS decided to change the design of the proposed memorial. It also acquired charitable status and changed its name to Shetland Seafarers' Association (SSA) to assist with fundraising efforts.

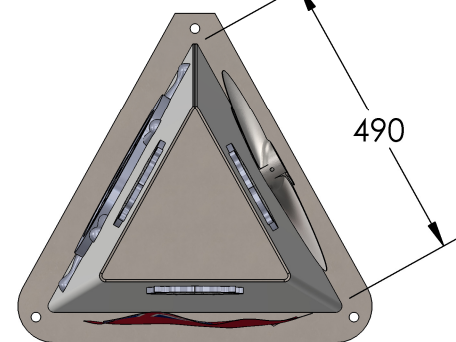
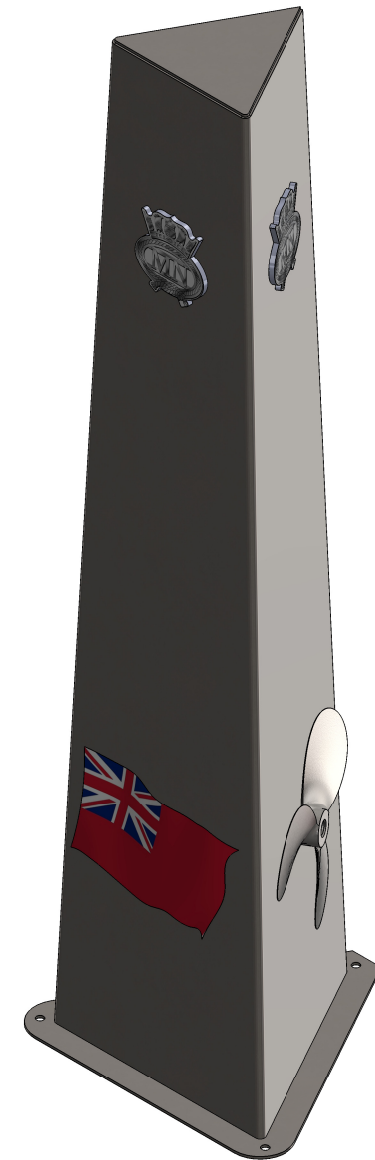
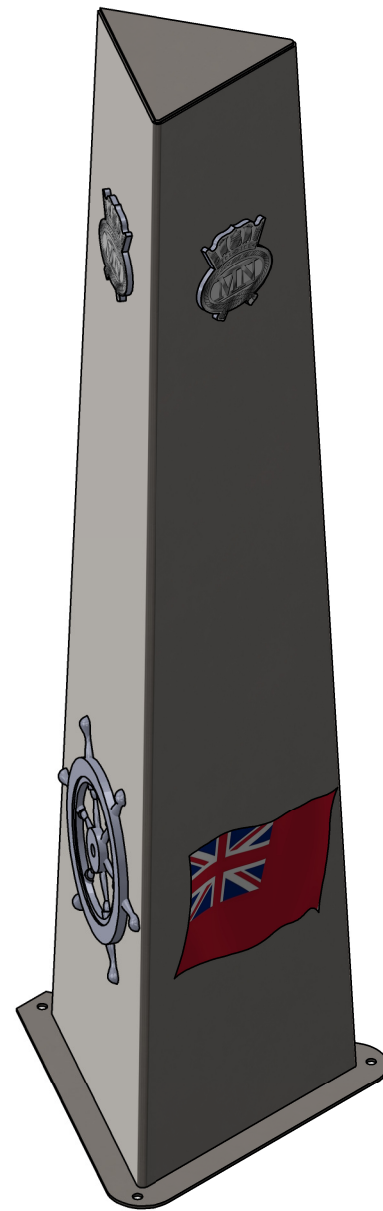
The new design is simpler and more streamlined and images of the current and previous proposals are attached for information (Appendices 1 & 2).

I have met with the Chair of SSA, Eddie Knight, and its Treasurer, Callum Smedley, when they presented their new design. During this meeting, I emphasised the need for the memorial to remain within the ownership of SSA and the need for the Association to insure it, both of which they have agreed to.

Recommendation

It is my recommendation that SAT continues to agree to site SSA's proposed memorial outside SMAA, on condition that ownership of the memorial is retained by Shetland Seafarers' Association and that they insure it against third-party damage. It is also my recommendation that Trustees agree to the new, simpler, streamlined design.





TITLE:

REV	DESCRIPTION	DATE	DRWN	CHKD	APPD	REFERENCE DOCUMENTS		PROPRIETARY AND CONFIDENTIAL
A0	ISSUED FOR APPROVAL	XX/XX/XX	XX	XX	XX	DOC. REF:	DOC. TITLE:	<p>THE INFORMATION CONTAINED IN THIS DRAWING IS THE SOLE PROPERTY OF OCEAN KINETICS. ANY REPRODUCTION IN PART OR AS A WHOLE WITHOUT THE WRITTEN PERMISSION OF OCEAN KINETICS IS PROHIBITED.</p>

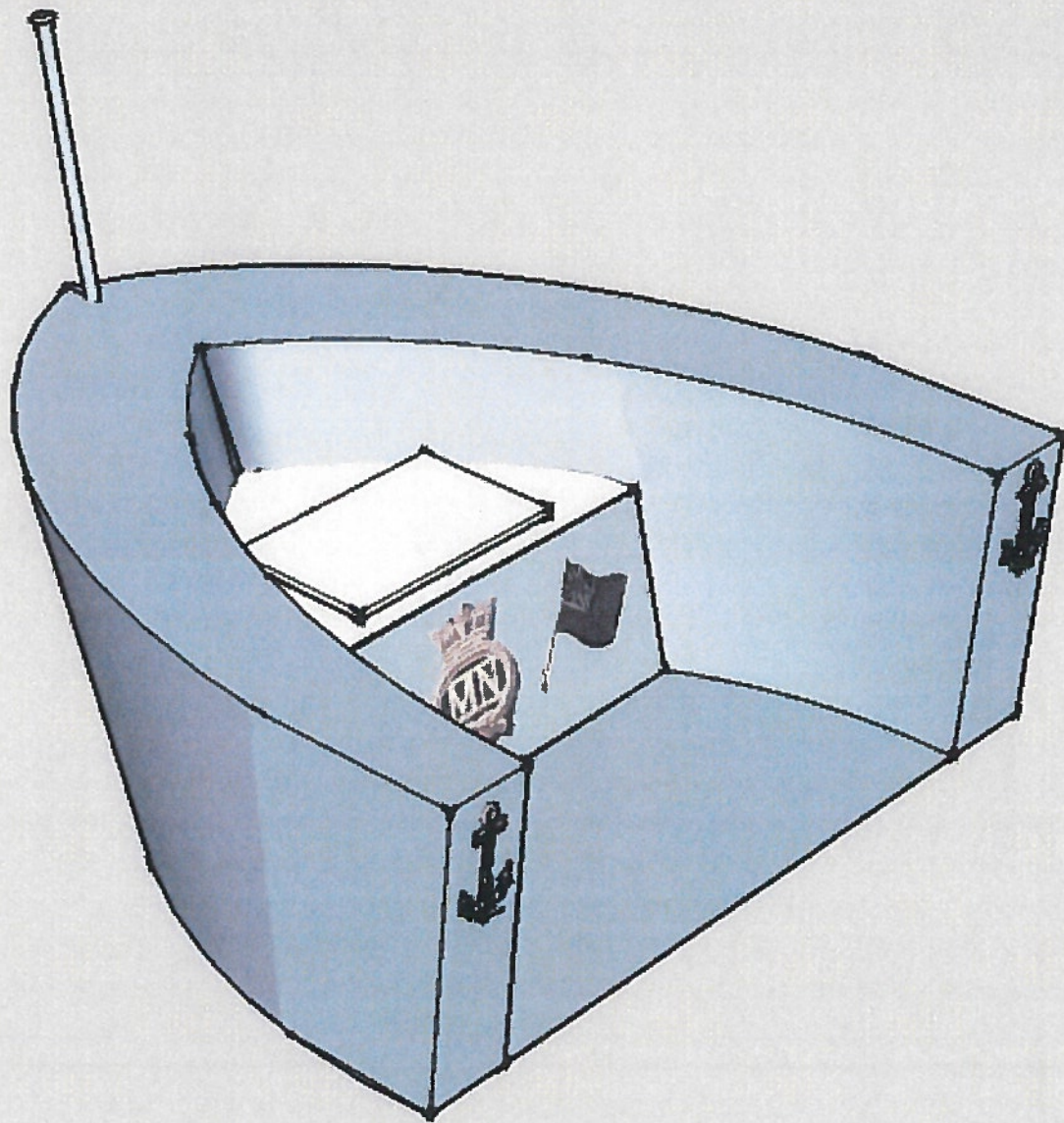
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 Shetland, ZE1 0TW
 Tel: 01595 696707
 Fax: 01595 697040

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DRAWING No.: Seafarers memorial Bow		SHEET SIZE: A3	
OK JOB No. REF: P-XXXXX	CLIENT P.O. REF: N/A	SCALE @ A3: 1:20	REV: A0
CLIENT JOB PACK REF: N/A			SHEET: 1 OF 1

PREVIOUS DESIGN

APP 2



Dimensions

