

Shetland Amenity Trust Public Meeting

MEETING
15 November 2019 10:00

PUBLISHED
11 November 2019

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>
Garthspool Board Room, Lerwick	15/11/19	
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 the Minutes of Meeting held on 6th September 2019		Chair
4.1. adoption		
4.2. matters arising (not otherwise on the agenda)		
4.3. Action Points		
5. Chief Executive's Report		MR
6. Departmental Reports - For Information		
6.1. Business Services		TL
6.2. Engagement		SM
7. Reports to Trustees		
7.1. Launch of Strategic Plan		RM
7.2. Access Policy		SM
8. Any Other Competent Business		
IN PRIVATE		
9. Private Section of the Minutes of Meeting held on 6th September 2019		Chair
9.1. adoption		
9.2. matters arising (not otherwise on the agenda)		
9.3. Action Points		
10. Chief Executive's Report - verbal update		MR

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>
Garthspool Board Room, Lerwick	15/11/19	
11. Departmental Reports - For Information		
11.1. Business Services		TL
11.1.1. Management Accounts to 30th September, 2019		
11.2. Development		
11.3. Operations		
12. Reports to Trustees		
12.1. Board Effectiveness Review - to follow		RM
12.2. Events Review - to follow		SM
12.3. World Heritage Status		DC
12.4. Community Heritage Grant Scheme		DC
12.5. Fleet Management		AJ
13. Any Other Competent Business		Chair
TRUSTEE ONLY BUSINESS		
14. Visit to Shetland Textile Museum		

Minute of the Public Meeting of Shetland Amenity Trust held at
10.00 a.m. on **Friday 6th September 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
Mr F. Robertson

In Attendance: Mr M. Roberts (Chief Executive)
Mrs C. Carter (Executive Assistant)
Mr D. Cooper (Head of Development)
Mrs T. Leslie (Head of Business Services)
Mr C. Cope (Shetland News)
Mr C. John (Shetland Times)
Mr D. Bennett (BBC Radio Shetland)

1. The circular calling the meeting was held as read.
2. **Apologies for Absence**
Apologies were received from Mr Johnson (Head of Operations) and Ms Middleton (Head of Engagement)
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. He would also leave the meeting later when a request from Shetland Peerie Makkers was considered as he is a trustee of the Brough Lodge Trust.

Mr Robertson declared that there were members of his family who were employed by Shetland Amenity Trust.
4. **Annual Election of Trustees** (held over from AGM)
In accordance with the Trust Deed and Standing Orders Mr Hamilton and Mrs Mackenzie were due to stand down as Trustees. Both had intimated that they wished to stand for re-election. Four other applications had been received.

Following a secret ballot Mr Hamilton and Mrs Mackenzie were re-elected as Trustees and Mr M. Barecki, Mr W. Brown, Mr N. Martin and Mr J. Williamson were elected.
5. **Appointment of Chairman and Vice Chairman**

Under the Standing Orders, both the Chairman and Vice Chairman positions became vacant and Mr Roberts took the chair.

On the motion of Mr Robertson, seconded by Dr Riddell, **it was agreed that Mrs Mackenzie should serve as Chairman.**

On the motion of Ms Moncrieff, seconded by Mr Jones, **it was agreed that Mr Hamilton should serve as Vice Chairman.**

6. Minutes of the Public Meeting held on Friday 5th July 2019

Referring to comments regarding the organisation of festivals, Mr Jones stated that it was the fact that staff were organising 3 major festivals in the year when an organisation the size of the Trust might be expected to organise one every couple of years that he had been referring to.

The minutes were approved on the motion of Mr Robertson, seconded by Dr Riddell.

Matters Arising:

None

Action Points from Previous Meetings:

Noted

- Respond to Mr Blackadder's Query re AGM Figures not Matching – Whilst it was noted that Mr Blackadder had been satisfied with the clarification of the figures by the auditor, it was agreed to distribute the correspondence to trustees for information.

CC

7. Chief Executive's Report

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

ScotGrad Danny Priest – Mr Roberts was delighted that Mr Priest had moved on to a Graduate Apprentice position following his time with the Trust.

Follow the Vikings Project – Mr Roberts also advised that whilst this project was due to conclude the previous week, issues with the audit had required a negotiated extension which had been granted to the end of September. This was the only piece of work outstanding.

8. Departmental Reports

8.1 Business Services – Noted.

8.2 Development – Noted. Ms Megson asked if there were any additional opportunities or projects that could arise from the Year of Coast & Waters other than those detailed in Mr Cooper's report. Mr Cooper said that working on these initiatives encouraged partnership working and he anticipated this would bring other opportunities in the future. Mr Roberts stated that the VisitScotland funding was about increasing bed-nights and tourist opportunities and Shetland's bid had not fitted comfortably with their criteria. This had been fed back to VisitScotland.

8.3 Engagement – Noted.

8.4 Operations – Noted.

Visit to Sumburgh Head – It was agreed that a future board meeting should be organised at Sumburgh Head.

Croftthouse Museum Roof Repairs – Mr Hamilton was pleased that plans were underway to ensure a continued supply of suitable thatch from 2020. He wondered if staff were in contact with the Duncansclate Croftthouse regarding materials and Mrs Leslie confirmed that the Trust had assisted with their repairs in the past. Mr Roberts felt that due to the current lack of materials, there would probably be no alternative to putting a tarpaulin over the roof until the required thatch was available.

Property Reviews – Ms Megson asked about the work Mr Priest had been doing during his graduate placement. Mr Roberts confirmed that his work on heritage accommodation would help develop business plans for the properties. He had also worked on energy reviews and it was an ambition to bring forward future proposals on a spend to save programme based on this work. Mr Jones volunteered to assist Mr Johnson with this work in the future.

9. Reports to Trustees

9.1 Requests to the Trust

Request from Shetland Peerie Makkers (SPM) – (Mr Hamilton left the meeting)

Trustees noted the request. On the motion of Mrs Mackenzie, seconded by Mr Robertson, it was agreed to donate 3 nights in a Bressay Lighthouse Cottage and 3 nights in a Camping Böd to the SPM fundraising efforts.

(Mr Hamilton re-entered the meeting)

Request from the Family of the Late Tommy Watt – Trustees also noted this request and the fact that the previous General Manager had agreed to mark Mr Watt's death in some way on several occasions. They were sympathetic to the request and noted that Mr Watt had died in service at a relatively young age. Whilst not wishing to set a precedent, they agreed that a bench should be commissioned and discussion should continue with Mr Watt's family regarding its' siting.

9.2 2020/21 & 2021/22 Meeting Dates – The report circulated with the agenda was noted. There was some discussion about tailoring individual meeting dates to trustee availability and it was agreed to delegate these changes to individual committee chairpersons.

(Ms Megson left the meeting)

CC/
MR

10. Any Other Competent Business

- 10.1 Climate Heritage Network Memo of Understanding (MOU) – Trustees noted the content of the report circulated the previous day. Mr Roberts confirmed that there would be no obligations arising from the Trust signing this document if it decided to do so. Mr Roberts had been invited to attend the launch event in Edinburgh in October and Ms Megson offered to attend as well. Mr Jones would also be attending in his own right.

Trustees felt that signing this document was a way forward in supporting the Trust's new Strategic Plan and it was agreed that the Chairman should sign this on behalf of the Trust.

- 10.2 Built Heritage – Mr Hamilton had now spoken to the Council's Planning Section regarding built heritage and said this had been a very useful meeting. There had been a suggestion of doing a conference or seminar about challenges around built heritage and bringing the community together to develop ideas. Further discussions would take place and he would report back when appropriate.

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

**SHETLAND AMENITY TRUST
SEPTEMBER 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)
Circulate correspondence regarding the clarification of Mr Blackadder's AGM query on differences between the 2017/18 and 2018/19 accounts	Item 6 September 2019	CC	as soon as possible	Done
Create Trust e-mail addresses for Trustees	Item 7 July 2019	CC	as soon as possible	In hand (07/19)
Arrange future board meeting at Sumburgh Head	Item 8.4 September 2019	CC	31 st March 2019	In hand (09/19)

0619-6th September 2019 public

CEO's Report

Author: Mat Roberts Meeting Date: 15th November, 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 relationship 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 financial performance to 30th September is on budget with no material changes or surprises in either income or expenditure.
2. Customer feedback continues to be good and the end of season performance at the Crofthouse Museum, Old Scatness Broch (OSB), Sumburgh Head and Shetland Museum and Archives all being good. The additional opening hours at OSB has demonstrated that there is a market for the site which we need to do more to develop in 2020.
3. We continue to invest in staff skills development and our membership of The Lens is an example of how we will develop the enterprise culture with SAT. The Lens programme brings the additional benefit of working in partnership with Shetland Recreational Trust and Shetland Arts Development Agency and in a parallel programme to Shetland Islands Council.

- 4. Yes, we can afford to do this but 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 Boards assessment of this report is requested.

The Report

1. What is on my mind?

Looking Back

WHAT HAS GONE WELL?

- 10th Shetland Wool Week has been a success with more people taking part in the event than ever before. The value of this event to Shetland PLC is beginning to be recognised.
- The Grayson Perry exhibition opening has gone well and our success in bringing high quality international objects to Shetland is recognised.
- Season close down has gone well. Our investments have generally gone well, and the end of season lessons learnt is ongoing as is preparation for the season 2020.
- We were revalidated as a UNESCO Global Geopark (GGP). This is valid for 4 years.

WHAT HAS NOT GONE WELL?

- Shetland Wool Week was very successful but stretched our capacity to its maximum and we are now reshaping our event delivery functions to make it more sustainable.
- Our commercial bid to install SNHs new boardwalk on Hermaness NNR was unsuccessful.

Looking Forward

OPPORTUNITIES?

- The launch of new strategy is an opportunity to refresh all our relationships with stakeholders and partners as well as raise the profile of our work and ambition for Shetland.
- Our UNESCO GGP needs to be exploited to the maximum to justify the very considerable investment Shetland and SAT has made in retaining the status.
- The Scottish Government's draft National Island Plan contains a number of strands where SAT can play a significant role in local delivery.

RISKS OR CONCERNS?

- Our ability to capitalise on the success of many of events is still an issue. We will be working hard over the next year to develop the commercial culture in the Trust where necessary.
- Continued pressure on our cash flow.
- Long term storage and management of our ever-growing museum collection.
- Brexit/General Election/IndyRef2 uncertainty.

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 our 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

Author: Tracey Leslie Meeting Date: 15th November, 2019



Financial

We are enabling all staff to understand the actual costs of both projects and day to day core activity. As part of this work, colleagues can assess the real cost of delivering and operating our key sites and services and support informed decision making.

Vat Health Check - As part of the risk management programme we have completed a VAT Health Check, this work was carried out by RSM UK. The report will be considered at the next Audit & Risk Management committee in December.

Follow the Vikings Project - The Business Services section assisted A9 carry out an audit of the Follow the Vikings Project. The level of audit testing was specified by EU Creative Europe which meant that 70% of all transactions were tested. Issues that were highlighted through the audit have been resolved and the final report was submitted to Creative Europe on the 30th September. Once accepted this will release the final 20% of the grant funds which can be distributed to all partners for their final payment.

Human Resources

Introduction of Policies and Policy Review - In support of the Human Resources (HR) Committee a full review of policies is still ongoing with input from Unison, ACAS, Peninsula and our external HR Consultant.

Breathe HR - The introduction of Breathe HR will free up staff time as we move away from paper-based procedures. The new system will provide both staff and managers with “real time” information on attendance, holiday and sick leave as well as ensuring that best practice is followed and meets GDPR requirements. Staff training on the system is due to commence in December with the system going live in January.

ICT

Specialist Systems - To get the most of the investment we have made in moving systems to the SIC ICT department we are now looking at which legacy systems can be moved, what is needed to do this and how we can use these improved platforms to help all staff see and understand the data that SAT manages. This in turn will improve decision making at both strategic and operational levels.

The Archives section have moved their digital collection to an open source system called Atom. Due to the nature of open source software Atom is easier to tailor to our organisational requirements creating an end product which is user friendly for the general public.

Miscellaneous ICT - Google listings have been reviewed and updated providing correct public opening times and information for our various locations making the listings relevant and user friendly.

Administration

- We have provided essential support for events such as Shetland Wool Week, Shetland Boat Week and the SIRFA Conference.
- Provided support to the Operations team to roll out the online Peninsula Health & Safety system to all staff replacing the existing paper-based system.
- Ongoing management of the Environmental Improvements Facebook and Instagram online content and inputting shark egg case data to the Shark Trust.

Looking Forward

From now until the end of the December we will assist with building the annual business plan and preparing budgets for the next financial year present for Trustee's approval. The submission of periodic financial information will also be reported to the Shetland Charitable Trust, Shetland Islands Council and the Clydesdale Bank.



Engagement Report

Author: Sandy Middleton, Head of Engagement

Meeting Date: 15th November, 2019

Introduction

September and October overview

The main focus for the last two months has been:

- Shetland Wool Week preparations, delivery, retail and follow-up
- Move over to winter rotas and opening times
- Exhibition preparations for the Needleworkers and Grayson Perry
- Strategic Plan finalised for print

Communications and marketing

- 17 press releases issued
- Advertising deal agreed with ShetNews, Travel and Leisure Magazine and Shetland Visitor 2019
- Visitor attractions and accommodation advert placed in Shetland Visitor, and deal reached with Travel Leisure Magazine
- Article and advert placed in Scottish Islands Magazine

Lifelong Learning and Exhibitions

- 'When I Paint I Remember' monthly sessions delivered
- 'Dus Du Mind' monthly sessions delivered
- Learning programme for Grayson Perry Exhibition under development
- Comms, marketing and support for Needleworkers exhibition
- Exhibition development, delivery, and communications for Grayson Perry Exhibition
- Winter lecture series developed and promoted

Retail

- Online shop has seen an increase in sales of 31% on the same period last year
- Online shop development is underway to put all products online linked to the new till system and Shopify, progress has been hindered by workload with Shetland Wool Week
- Sumburgh Head retail sales for the season saw a 12% increase on the same period last year thanks to investment in stock, increased footfall, and the work of the staff team

- Shetland Museum and Archives (SMAA) shop had a very busy end of September/October with Shetland Wool Week (SWW) – excluding SWW merchandise, the SMAA shop saw an increase in sales of over 38%
- SWW merchandise sold only during the week of SWW saw an increase of 9% on last year, despite not offering SWW T-shirts this year
- SWW merchandise was put on the online shop post SWW and much of it is now sold out, visitor services staff have been doing additional hours to get the orders packaged and shipped
- Foreign currency is now accepted at two of our sites and is working well

Events

- Final figures for Boat Week are being tallied with letters of thanks being sent to all sponsors, work is underway on opportunities around next year's event but will require serious consideration of staff resourcing
- Peatland Restoration day to coincide with Global Climate strike promoted via press and social media
- Shetland Wool Week took place at the end of September and beginning of October and has been the key focus for the entire Engagement team, key areas of work included:
 - ⇒ Wool Week Committee meetings and liaison
 - ⇒ Competition development and launch
 - ⇒ Managing participant enquiries before, during and after SWW
 - ⇒ Coordinating and managing core and third party tutor enquiries and set-up
 - ⇒ Developing, setting up, managing and manning the Wool Week hub in the Museum and Archives – VisitScotland operated out of the hub for the first time this year providing visitor information and advice and were invaluable to both the staff and participants
 - ⇒ Manning information desk and enquiries at Islesburgh throughout the week
 - ⇒ Planning and delivering the Opening event at Clickimin for over 500 people
 - ⇒ Planning and delivering the Makers Market at Anderson High School
 - ⇒ Planning, promoting and delivering 'Fair Isle Friday'
- Key figures for SWW this year:
 - ⇒ 50% increase in participants on 2018
 - ⇒ Over 1,000 individuals buying tickets
 - ⇒ Over 400 events delivered
 - ⇒ Participants from all 7 continents attended

Environmental Improvement

- Dunna Chuck Bruck campaign continues to grow online with Facebook and Instagram activity
- Da Voar Redd Up collection weight statistics now received and published – see Appendix 1 - a similar number of participants, groups and hours put in but a reduced weight collected this year which we believe may be down to less large heavy items being washed up in the period, increasing numbers of people beach cleaning throughout the year, and a focus on people collecting microplastics and small pieces of fishing net etc. which weigh less

- Pre-loved leaflets initiative launched

Visitor Attractions

- Sumburgh Head closed for the season on Sunday 6th October
 - ⇒ The site saw the highest ticket sales this season since opening and an 18% increase on last year
 - ⇒ The site has excellent retail figures for the season
 - ⇒ Tour Guide training was held in September with positive feedback and numbers attending
 - ⇒ Katja's Unken Wagen proved popular with customers this year whilst the café was closed - her 'pop-up' café in the Stevenson Room for the final few weeks of the season was very busy for the time of year
- Shetland Museum and Archives
 - ⇒ Winter opening hours have been in operation since Monday 7th October with the Museum now closed on Sundays and Mondays
 - ⇒ Winter rota development undertaken during September with one to one meetings undertaken with all Visitor Services staff to discuss rotas
 - ⇒ Donations for the financial year to date have already exceeded those taken in the previous financial year
 - ⇒ Visitor numbers are positive but remain lower than in previous years, key factors include Sunday and Monday closing in the winter and evening closures – in previous years evening visitors to the restaurant were included in the overall visitor tally
- Crofthouse Museum closed for the season on Sunday 6th October
 - ⇒ 3,982 paying customers visited the site this season, a 22% growth on last year
 - ⇒ Takings increased by 45%
- Old Scatness closed for the season in September and re-opened for a few days over Wool Week
 - ⇒ Open for 17 weeks, 4 days per week (72 days) this season with 340 tours delivered
 - ⇒ 1,326 visitors for the season, an average of 18-19 visitors each day
 - ⇒ Approximately 50% of visitors arrived on site by 'chance', 40% found out about it online and 10% were repeat visitors
 - ⇒ 85 visitors to site had bought heritage season tickets at our other sites

Other key areas of work

- Partnership meeting with Historic Environment Scotland to discuss collaborative opportunities with Jarlshof and other sites, cross promotion and training, school travel subsidy, and staffing
- RSPB liaison meeting to develop a partnership agreement and RSPB funding contribution to operation of the Sumburgh Head site and wider activity
- Finalisation, design and print of Strategic Plan
- Development and design of Hermaness Boardwalk tender
- Web updates and development, shifting listings to winter hours etc.
- Development of SAT Accessibility Policy

CONCLUSION

A very busy and positive season for key visitor attractions, retail and events. The team have been flat out and achieved a huge amount with limited resources, many of them working an extensive amount of additional hours in order to deliver our commitments.

Thank you to our 2019 Volunteers and Sponsors



4,500 Volunteers participated - 20% of the Shetland population

amounting to **13,500** Volunteer hours

240 groups participated

1075km of land improved, an average of 2.8 miles per group

worth the equivalent of **£120,000** in paid work*

over **48 tonnes** of rubbish collected

#DunnaChuckBruck

supported by



*based on the Scottish Living Wage

SAT Strategic Plan Launch

Author: Mat Roberts Meeting Date: 15th November, 2019

Executive Summary

Context

After 9 months' work we are now ready to launch the Trust's new strategic plan.

Actions

1. The internal launch took place at the last all staff meeting in October and all staff have had a soft copy to work with in building their 2020/21 service plans.
2. The public version of the plan is available today on the Trust's website and in a small number of hard copies.

Comments

From today onwards we will be introducing the plan to all key stakeholder and partners. Ideally this will be done in person by the relevant Trustee and/or staff member and completed by Christmas.

The supporting corporate plan is largely complete as is the annual business plan. Both of these plans will be available to you at your December meeting.

Input Received

The strategic plan has been very extensively consulted on across all sectors, partners and stakeholders and we hope that this will mark the next phase of Shetland Amenity Trust's development.



Access Policy

Author: Sandy Middleton, Head of Engagement Meeting Date: 15TH November, 2019

Executive Summary

Context

Our mission is to safeguard, enhance, and promote Shetland's heritage, ensuring it is accessible to be enjoyed by all. In line with this mission, this paper presents the proposed 'Access Policy' for the Shetland Amenity Trust (SAT) to ensure that we are being proactive in making our heritage accessible to all.

Questions this paper addresses

1. What should an Access Policy cover?
2. How will we deliver the policy?
3. What are the resource implications of delivering the Policy?

Conclusions

1. An access policy should give consideration to how we ensure we deliver a service that is as accessible as possible to all.
2. An Action Plan is included within the Access Policy identifying key requirements relating to physical, sensory and intellectual access, cultural and social access, financial access and virtual access.
3. A project team will be put in place to identify the requirements to deliver the Action Plan and to implement delivery. It should be overseen by an 'Access for All' group.

Input Sought

1. Approval of the Access Policy.
2. Agreement to establish an 'Access for All Group' and a nominated Trustee to sit on the group.

Input Received

The policy and approach was developed by consulting existing policies, previous assessments, review of best practice guidance and legal requirements, and discussion with staff at key sites and within key services.

The Report

FURTHER CONTEXT

Having an access policy in place is good practice for any organisation, particularly one providing public access. In addition, it is a requirement of our accreditation with Museum Galleries Scotland (MGS) that we have a current 'Access Policy' which outlines how we will make the Museum accessible to all. MGS are willing to accept an organisation wide policy rather than one specific to the Museum. The need for an Access Policy for SAT had already been recognised, the MSG accreditation precipitated the development of the policy. A policy has been developed using best practice guidance and examples and is shown at Appendix 1.

ANALYSIS

What should an Access Policy cover?

In the past, 'accessibility' often simply referred to physical access to a building. A number of our sites have been assessed for their accessibility for wheelchair users and for a number of other 'disabilities'. Since that time both society and best practice have moved on to recognise that barriers to access are unique to every individual; and go far beyond the physical. Age, gender, sexual orientation, race, language, physical and mental health issues, pregnancy, breastfeeding, dementia, autism, geographic and financial inequality - the list is as extensive as the list of every individual we come into contact with – the public, our staff, volunteers and partners.

VisitScotland actively promote the use of 'access statements' for visitor attractions and accommodation. This is both about the customer experience and the growing market for 'accessible tourism'. Rather than making statements of sites being 'disabled' friendly you instead create a statement describing your site that enables individuals to make their own assessment as to whether or not it is accessible to them.

Accessibility also does not simply refer to our buildings, it refers to every aspect of our connection to people, from our written communications to our digital, our promotion and engagement to our welcome. An accessibility policy should give consideration to how we ensure we deliver a service that is as accessible as possible to all, including access to our:

- Collections
- Buildings
- Outdoor Areas
- Lifelong Learning
- Events and activities
- Digital Resources
- Communications

How will we deliver the Policy?

The Policy includes an Action Plan which will develop with time as options and opportunities are explored. It is proposed that an 'Access for All Group' is established for SAT including staff, Trustees and others as appropriate. This group would be tasked with overseeing, reviewing, updating, advising on and championing delivery of the Access Policy, and fundamentally, a truly accessible organisation.

It is not about providing access for all without question – for example the Crofthouse Museum by its very nature will never be physically accessible to all without fundamentally adapting this historic structure. It is about making our sites and services as accessible as possible within our legal requirements, our means and abilities. In the case of the Crofthouse, this is giving people the information they require to make a decision about its accessibility for them, making adaptations where we can, and thinking of innovative ways to make it accessible that may go beyond the physical.

What are the resource implications of delivering the Access Policy?

Delivering a more accessible service and sites is everyone's job and should become a key aspect of all we do. There will be key pieces of work to do to that will require staff resource and may result in required spend. A project plan should be produced to identify the scope, process, resources, risks, timescales and budgetary requirements of delivery. A key first step would be to establish an 'Access for All Group' to steer the project and to undertake an awareness raising and training session for staff to enable them to assess their own areas of work and ensure they are delivering in as accessible way as possible. It is not about providing access for all without question, it is about making our sites and services as accessible as possible within our legal requirements, our means and abilities.

CONCLUSION

Delivering this access policy is good practice, a requirement of our accreditation for Museum Galleries Scotland, and fundamental to delivering our mission as outlined in the Strategic Plan. Delivery must be appropriate and inclusive and should be guided by best practice and a range of interests and voices.

Appendix 1 – Access Policy

Shetland Amenity Trust

Access Policy



Shetland Amenity Trust

Introduction

Shetland Amenity Trust is a not-for-profit charitable trust with a core priority to preserve and enhance everything that is distinctive about Shetland's history, cultural and natural heritage, promoting access to it whether physical or intellectual.

Access Policy Statement

Shetland Amenity Trust (SAT) is committed to providing full and equal access to all SAT offices, attractions, spaces, collections, events, and experiences for all.

The needs of our staff, trustees, volunteers, and customers are diverse and we will endeavour to accommodate, plan for, and enable access irrespective of physical, sensory, emotional, intellectual, cultural, attitudinal and financial needs.

Diversity and access is a key consideration in the recruitment and support of our workforce and volunteers.

Our Approach to Accessibility

We aim to make Shetland's heritage accessible to all and in that we recognise that accessibility is a very personal thing and unique to each and every individual. As such we aim to be flexible in our approach, responsive to the needs of the individual, and strive to be as inclusive as we can be.

It is vital that accessibility is something that we are continuously working to improve and as such we must:

- keep abreast of the latest developments and best practice;
- seek advice and collaboration with partners and expert partners and organisations;
- seek feedback and learn from the experiences of our audience; and,
- continuously review and adapt our offering.

Strategic Framework

The SAT Access Policy is one of a number of policies that support delivery of the Strategic Plan and associated Corporate Plans. The Shetland Amenity Trust Strategic Plan 2019-2024 identifies the mission of the Trust as:

“Our mission is to safeguard and promote Shetland’s heritage ensuring it is accessible and enjoyed by all.”

Scope

The SAT Access Policy and plan covers access to:

- Collections
- Buildings
- Outdoor Areas
- Lifelong Learning
- Events and activities
- Digital Resources
- Communications

SAT Access Plan

Access Type	Action
Physical, Sensory and Intellectual Access	<ol style="list-style-type: none">1. Review of previous access audits for key sites and review in collaboration with Disability Shetland and AccessAble with a commitment to an annual review, refresh and update.2. Development of accessibility statements and guides for key visitor attractions and accommodation using the VisitScotland https://www.accessibilityguides.org/ and promotion through https://www.euansguide.com/.3. Investigate opportunities of the https://www.neatebox.com/ app.4. Development of accessibility and diversity statements for key events, programmes, and activities.5. Siteplans and descriptions are currently available on our websites for Shetland Museum and Archives and Sumburgh Head. Visitors are welcome to call or email us for further information. As part of the access guide development, information should be reviewed and updated and similar developed as appropriate for Garthspool and SMAA offices, Museum store, the Crofthouse Museum, Old Scatness, Viking Haroldswick, and self-catering accommodation.6. All customers welcome to access information and collections for research, learning and enjoyment. Where information and collections are located in areas not accessible to an individual, appropriate effort will be made to bring the information/item to a location in which it can be accessed. The only time such a request may be refused is where it may be deemed to have a detrimental impact on the artefact or collection.7. Wheelchair accessible sites, car parking, and toilets at Sumburgh Head and Shetland Museum and Archives.

	<ol style="list-style-type: none"> 8. Walking stick folding stools provided at Shetland Museum and Archives and Old Scatness. Benches provided at all sites and areas for social interaction. 9. Lifelong learning and outreach tailors and delivers programmes for key groups. 10. Review of corporate guidelines and templates for printed and online material to ensure appropriate font, size, contrast and plain English approach. 11. Access training and development for staff with annual refresher training as appropriate including dementia friendly training and first aid training. Mental Health first aid training being investigated and further training in the needs of visually or hearing impaired individuals being considered. 12. Breastfeeding welcome. 13. Assistance dogs welcome. 14. Dementia friendly accredited at Shetland Museum & Archives. 15. Web review, development and rationalisation to be undertaken to present SAT message and offer in a more clear and interactive way. 16. Consideration to be given to developing an 'Access for All' group within SAT of staff, volunteers, trustees and partners to consider issues and opportunities of accessibility.
Cultural and social access	<ol style="list-style-type: none"> 17. Sites, exhibitions and galleries are developed to interpret the stories of Shetland's natural and cultural heritage, presenting it to a local and international audience. Feedback is sought to inform future activity and a strategic review of the Shetland Museum and Archives is underway to consider our future approach. 18. Tours currently available at Shetland Museum and Archives in English and Norwegian. Information at all sites currently provided in English only. Work to be undertaken to develop information and written or audio guides in languages other than English. 19. Many of the temporary exhibitions at Shetland Museum and Archives are designed to enable the Shetland Resident and Visitor to engage with cultural experiences that take them beyond the boundaries of Shetland. A recent exhibition of a Holbein painting and an upcoming exhibition of Grayson Perry vases enables people in Shetland to broaden their cultural horizons without leaving the islands. 20. Growing the diversity and in particular demographic of staff and volunteers at SAT is a key element of the SAT Strategic Plan, growing the next generation of heritage enthusiasts and experts and to ensure effective succession planning. 21. Diversity and equality statements have been developed for the trust and for key events.
Financial access	<ol style="list-style-type: none"> 22. SAT is committed to the policy of free entry to Shetland Museum and Archives. Family friendly, dementia friendly, school groups and community outreach delivered free of charge. 23. SAT make a small charge for access and use of facilities at Sumburgh Head, the Crofthouse Museum, and Old Scatness in order to cover running costs. Discounted rates are offered through a heritage season ticket which provides unlimited access throughout the season at a much discounted rate

	<p>– particularly good value for local residents. Work is ongoing with the Shetland Partnership to look at opportunities to enable and encourage more disadvantaged groups to access our sites.</p>
Virtual Access	<p>24. Shetland Museum and Archives have an online searchable archive and photo archive available free to all. A recent collaboration project saw elements of the collection made available through an online virtual museum.</p> <p>25. A project should be developed to enable the public to access information held by SAT about Shetland’s heritage including our Place Names database, Biological Records database, Scheduled Monument Record, and Museum collection.</p> <p>26. Our websites provide extensive information about Shetland’s Heritage. Development and review is being undertaken of these sites to rationalise information and ensure it is presented effectively and clearly.</p>