

Shetland Amenity Trust Public Meeting

MEETING
5 July 2019 10:00

PUBLISHED
1 July 2019

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>
Garthspool Board Room, Lerwick	5/07/19	
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 31st May, 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. Development		DC
6.3. Engagement		SM
7. Any Other Competent Business		
IN PRIVATE		
8. Private Section of the Minutes of Meeting held on 31st May, 2019		Chair
8.1. adoption		
8.2. matters arising (not otherwise on the agenda)		
8.3. Action Points		
9. SAT Strategic Plan - for approval, to follow		SM
10. Departmental Reports - private		
10.1. Operations - to follow		AJ

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>
Garthspool Board Room, Lerwick	5/07/19	
11. Audit & Risk Management Committee - verbal update		AM
11.1. Minutes of Meeting held on 21st May, 2019 - for information - to follow		AM
11.2. Reports		
11.2.1. Enviroglass - to follow		AM
12. Recommendations from Human Resources Committee (HRC) - updated reports to be circulated after HRC meeting 03/07/19. Original reports available on Board Intelligence		AH
13. Strategic Issues		Chair
13.1. Update on Filling of Trustee Vacancies		
14. Any Other Competent Business		Chair
TRUSTEE ONLY BUSINESS		

Minute of the Public Meeting of Shetland Amenity Trust held at 10.00 a.m. on **Friday 31st May, 2019** in the Conference Room, Garthspool, Lerwick

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

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

1. The circular calling the meeting was held as read.
2. **Apologies for Absence**
None
3. **Declaration of Conflicts of Interest**
Mr Blackadder advised that he would be working on the Halligarth project in the future. Mr Hamilton confirmed that he may also be contracted to work on this.

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 29th March, 2019**
The minutes were approved on the motion of Mr Hamilton, seconded by Ms 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.

Year End Position – Mr Roberts said that the Trust was making progress financially with an unaudited loss of £24,658 in 2018/19 compared to a loss of

£141,539 the previous year. The year-end overdraft position was £630,929 compared to £712,988 in 2017/18.

Catering Outlets –The catering facility at Shetland Museum & Archives had reopened as Emma Louise’s Coffee Shop and the Unken Wagen was providing refreshments at Sumburgh Head. Both were being very well received.

6. Departmental Reports

Trustees noted the content of the reports circulated with the agenda

6.1 Business Services – Mrs Leslie confirmed that the main IT migration was now complete. Specialised services would be migrated on an individual basis.

Ms Moncrieff congratulated the Finance Team on completing the financial year end a month earlier than previous years. Mrs Leslie stated that the team had done very well and had worked hard to ensure deadlines were met.

6.2 Development –

Geopark Shetland – Confirmation of the assessors for the revalidation visit had been received and this would take place at the end of June or July. Mrs Mackenzie said it had been very useful to meet with Mr Woodley-Stewart for a pre-validation meeting and she was assured that all was in hand. The outcome of the revalidation would not be known until early 2020.

Halligarth Project – Progress was also being made on the Halligarth project with new National Trust for Scotland staff coming into post. Mr Cooper stated that a 2-stage approach was being considered: making the building wind and watertight; and works in the grounds.

Peatland Restoration – Answering Mr Blackadder’s query regarding the implications for the Trust in the larger-scale peatland restoration projects, Mr Roberts stated that the Trust’s relationship with Scottish Natural Heritage would have to change. Ms White’s role as Peatland Officer would continue unchanged but the Trust would act as agent for the works and receive an agent’s fee for this. Ms White would not be involved in the agent’s work and this would be undertaken by existing staff.

Capacity – Mr Blackadder congratulated Mr Cooper on his positive report but wondered if it highlighted a potential issue in having resources to look forward. Mr Cooper advised that time had been spent sorting out issues but he felt that there was now more capacity to start moving forward.

6.3 Engagement

Da Voar Redd Up – Whilst there were still a few Redd Ups to take place, 4,500 volunteers had participated in this year’s event contributing 13,500 volunteer hours, worth the equivalent of £120,000 based on the Scottish Living Wage.

6.4 Operations –

Planning Consultations – Mr Johnson confirmed that the Trust was a statutory consultee for archaeology as it employed the regional archaeologist but it was not a statutory consultee for natural heritage.

Old Scatness Project Team – Mr Johnson also confirmed that the project team referred to in his report was an internal team. External participants would be included in due course.

7. **Reports to Trustees**

7.1 Strategic Plan Consultation Report – Ms Middleton tabled a summary of initial consultation findings. She advised that as the consultation had just closed, it was a basic report with quantitative information, although she did expand on some of the comments received. A fuller report would be prepared and forwarded to all responders as soon as possible.

Ms Megson thanked Ms Middleton for the report and said it was a good start seeking views and hearing what was being said. She would, however, like to see more community feedback events, perhaps visiting outlying areas as not everyone had online access. Ms Megson also thanked Ms Middleton for the work she had undertaken updating the Trust's website.

Dr Riddell said that although she felt removed from the process as she was outwith Shetland for the majority of meetings, the engagement outwith the Trust struck her as being very good. She also repeated her offer to assist with the final wording of the Plan and suggested it should be checked for plain English. Mr Hamilton was also happy to assist with the final wording.

Mr Robertson said there was little mention of maritime heritage and Mr Roberts stated that the word "heritage" was being used in its widest context. Dr Riddell thought there may be a misconception that heritage referred to the land and perhaps the public did not realise it also referred to the coast and sea. Ms Moncrieff suggested that the phrase "land, air and sea" could be used to highlight the coverage.

8. **Any Other Competent Business**

Shetland Wool Week 2019 – Referring to the programme tabled at the meeting, Ms Middleton confirmed that almost all paid-for events had been sold out.

National Volunteers' Week – Mr Roberts stated that it was National Volunteers' Week the following week and he thanked trustees for volunteering to serve on the board.

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

**SHETLAND AMENITY TRUST
MAY 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)

0319-31st 2019 public

CEO's Report (public session)



Author: Mat Roberts Meeting Date: 5th July, 2019

Executive Summary

Context

My FY 2019/20 goals are:

1. Improve SATs 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 SATs core activities and develop commercial offerings to offset anticipated reductions in core funding and deliver our emerging strategy.

Questions this paper addresses

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

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

Conclusion

1. Focusing on financial performance is essential if we are to be able to deliver on our core strategic objectives. The post audit group trading loss before depreciation and pension fund actuarial losses is £84,568 compared to the previous year's £152,466 on a reduced turnover of £3,571,553 (2017/18 £4,218,279) and the year-end overdraft was reduced to £630,929 (2017/18 £712,988). This is good progress and includes the accumulated bad debt of £132,752 from Hays Dock Café and Restaurant Ltd and group redundancy cost of £60,116.
2. Customer feedback continues to improve from all our sites where the longer summer opening hours have been appreciated. The launch of the South end annual season ticket will tell us a lot about how popular our main sites are.

3. The need to invest in the skills of our staff is still a priority if we are to successfully deliver your strategy and meet our obligations.
4. Yes, we can afford to do this but will need to maintain our focus on cost control and new project development.

Our performance in	2019/20 Today	2019/29 Target	Comment
Safety and Security	Amber	Green	Unchanged
Customer/Stakeholder Service	Amber	Green	Improving
Assets and Finance	Amber	Green	Improving
Reputation	Amber	Green	Improving
Metrics to be developed for all areas			

Input Sought

The Board’s assessment of this report is requested.

The Report

1. What is on my mind?

Looking Back

WHAT HAS GONE WELL?

- Corporate Plan development has gone well
- Audit process and year-end financial position
- All seasonal facilities are proving to be popular
- The BBC Breakfast live broadcast from Sumburgh Head at Simmer Dim

WHAT HAS NOT GONE WELL?

- Legacy property continues to haunt us

Looking Forward

OPPORTUNITIES?

- Our events continue to be very popular with good bookings for both Nature Festival and Boat Week
- Increased footfall through all our attractions

RISKS OR CONCERNS?

- Striking the balance between the work we do that enables the wider Shetland heritage economy and the benefits it brings to SAT
- Continued pressure on our cash flow
- Long term storage and management of our ever-growing museum collection

2. What are the implications?

WHERE DOES THIS LEAVE US?

My confidence in the outlook overall is positive.

WHAT ARE THE IMPLICATIONS?

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

The next 18 months will be about building the foundation on which we can deliver on the opportunities identified.

Business Services Report - Public



Author: Tracey Leslie

Meeting Date: 5th July, 2019

Financial

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

HR

- Several policies are under review with input from Unison, ACAS, Peninsula and our external HR Consultant.
- 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

- Management of specialist systems which will eventually migrate across to the SIC.
- Managing ongoing ICT activity within the Trust providing support and advice to colleagues.

Administration

- Administration of Da Voar Redd Up – registrations, enquiries & managing collection.
- Processing Camping Bod & Lighthouse bookings.
- Management of facilities booking and tours.
- Managing and delivering administrative support across the organisation.
- Managing the workplace including office provision, storage and filing.

Development Report – Public

Author: David Cooper Meeting Date: 5th July, 2019

Executive Summary

Context

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

Questions this paper addresses

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

Conclusions

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

Input Sought

For information only.

The Report

Are our major projects on track to deliver against plan?

PROJECT	UNESCO GLOBAL GEOPARK SHETLAND 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	July 2019	Budget	Benefits
Progress	<p>Work is continuing on our revalidation schedule. Weekly meetings are now being held to monitor progress. Part of the revalidation plan is the refinement of a longer-term operational plan which fits with Trust's strategic direction and corporate planning and production of this is now well underway. We now know the identities of our assessors and have confirmation of the dates for their visit as the last week of July/first week of August. We have signed up our first business partners and have been contacted by other businesses on the back of that publicity. We have also signed up our first community partners. A Geopark Liaison Group has had its first meeting and its working parameters have been set. The Visit Scotland UNESCO trail project is to be a "virtual" experience with apparently little or no direct investment on the ground. Essentially a large marketing exercise covering all of the Scottish designations. There is now a recognition that Biospheres, Geoparks and Creative cities need to be properly included. Progress is slow towards an application for £460,000 of funding from the Scottish Government. The steering group is now seeking information directly from the UNESCO sites.</p>					

PROJECT	PEATLANDS					
Objective	To help reverse the deterioration in peatlands. The project encourages and assists in restoring peatland bog through landscaping and water management. It also seeks to inform the public about the importance of blanket bog in carbon sequestration and the preservation of biodiversity.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Dec 2019	Budget	Benefits
Progress	<p>The newest schemes for restoration are of an order of magnitude larger than previous ones and we now need to charge an agency fee for managing the claims procedure. There is currently a waiting list and we will surpass the specified acreage in the contract. Additional information has been requested on the new larger bids and Ms White and I have met with Business Services this week to clarify a couple of points regarding the processing of claims. SNH funding for a further year has been approved. We need to examine the wider implications of Ms White's post in terms of obligation to promote peatland restoration and the best methods of doing so. Peatlands fits well with the new strategic directions identified for the Trust.</p>					

PROJECT	YEAR OF COASTS AND WATERS					
Objective	To add value to Shetland Boat Week in 2020 through the use of Visit Scotland funding.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Ongoing	Budget	Benefits
Progress	<p>At the request of Lerwick Port Authority, The Swan Trust and Shetland Tall Ships Ltd we have re-examined our interest in this funding opportunity. A proposal has been submitted to EventScotland. The additionality to the event would involve more involvement by the Swan, a possibility of other tall ships visiting and a launch event for a hopefully successful Tall Ships bid for 2023. If the proposal is successful, we will need to enter into a formal partnership agreement with the other organisations in order to limit our liabilities. I have been impressed by the amount of work the other partners have put into the application. In preparation for this we need to have a formal partnership agreement and a proper project plan in place. This needs to include financial projections.</p>					

PROJECT	WORLD HERITAGE STATUS					
Objective	To obtain UNESCO World Heritage Status for “The Zenith 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	<p>Following further feedback from Leader we have gone back and have undertaken a re-examination of the project from first principles. The actual requirements of the project have been listed and the outputs clearly identified and contact with HES needs to be established at a higher level with their role in the partnership formalised. This project now needs to be a part of a wider project to improve access and promotion of Iron Age Shetland. A great deal of research has been done and several useful meetings held. For several reasons the Leader bid was not submitted at the June meeting but will be held over for a further meeting in August by which time we will have held a joint workshop with HES now scheduled for 1st August to examine the viability of the project as a whole and firmly establish HES role. In the meantime we need to continue our work on the financial implications of undertaking any work on the site and in particular how this can be forward funded.</p>					

PROJECT	FOLLOW THE VIKINGS (FTV)					
Objective	The promotion of Viking heritage to an international audience.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	June 2019	Budget	Benefits
Progress	<p>The project is moving towards its conclusion. The FTV website has been launched and further work continues to populate it. Work on the Viking Cultural Route Guide book progresses with sites having been selected, text written and photographs selected. We have a draft marketing plan now out to consultation. Mrs Helen Smith has left to take up a new post but will return to help with the submission of the final report. In the meantime any slack will be taken up by Mrs Catrina Carter, Mrs Eileen Brooke-Freeman and myself. Miss Pam Williamson continues to work on the financials and has been given a temporary assistant to help prepare final claims.</p>					

PROJECT	HALLIGARTH					
Objective	To provide a community facility at Halligarth House, Unst on behalf of the National Trust for Scotland. (NTS)					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Time	Budget	Benefits
Progress	<p>We are now keeping up regular contact with NTS and they seem minded to take a two-phase approach to the project with the first phase being mostly work in the grounds and the second phase work on the house. We have suggested that SAT could be involved in a variety of capacities but only on the basis that work would be paid for at a contract rate. They have also suggested that the Joy Sandison bequest could be used for the first phase with an additional funding package being put together for phase two. NTS are organising a volunteer camp at Halligarth this summer to begin some site clearance. Discussions with the local community indicate that they simply want something done to stop the property from deteriorating and becoming an eyesore. Anything beyond that would exceed their current expectations. There will also be a need for extensive community input into a finished activity plan if such a thing is required. I have revised the status of the project and am more hopeful of real progress.</p>					

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

KEY	Favourable	Unfavourable	Uncertain
-----	------------	--------------	-----------

Engagement Report - Public

Author: Sandy Middleton Meeting Date: 5th July, 2019

Introduction

The main focus over the past month has been preparation and promotion of our key upcoming events, staff work planning and contracts, budgets, and visitor attraction development and promotion.

Visitor Services

Shetland Museum & Archives

- Visitor numbers are up 4% for the same period last year
- Average donations are 21 pence per visitor, an increase of 5 pence on last month

Events, Exhibitions and Outreach – June	
Type	Number
Bookbug attendees	118
School Pupils visiting	125
Dementia and Disability Events	2
Gallery Tours	4
Textile Tours	10
Self-led Tours	25
Venue hires	10
Exhibitions	7
Discovery Box Loans	3
Work Experience Placements	2

- Promotion and engagement activity for the Museum and archives is shown below:
 - ⇒ **Facebook** – 4,725 followers, 445 new followers
 - ⇒ **Instagram** – 2,389 followers, 74 new followers
 - ⇒ **Blog posts** – Lace project, 341 page views
 - ⇒ **Website** – 4,838 users, 4,310 new users, 31% on mobile devices
 - ⇒ **Exhibitions** – social media, posters and press activity for Dazzled Exhibition, Arthurs Exhibition, Eagle Exhibition, and 3 artist exhibitions

Croftthouse

- Visitors – 947 for past month, increase of 9.5% on same time last year
- Tours (booked) - 5
- School Groups – 1

Sumburgh Head

- **Ticket sales** – sales continue to increase with 915 admission tickets sold over the past month, 32 return visitors
- **School groups** – 2 groups, 80 pupils
- **Retail** – sales are higher than previous years and new stock is doing well, particularly puffin related products.
- **Refreshments** – the site is now a registered ‘refill’ station, coffee machine now being fitted in shop, ice-cream sales have topped the 500 mark. Katja’s Unken Wagen now on site 4 days per week and proving popular.
- **Promotion and engagement:**
 - ⇒ **Facebook** – 2,783 followers, 33 new followers
 - ⇒ **Instagram** – 1,288 followers, 39 new followers
 - ⇒ **Website** – 1,866 users in past month (3,900 new users), 41% via mobile devices

Old Scatness

- **Visitors** – 483 visitors in 5 weeks, average of 24 per day
- **School groups** – 2 groups, total of 28 children
- **Visitor Experience** – basic refurbishment of visitor centre underway with new displays, retail, lay-out and activities under development.
- **Promotion and engagement:**
 - ⇒ **Facebook** – engagement through SAT Facebook feed, a post about the Scatness Bear reached over 11.5k people
 - ⇒ **Website** – SAT web pages updated, 680 page views of Scatness on our site

Retail

- **Retail Manager** – Retail Manager position now finalised with Ms Ailish Parham now leading retail management and development across all retail outlets, online and for key events.
- **Stock** – extensive work undertaken to stock-take, review, re-stock and present retail at seasonal sites. Sales of bookmarks and postcards double this time last year potentially due to cruise ship demographic. Puffin related stock doing well at all sites. Collaborative work with Mirrie Dancers as Geopark partner now underway.
- **Online shop** – new online shop procurement complete and development underway
- **Foreign Currency** – now in place and accepted at SMAA and Sumburgh Head (the only retail outlets in Shetland)
- **Scatness** – iPad and credit card machine now in place at Scatness to enable up to date stock management and credit card payments
- **Refreshments** – review of refreshment offering at key sites and offer being developed and implemented

Environmental Improvement

- **Da Voar Redd Up** – Redd Up complete and figures being compiled
- **Dunna Chuck Bruck** – continued online campaign with 1.9k Facebook followers, increase of over 132 in the past month, and 870 Instagram followers, an increase of 30 in the last month

Events

- **Boat Week** – programme launched, press activity underway and attendance at Portsoy Boat Festival promoting Boat Week, Nature Festival and SAT sites and accommodation.
- **Wool Week** – Number of individuals buying tickets has risen by 40%, majority of classes and tours sold out, secondary launch of additional classes planned for this month. Forward planning for opening event, competitions and discussions with partners on approach to managing a large increase in the number of visitors. Wool Week annual now under production and packaging of membership bags.
- **Nature Festival** – programme of events published and promoted and bookings underway, detailed planning for managing logistics for events and engagement with staff to support events. 947 page views on website.

Wider Engagement

- **Heritage Season Ticket** – launched this month with promotional activity and now available at each site.
- **Refill** – SMAA and Sumburgh Head now registered refill sites and we are investigating the potential for being a refill ‘ambassador’ for Shetland.
- **Press Activity**
 - 12 SAT related articles in printed press over past month
 - Hazelnut Press Release carried by P&J, Daily Mail, Times, Scotsman and Shetland Times as well as digital
 - ‘Oot and Aboot’ feature in Shetland Times covering all sites, heritage season ticket, Boat Week and Nature Festival
 - Approx. 5 Radio Shetland interviews with staff
 - BBC Breakfast filming at Sumburgh Head
- **SAT Facebook page** has been a key focus for activity with a targeted campaign to raise awareness of the work SAT undertakes. This has resulted in:
 - ⇒ 1,639 Followers, an increase of 64 in the last month
 - ⇒ Post reach over the last month is 13.75k
 - ⇒ Post engagement over the last month is 2,736
- **SAT Website**
 - ⇒ 38% increase in users in past month
 - ⇒ 40% of users from a mobile device, our website is not mobile compatible
 - ⇒ Most popular page was Shetland Nature Festival Page, followed by Hazelnut Press Release, then the Home page, then Old Scatness.
 - ⇒ Web development on ‘about us’ section resulted in 408 views in the last month.
- **Trustee Recruitment** – web development, advertising, press and social media activity. 166 web page views on Trustee Recruitment.
- **Strategic Plan** – consultation analysis and follow up discussions with staff, Trustees and partners.