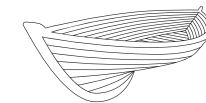
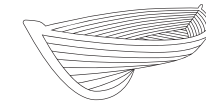


**HANSEL FOR ART PROMISES ACTION PLAN 2008 – 2013
UPDATED: August 2009 V2.2**

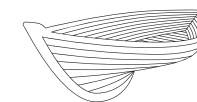
No.	Page no.	PROMISE	THEME	ACTION	BY	Notes: 17 May 2009
1	12	Shetland Arts will take the lead in championing art and creative people in Shetland.	Artist leadership	Marketing and Communication strategy with detailed action plan reviewed 6 monthly	Jun '09	<p>Shetland Arts has requested specialist consultant support from HIE in the re-writing of the current draft Marketing Plan.</p> <p>Given restructuring within HIE there has been a delay in authorisation of continued contact with our advisor. It is believed that this authorisation will follow shortly.</p>
2	12	Shetland Arts will promote Shetland's creativity and creative identity locally, nationally and internationally to support: cultural tourism; Shetland as a creative place to live, work, study and visit; and to maintain Shetland's place as a world player in a connected world.	Artistic leadership	<p>Develop and implement an Overseas Connections and Collaborations Plan</p> <p>Involvement in 2012 Olympics and 2014 Commonwealth Games</p> <p>Deliver an annual programme of targeted overseas showcase activity working closely with local, national and international</p>	<p>Apr '09</p> <p>2012/14</p> <p>Aug '09</p>	<p>A draft plan is in place. However, following extensive research done for Portage by the Visual Art and Craft Team, it is planned to revisit the draft before bringing to the Board for comment.</p> <p>Positive talks are ongoing with the 2012 team. SAC are seeking £15,000 to cover cost of consult fees to write feasibility study and business plan (See attached Hansel of Light).</p> <p>On hold pending budgetary review and completion of Overseas Strategy.</p>



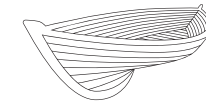
				partners Shetland Arts in partnership with SIC Economic Development will develop an Events and Festival Strategy for Shetland	Jul 09	Outline strategy developed. Next phase will be research among current event and festival organisers to gain a more detailed understanding of aspirations and potential of Shetland's events and festivals.
3	12	Shetland Arts will increase the value of local investment in the arts by working with external partners to generate extra resources. At present we double the local investment in the arts. Our target is to raise £2 from other sources for every £1 we receive from local funds.	Governance, Management and Finance Public Engagement	Develop and implement a major fundraising strategy: incorporating sponsorship, corporate giving and the launch of a Shetland Endowment for the Arts (SEA) in partnership with Shetland Charitable Trust	By July '09	Given current pressure on our main core funder SCT, the Director will make this action a key priority in June. Current predictions suggest that the £2 for every £1 target is achievable within the current financial year. Funds identified in HIE Growth Plan to support consultancy costs for development of SEA. Match funding still required.
4	12	Shetland Arts will continue to partner Shetland Charitable Trust in the delivery of the Shetland Arts Fund and to explore partnerships with other funders to develop its scope and impact.	Public Engagement Artistic leadership	Explore with key funding partners: Highlands and Islands Enterprise, Scottish Arts Council and Shetland Development Trust options for a shared on stop local sources of funding for the arts	Established and ongoing	Meetings have taken place over the past 2 months to review the Shetland Arts Fund between Shetland Arts and SCT. A number of minor revisions have been made to the criteria and clarification gained on interpretation of the criteria by all parties. Shetland Arts having come up with an idea, is leading on the development of a Scotland wide 'Credit Union for the Arts'. Although it is not intended that this



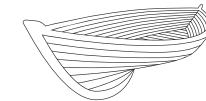
						<p>project will become part of Shetland Arts in the long run it does have the potential of creating employment within Shetland (see attached proposal). Funding for a feasibility study has been secured from the SAC and is now underway. This Project is being delivered in partnership with Mission Models Money a UK wide project looking at alternative funding methods for the Arts.</p>
5	12	<p>Shetland Arts will work in partnership to add value and creativity to our work and the work of our partners wherever possible.</p>	<p>Public Engagement Artistic leadership</p>	<p>Develop a strong three way partnership between SIC Education and SIC Youth Development teams through collaborative work and shared attendance at key meetings</p> <p>Strengthen links with Shetland Amenity Trust through at least one major collaborative project per year</p> <p>Shetland Arts will strengthen its partnership with Shetland Library Service seeking to improve collaborative working and mutual understanding or respective organisational priorities</p>	<p>Apr '08</p> <p>Apr '09</p> <p>Mar '09 – Jun '09</p>	<p>Regular meetings are ongoing between agencies.</p> <p>Conversations, development of projects and string partnership working between our agencies is now commonplace at all levels.</p> <p>Quarterly meetings between library staff, our Arts Development Manager and Arts Development Officer – Literature are now in place.</p>



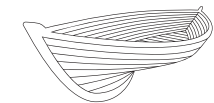
				<p>Strengthen links with Shetland Centre for Creative Industries through at least one major collaborative project per year</p> <p>Provide support to a range of artist/ maker led groups such as the Craft Association and Veer North</p>	<p>Apr '09</p> <p>From April '08</p>	<p>A number of major projects are in development. However, there is regular contact with SCCI, with Andy Ross making formal and informal visits to the SADA Offices on almost a weekly basis.</p> <p>Shetland Arts continues to work closely with Shetland's Artist led groups. A number of grant funding schemes, commissions and mentoring schemes have been implemented over the past 12 months.</p>
6	12	Shetland Arts will maximise openness and transparency in the way we work: from artistic decisions to the governance structures and decisions that shape that work.	Governance, Management and Finance	<p>Shetland Arts will hold public Board and Annual General Meetings.</p> <p>Shetland Arts will review its systems of governance, and recruitment of Trustees.</p>	<p>Sept '09</p> <p>Apr '09 Revised: Sept '09</p>	<p>Board meetings have been in Public since June 2008.</p> <p>This action has slipped due to other pressing priorities.</p>
7	21	Shetland Arts will review and refine the Arts Development System to maximize community involvement and participation in the arts.	Governance, Management and Finance Public Engagement	Review Arts Development System with stakeholders. Make revisions and update Hansel for Art	Continuous review and audit Apr '10	
8	21	Shetland Arts will see projects and ideas right through, from the concept stage into the artistic process and beyond.	Governance, Management and Finance Public Engagement	Implementation of review process within the Arts Development System. Eco sheets completed for each project undertaken.	Continuous review and audit Apr '10	Arts Development have made a number of improvement to the content of Echo sheets to both improve the Arts Development Process and provide more detailed information of Arts Development Board Meetings.



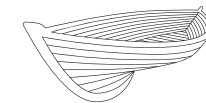
9	21	We will seek quality of delivery at all levels of the arts and fresh influences.				
10	21	Shetland Arts will deliver quarterly programmes of quality arts activity which are accessible, responsive, and well promoted.	Public Engagement Artistic leadership	Develop and implement a 5 year Marketing and Communications plan Launch the Shetland Box Office to aid access to event and activity information and the purchase of tickets online, face to face and by phone.	June '09 Nov '08	See point 1 above. The face to face and telephone sales service of SBO went live in September '08. Online sales are due to go live at the end of May. Delays have been caused by a number of factor. A key now requiring resolution is the installation of fiber optic cable to the Garrison Theatre.
11	21	Shetland Arts will develop and promote equality of opportunity and ensure inclusion to all, in our services, our employment and our artistic programme.	Public Engagement Artistic leadership Compliance Governance, Management and Finance	Shetland Arts will review current policy and develop and implement a new arts and inclusion policy Develop equalities scheme and policy Shetland Arts will increase participation where possible, not just in terms of numbers, but also within targeted unrepresented groups	Dec '09 Aug '09 Mar '09 and '10	Shetland Arts has seen a year on year increase in participation. However, at this time we are unable to fully assess our level of increase within unrepresented groups.



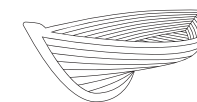
				Shetland Arts will develop an organisational impact assessment of it's policies, procedures and actions in order to assess if we are meeting Promise 11.	Mar '10	
12	21	Shetland Arts will integrate education and life long learning into the very core of who we are, the work we do and the activities we promote.	Public Engagement Artistic leadership Governance, Management and Finance	<p>Develop a statement for education and learning setting out our policy and agreements partner agencies</p> <p>Support the development and launch of an MA in Arts and Regeneration as a partnership between Shetland, North London and Belfast</p> <p>Resource and maintain an organizational learning plan with individual development plans in place for all staff and volunteers</p> <p>Develop and implement</p>	<p>Jun '09</p> <p>Oct '10</p> <p>Sept '09</p> <p>Sept '08</p>	<p>This action forms part of the Business Plan – see page 69.</p>



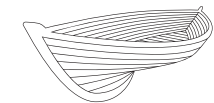
				a Succession Policy to support staff and volunteer progression within and out with the organisation.		
13	21	Shetland Arts will use data from the Shetland Box Office to gain a greater understanding of our audiences and to shape our programming and marketing.	Public Engagement	Develop and implement a 5 year Marketing and Communications plan Launch the Shetland Box Office to provide statistical data on demographic, geographic and frequency of audiences	Jun '09 Nov '08	See point 1. See point 10.
14	21	Shetland Arts will advocate the importance of culture in the sustainability of the Shetland Community.	Public Engagement Artistic leadership	Director and dedicated Arts Officer to lead and advocate the value of creative industries in our rural context Shetland arts will partner with Shetland Amenity Trust to present a joint voice to promote the value and inter-dependency of our	Jun '08 Aug '09	Setup and continued support as Chair of the Shetland Creative Industries Unit. Director has presented at two major international conferences and spoken on the subject CI value within rural communities.



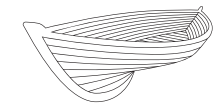
		and involvement as well as building improvements, accessibility, and programming.		<p>Shetland Arts will conduct an in depth Garrison Theatre consultation enquiry and prepare a 10 year development plan</p> <p>Shetland Arts will develop an interim programming strategy for the venue.</p> <p>Shetland Arts will develop and implement an action plan to improve physical access to the venue and its performances.</p>	<p>Apr - Jul '09</p> <p>Jul '08</p> <p>Oct '09</p>	<p>Work on this action has not started to date due to pressures from other priorities.</p> <p>Shetland Arts has implemented the formation of a Programming Team for the Garrison as set out on page 38 of the SADA Business Plan.</p>
17	26	<p>Mareel</p> <p>Shetland Arts will seek to build local ownership and involvement in Mareel. We will work with local promoters and interested groups to ensure the venue is, affordable, safe and thriving with activity. We will provide free wi-fi access and promote the</p>	<p>Public Engagement Artistic leadership Governance, Management and Finance Compliance</p>	<p>Shetland Arts will prepare a programming strategy which looks at: outreach activity and partner venues, artistic direction, community focused programming, international and national connections, volunteering, developing creative skills, creative</p>	<p>Sept '09</p>	<p>A key focus of time over the past 12 months has been getting Mareel to the construction phase. Although this project will; continue to draw focus away from other work until it is up and running it, is hoped that the intensive phase of securing funding and maintaining support over the past 24 months will now calm down. A dialogue has been opened up with the Creative & Cultural Skills Council</p>



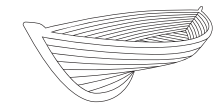
		venue as a gathering place for creatives to share ideas and develop work. We will support a balanced programme of music, film and educational activity.		clusters and wider community involvement.		– exploring the idea of Mareel becoming one of the network of National Academies offering apprenticeships through the Creative and Cultural Skills Council. A planned visit by CEO Tom Bewick is planned for later in the year.
18	26	<p>Bonhoga Gallery</p> <p>Shetland Arts will, in consultation with the Shetland Community and external stakeholders, develop a 10 year plan for the venue which will include community use and involvement as well as, building improvements, accessibility and programming. We will also carefully consider how to maximize the location and the value of the venue.</p>	Public Engagement Artistic leadership Governance, Management and Finance Compliance	<p>Shetland Arts will form a 'Bonhoga Stakeholders Group to inform both the 10 Year Plan and the Interim Programming Strategy – below.</p> <p>Shetland Arts will conduct an in depth Bonhoga Gallery consultation enquiry and prepare a 10 year development plan. The enquiry will explore suitability of the Weisdale Mill and potential changes of use and partnerships with other agencies</p> <p>Shetland Arts will develop an interim programming strategy for</p>	<p>Jun. '09</p> <p>Aug - Oct '09</p> <p>Jun '09</p>	<p>Draft Exhibitions Policy and Craft Curatorial Policy due before the Board 11 August</p>



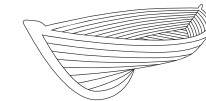
				exhibitions. Shetland Arts will develop and implement an action plan to improve physical access to the venue.	Oct '09	
19	28	<p>Places to Meet, Places to Think Shetland Arts will enable all its venues to be meeting places, workspaces, exhibition and presentation locations for Shetland's creative community. Shetland Arts recognises the need for artists' spaces and creative places to meet, share ideas and to network.</p>	Public Engagement Artistic leadership	<p>Shetland Arts will continue to develop and construct Mareel as a key venue to 'meet and think' working with stakeholders to ensure the venue meets this need.</p> <p>Shetland Arts will actively pursue space for creative activity.</p> <p>Shetland Arts will facilitate access to empty buildings where possible for temporary creative use.</p> <p>Shetland Arts will work in partnership to secure the long term future of the Booth.</p>	Ongoing	<p>Development of MMM Proposal – Shetland Creative Spaces and Places.</p> <p>Provision of The WAG House has provided temporary accommodation for 7 artists since April 2008</p> <p>Proposal to Board (11 August) to take ownership of The Booth.</p>



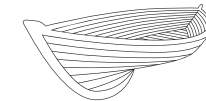
				Shetland Arts will seek strategically placed residential studio space for visiting and Shetland Artists		Actively being pursued within the Shetland Creative Industries Unit. MMM Proposal.
20	28	Toll Clock Offices Shetland Arts will seek to improve access to its offices with the ambition that we develop a vibrant public facility for meetings, presentations and groups.	Public Engagement Artistic leadership Governance, Management and Finance Compliance	Shetland Arts will improve signage to the offices Shetland Arts will improve the reception area and public spaces within the office	Apr 09 Jul 09	Delay due to long term uncertainty of SADA use of the current office space.
21	32	Shetland Arts will develop an organisational health check and appraisal system informed by: Art Focus; consultation with all staff and volunteers; ideas and comments arising from Arts Development Process and external sources such as SAC Quality Framework and Investors in People.	Public Engagement Artistic leadership Governance, Management and Finance Compliance	Shetland Arts will meet the Investors in People Standard and strive to be an exemplar employer in our field.	Apr '10	
22	32	Shetland Arts will seek to	Public	Shetland Arts will design	Sept -	



		connected and be led by the community we serve. We will develop an annual consultation exercise (ArtFocus) and encourage year round feedback about our work which we will share.	Engagement Artistic leadership	and facilitate an annual Art Focus policy consultation. Shetland Arts will hold an Annual General Meeting to celebrate a year of creativity, to allow Shetland to know what we have learned and you to get involved.	annually Sept '09 then annually	
23	34	Shetland Arts will seek to maximize the involvement of volunteers in the development of the arts in Shetland and ensure our volunteers enjoy a rewarding and valuable experience.	Public Engagement Artistic leadership	Shetland Arts will review the Volunteering Policy and volunteer role profiles and undertake target advertising or vacant volunteer roles	Jun '08	Review undertaken in the latter part of 2008. Volunteer roles have been advertised and when required. New volunteers have recently started at Bonhoga and within the Toll Clock Office.
24	34	Shetland Arts will seek opportunities to add value to the Volunteering Policy by exploring partnerships with national and international volunteering initiatives.	Public Engagement Artistic leadership	Shetland Arts will become a Project Scotland registered volunteer engaging organisation. Shetland Arts explore partnerships with international volunteering organizations with a	Apr '09 Apr '10	The future of ProjectScotland currently unclear given changes in Government.



				<p>target of engaging at least two international volunteers per year</p> <p>Shetland Arts will enable and support Shetland volunteer involvement in the 2012 Olympiad and 2014 Commonwealth Games</p>	2012/ 2014	See point 2.
25	40	<p>Shetland Arts will promote Shetland as a creative place with global recognition of its creative industry sector and we will support the development of that industry sector and the relocation of creative industries to Shetland.</p>	<p>Public Engagement Artistic leadership</p>	<p>Shetland Arts will continue to seek Creative Industry Partnerships and promote developing Creative Clusters.</p> <p>Shetland Arts in partnership with Shetland Amenity Trust will lead on the vision of a cultural quarter for Lerwick's waterfront: Actively promoting a campus concept that brings key cultural providers such as the Library Service and Shetland College to the quarter.</p>	<p>Mar 2009</p> <p>2012/2014</p>	<p>Meetings continue to take place to move forward a vision for the cultural quarter. A significant political issue is emerging regarding SIC plans to construct office accommodation adjacent to Mareel. These plans do not sit comfortably with aspirations for a thriving cultural quarter.</p>



				Shetland Arts will seek Shetland creative involvement in the opening of the 2012 Olympics and 2014 Commonwealth Games		See point 2. In addition, discussion have started with the 2014 Cultural Programmer (Leonie Bell) regards Shetlands involvement in the opening of the Commonwealth Games.
26	40	Shetland Arts will ensure Mareel fulfils its role as a creative hub for Shetland's creative industries. We will work with the creative industry sector to develop spaces and places across Shetland to support people working in that sector.	Public Engagement Artistic leadership	Shetland Arts will support and maintain regular Mareel Stakeholders Group meetings and explore an ongoing role for the group following the opening of Mareel.	Ongoing with review early 2010	
27	40	Through our partnership in the Shetland Creative Industries Unit, Shetland Arts will work to deliver a 10 year plan for the development of creative industry and its supporting infrastructure.	Public Engagement Artistic leadership		Sept 2009	Draft Action Plan currently in development along side a Creative Compact for Shetland.