



# wasps\_

annual review  
2020-2021



# about wasps

Wasps has been supporting the arts community in Scotland for 44 years.

We have grown to become one of the UK's largest studio providers. Wasps currently houses 1000 creative people, including 33 arts charities and 47 creative businesses across 20 locations, from the Scottish Borders to the Shetland Islands. Their work, in turn, touches the lives of thousands of people across Scotland and beyond.

Wasps' activities support the regeneration of communities across Scotland. We redevelop

redundant, historic buildings and convert them into essential facilities for artists and creative industries, improving the heritage and economy of the communities in which they are based.

Wasps supports our creative community with an arts enterprise programme, including exhibition, workshop and residencies opportunities, along with professional development support, delivered across our eight galleries and two residency spaces.

Wasps is a financially self-sustaining social enterprise, and proud to support the largest cultural community in Scotland.

## the buildings



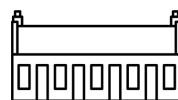
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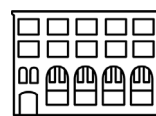
the briggait



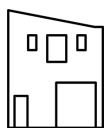
cannonwalls & claverhouse



the courtyard, irvine



east campbell st



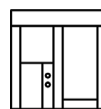
eagle house



hanson street



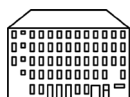
inverness creative academy



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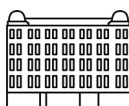
links studios, nairn



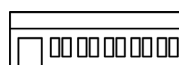
meadow mill



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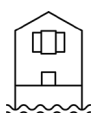
south block



st marys mill



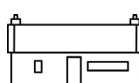
stromness



the booth



the steeple



admiral's house



west park place



perth creative exchange

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**wasps mission** is to provide space and support activities in which creators can prosper.

**wasps vision** is to be an inspirational home for creative practice. Through activities and advocacy we will continue to deliver affordable spaces in which the broad artistic community can realise and share its talent and skills.

# welcome

**Welcome to Wasps' Annual Review for 2020/21. This report outlines a year, the third in our Five Year Business Plan, dominated by significant challenges presented by the global pandemic. The following review demonstrates an organisation that was well positioned to meet and overcome the unexpected turn of events.**



## chair's welcome andrew burell

Welcome to Wasps' Annual Review 2020/21. This Review documents a year in which the entire Wasps team had to respond as an organisation to meet the unprecedented challenges we all faced.

2020/21 was a period of global change, marked by the emergence of COVID-19. Few would have predicted the levels of disruption the health emergency would have on our lives at the turn of the year. While all corners of society have experienced difficulty, Wasps has adapted to the fluctuating situations as they developed, learned some valuable lessons, and maintained focus to carry out our mission and provide better ways of supporting our creative tenants.

Wasps has an important part to play in the nation's cultural and economic recovery. The way in which the organisation, its community, its partners and supporters have negotiated the multitude of challenges gives me a sense of optimism for the future.

Despite the challenges, Wasps has remained focused on its delivery of high quality, affordable accommodation for the creative arts.

Perth Creative Exchange has, in its first year of operation, become an important addition in central Scotland's artistic network, with all artist studios now occupied. The final phase of the Inverness Creative Academy development now nears completion, and we look forward to welcoming the creative industries, social enterprises and charities to join the artists and creators at our Highland hub. Wasps' acceptance as leaseholder of the former Granton Station in the capital by the City of Edinburgh Council illustrates the confidence in the organisation to help deliver a renewed sense of cultural purpose as we move forward.

Wasps' network remains strong. Occupancy of its creative studios has remained high, maintaining over 90% across the estate. Creative industries, social enterprises and charities remain an integral element of Wasps' family, and we have been delighted to welcome new organisations and practitioners to our network during the past year.

I would like to thank our management team and staff body who have seen us through this difficult period, our Trustees at Wasps - including those who had completed their terms and those recently appointed - for their continued dedication and generous gift of their time, to Wasps' supporters for sharing the belief in our vision, and, crucially, to our creative tenants across Scotland.





## ceo's introduction audrey carlin

Wasps' Annual Review 2020/21 reflects the challenges met and overcome during a turbulent year for our creative tenants, staff and the organisation.

Wasps is custodian to 20 buildings, providing workspaces for approximately 1000 creative tenants nationwide. It was our role to provide business continuity in response to changing legislation and government guidance, while being as supportive to Wasps' community as we were able.

Understanding that accessibility to studios and offices was of crucial importance to our community during the most severe moments, we strove to provide access to those who were unable to work from home, ensuring a safe and secure environment in which to work. We cut operational costs where we could, furloughed many of our staff and successfully lobbied for funding to

support our creative community across the nation. As many others in the cultural sector have experienced, Wasps' arts programme, exhibitions and markets were seriously affected by the global health emergency. This presented an opportunity to introduce a range of new online support services for tenants, including digital exhibition opportunities, the e-commerce platform Wasps Shop and Wasps Resource, a dedicated online library of content to help creatives to develop their practice.

Our capital developments paused briefly at the start of the pandemic, with the final phase of Inverness Creative Academy returning to site in July and now nearing completion. We look forward to welcoming social enterprises, charities, creative industries and remote workers to Wasps' exciting new Highland facility.

My thanks go to Wasps Trustees for their extraordinary commitment and dedication, and to Wasps' small but capable staff team, who have successfully addressed the challenges of the past year.

This year brings to the forefront our necessity for human interaction, which is a huge part of what the Wasps network is all about; joining a community, working together and being stronger than our constituent parts. With our new-found knowledge and greater appreciation for the culture we missed we look forward to embracing a more positive and creative period ahead.

**This year brings to the forefront our necessity for human interaction... joining a community, working together and being stronger than our constituent parts.**

# numbers

In a year hugely affected by the global pandemic and associated restrictions, Wasps maintained its focus on supporting its network of artist and creative tenants and ensuring the safety of its properties.



**837**  
artist tenants



**46**  
creative/social  
enterprise tenants



**31**  
charity/cultural  
organisation tenants



**20**  
buildings



**96%**  
occupancy across  
estate 2020-21



**£301,309**  
property maintenance  
investment 2020-21



**1**  
capital project



**£816,657**  
capital funds recieved



**140+**  
tenants sold through  
Wasps Shop



**80+**  
guides for tenants in  
Wasps Resource



**260**  
artists supported in  
Arts Programme



**8**  
businesses supported  
in Meanwhile Spaces



# tenant covid impact

When the global pandemic started, all studio buildings were closed for a 6-week period, from 24 March, with phased reopening and continued operation thereafter. Two months' rent free was provided to all tenants and grant funding for COVID-19 recovery was secured from a variety of Government supported sources to cover a proportion of the impact costs on Wasps operation.

With many of our tenants self-employed, to understand how they were directly affected by the pandemic, Wasps undertook a Tenant Survey in June 2020. The results that followed highlighted a priority need among our artist tenants for secure studio access, but also indicated an alarming loss of work, with many reporting a 100% drop in income.

The survey also asked what support tenants needed from Wasps, with a high percentage of respondents requesting assistance with applications for emergency funding, to connect with other artists across Wasps network, and guidance to develop online selling and marketing. The team prioritised its response in line with tenants' needs by putting in place health and safety measures across all studio buildings to provide safe studio access, providing fundraising support, developing new online initiatives, and by improving communication with tenants. The latter included hosting a series of online Tenant Open Forums, which were much welcomed by tenants throughout 2020/21. Wasps is now committed to an ongoing programme of support, with improved communications across its network, and now offers a dedicated online tenant portal for 24hr reporting.



## work from home

42% of COVID Survey respondents said they were unable to work from home



## financial support

At June 2020 38% had received no financial support, with 31% stating that their practice was ineligible



## access

79% were unable to access their studios due to COVID-19 restrictions



## communication

tenant communication and consultation was rated as very important by 73% of respondents



## loss of work

77% of tenants who responded said they lost work due to the pandemic



## opportunities

68% of respondents welcomed greater selling and exhibiting opportunities









# development projects

## the briggait clydeside market halls

**Wasps Head Office has been located in the historic A listed Briggait since its redevelopment in 2010.**

Located in Glasgow's Merchant City and fronting the River Clyde, The Briggait, dating from 1873, operated as the City's fishmarket for over a century before being vacated in the late 1970s.

Half of the market hall complex remains undeveloped and Wasps has considered various options for a viable end use over the past decade.

During 2020/21, Wasps worked with EKOS economic consultants, to identify sustainable, community focused uses for the undeveloped market halls facing the River Clyde.

With this information at hand, Wasps is now developing the proposals further and launching the fundraising campaign needed to save and transform these historic market halls, while supporting economic recovery in Glasgow's City Centre post pandemic.

Wasps is engaging with communities and creative sectors in the city to inform our longer term aspirations. You can be part of The Briggait's future. For more information visit the project website at [www.waspsstudios.org.uk/briggait](http://www.waspsstudios.org.uk/briggait).



# inverness creative academy

## facilities

### Phase 1:

- 32 studio spaces
- Community run traditional darkroom
- Designated workshop space
- Events/exhibition space in the restored gym hall

### Phase 2:

- 54 workspaces for creative industries and cultural social enterprises
- Flexible co-working spaces for 26 creatives
- Public exhibition and events space over two levels
- Fully accessible meeting room facilities for hire
- Public café within the restored assembly hall
- Opens early 2022

**Inverness Creative Academy is a £5.7 million project to restore the beautiful Category B listed former Midmills Buildings in the centre of Inverness, and transform them into the first-of-its-kind facility in The Highlands, fit for the future of Scotland's creative sector.**

Phase 1 opened in 2018 and has established itself as a dynamic workplace for artists & makers. Over 40 individuals now call Inverness Creative Academy their home, with diverse practices including painting, glass making, photography and more.

Phase 2 of the project is currently being delivered on site by Bancon Construction and our trusted team of consultants who helped to deliver Phase 1. After a complex year, with the site having to close for a period due to COVID-19, the future of Inverness Creative Academy is bright. We launched a crowdfunding campaign, *#IlluminateHighlands*, to raise the final amounts needed and to pay for the feature lighting in the former school Assembly Hall, which will become a magnificent gallery, café and event space for Inverness and The Highlands. We are on track to open to the public in early 2022. The building will become a hub for creative business, providing offices, meeting space, desk rental and hot desk space, to foster collaboration and complement the 40+ artists and makers resident in Phase 1. When open, the building will feature a year-round programme of exhibitions and events including our artist & makers markets, and be a relaxing space for the public to meet and to engage with the creativity happening every day in the building.

Throughout the project we have been delivering an in-depth heritage programme, conducting historical research into the building and running a series of creative events designed to engage and inform the local community in the building's past, present and future. Programmes have included architectural talks, online and physical photography workshops, hard hat tours and arts training for young people. As a legacy of the development project, and to make the completed building truly open to everyone in the community, we are gearing up to launch *Inverness OpenArts*. This is a three year pilot programme to create an inclusive, supportive and welcoming environment for individuals from all backgrounds to take part in creative activity - improving health, wellbeing, skills, confidence and social inclusion.

Wasps would like to thank the many supporters of this project, acknowledged on the rear page of this review.

**More information is available at the project website - [www.waspsstudios.org.uk/inverness](http://www.waspsstudios.org.uk/inverness)**





# studio management

**Wasps has a dedicated property team who operate and maintain 20 properties across Scotland, from the Borders to Shetland, many of which have significant heritage value and are listed. Ranging in size and age, the total estate equates to 215,000 sq ft with 720 lettable spaces, supporting over 1000 creative tenants.**

Wasps' property team focussed early in 2020/21 on closing all studio buildings in response to the pandemic, before developing and putting in place COVID-19 Health and Safety measures, tenant guidance and undertaking enhanced cleaning, to enable a phased reopening of all buildings in May 2020. Risk assessments were undertaken across all property access and maintenance activity to ensure that tenants, staff and contractors remained safe during all stages of the pandemic, while allowing essential property inspections and maintenance to continue.

Wasps maintenance activity is funded wholly through rental income, with much of 2020/21 spent managing buildings during lockdown with a reduced number of staff. Maintenance spend totalled over £300k, and included putting in place COVID-19 safe systems, signage, additional cleaning and staff PPE across all properties.

Early in 2020/21 Wasps welcomed a new Head of Property. To safely manage properties across Scotland with travel restrictions in place, it was necessary to expand Wasps' property team by welcoming an additional full time Edinburgh/ Borders focussed Property Manager. Two maintenance operatives were also contracted to carry out minor repairs and refurbishment tasks improving repair response times.

Wasps continues to work on the delivery of the 5 year Business Plan with a view to increased spending on planned and preventative maintenance while reducing the need for reactive spending. More planning for this was undertaken during 2020/21 for delivery in the coming years.





Introduced centralised help desk to improve how building related matters can be reported



Implemented COVID-19 safe access policies and procedures and additional cleaning services



Supported tenants with Risk Assessments for delivery of workshops and classes



Improved lettings process and introduced a point based system to streamline eligibility criteria



Boiler replacement programme in South Block to improve energy efficiency throughout the building



Upgraded lighting to energy efficient LED lights in Briggait communal spaces and introduced lighting controls



Programme to replace room heaters in Meadow Mill with improved energy efficiency



Grounds maintenance and extensive tree and shrub clearance at Hanson street, Skye and Kirkcudbright



Creation of 4 additional studio spaces in Newburgh and Hanson Street



Improvements to fire safety audits within the buildings and improved policy guidance for tenants





# arts programme

**2020/21 has been one of the most challenging years on record for artists and the creative sector. With Wasps' galleries, project and exhibition spaces forced to close, we transformed the arts and enterprise support programme to rise to the challenge – adapting and expanding the programme to focus on digital and online support, growth and resilience.**

## exhibitions

With our gallery spaces forced to close, Wasps launched the Time Being Programme in Glasgow, a series of exhibition opportunities that supported 9 artists and were viewable 24 hours a day from the street without our buildings needing to be open to the public.

Wasps also launched its first fully online group exhibition using an online 3D gallery platform, which displayed the work of 68 Wasps tenants from across Scotland. By removing the need for travel and the transportation of physical work, the opportunity became available to all, regardless of geography, and broke down the barriers to participation

Many tenants found lockdown a time for development and learning, holding digital workshops and considering their online profile.

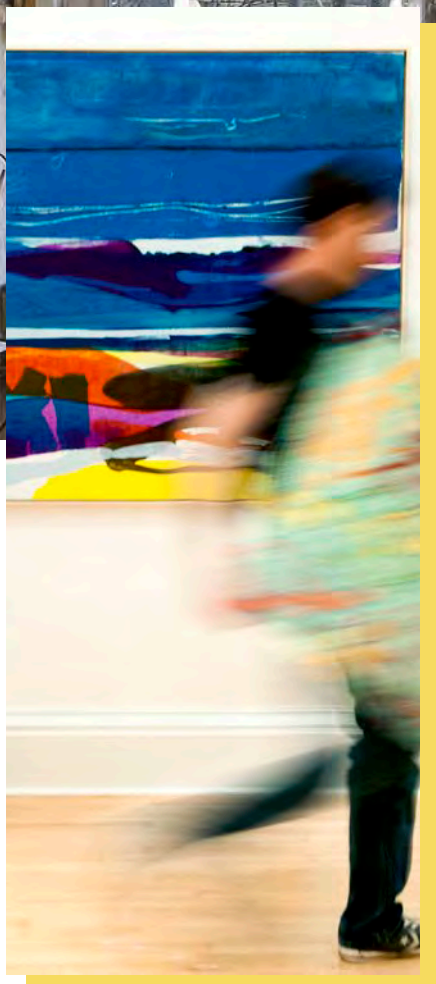
## support & inspiration

Wasps launched a new online resource library for tenants and developed a diverse range of 80+ online articles and guides. These cover subjects including social media, marketing, project management, fundraising and financial basics, designed to help Wasps' network grow and become more resilient in a changing, and increasingly more digitally focussed world.

Wasps launched its first pilot podcast series *Perspectives*, sharing stories from artists and their networks and addressing different forms of creativity. The series included interviews with a ceramicist, furniture maker, textile artist and the creative behind one of Glasgow's most popular arts & crafts market.

Wasps also made available its archive of past exhibitions, to inspire and demonstrate the huge breadth of work that continues across our buildings.





## selling

Wasps developed and launched a new online shop in response to the closure of non-essential shops and Wasps makers markets, which much of our network relies upon around Christmas in particular. This allows our tenants to sell directly to buyers year-round, with the benefit of being part of a larger collective.

Nearly 600 products are available to buy from the Wasps Shop from around 150 individual artists, allowing guests to shop locally, nationally. In the first month of operation Wasps Shop generated over £6k in sales.

During 2020/21 Wasps also expanded its participation in the Own Art buying scheme, which allows buyers of original art works to spread the cost over 10 months interest free, with no financial risk to the artist. Wasps tenants now have the option of using Own Art when selling directly from their studios, social media accounts and website.

**Visit Wasps Shop at [waspsstudios.org.uk/shop](https://waspsstudios.org.uk/shop)**

## connecting & learning

Our network is stronger when we work together. This why we launched a new online Time Bank to help our network share their skills, knowledge and expertise with each other. We made over 50 hours of one-to-one time from the Wasps staff team available for mentoring and support. This was geared towards supporting our tenants during the pandemic and beyond.

As part of Wasps' Inverness Creative Academy project, we took our events and projects online. Projects included arts workshops, webinars and talks, expanding our reach to engage with a global audience. Wasps also participated in Doors Open Day with a virtual site tour.

As restrictions eased we have returned to physical exhibitions, accommodating many delayed events while adopting a blended approach and continuing to grow the digital offer. This has been welcomed by many of our artist tenants.





## communications

This financial year was dominated by a response to the global pandemic. A priority was developing and executing the right level of communications for our tenants, and undertaking an all-tenant survey was key. Wasps was responsible for informing its tenants and partners of the measures employed to provide a safe and secure environment for our community and employees to work. Wasps developed its communications strategy including tenant guidance as the events unfolded, and put in place new systems to open up the dialogue between affected groups. In response to the results of the Tenant COVID-19 survey a number of new provisions were implemented, targeting the network's greatest needs.

While it was not possible to meet in person, alternative measures were put in place to provide business continuity and opportunities for dialogue. Open Forums, utilising now familiar technology, were introduced, with staff and tenants discussing property and maintenance matters, as well as digital communication and the development of Wasps' new website.

With the results of the tenant survey, Wasps successfully lobbied government and other organisations on behalf of its network, to access support and connect funding opportunities to those who most needed them.

## wasps website

Wasps planned to develop its online offer in 2020/21 and in January 2021 were able to proceed with creating a new website, thanks to obtaining a Digital Enablement Grant from Highlands & Islands Enterprise. Web agency Parachute was appointed to deliver this, following a brief informed by the contribution of tenants, staff and the cultural sector. The new website is designed to offer a more valuable resource for Wasps and its tenants, giving greater operational flexibility, e-commerce potential, tenant-focussed digital portal and resources, and a fresh look. It also provides a basis for further digital communication.

## social media

Wasps experienced significant growth across its nine social media channels, with an average audience growth of over 11% during 2020/21. Together with its e-newsletters Wasps' social media proved to be a vital way for engaging with audiences and tenants during lockdown while more traditional methods were made redundant. Over 41% of Wasps' website traffic was attributed to its e-newsletter and social media communication, an increase of nearly 15% when compared with pre-pandemic years, highlighting the importance of digital methods from an audience's perspective.





# communications & marketing

**2020/21 saw the team undertake a programme of responsive and proactive marketing and communications activity, in light of the altered circumstances for tenants and audiences. Highlights for 2020/21 include:**

## inverness creative academy

The increased momentum of the final phase of the Inverness Creative Academy development was accompanied by a renewed drive to create public awareness. In the latter quarter of the financial year marketing and communications supported initiatives such as the Highland Creatives exhibition at Inverness Airport, generating significant social media activity as well as national and regional media coverage. Planning was undertaken to prepare for the uplift in activity that was to come in the following financial year, including Wasps' first crowdfunding campaign, in partnership with Art Fund.



## promoting wasps tenants

While the physical exhibitions and events were not possible for the most of 2020/21, Wasps committed to providing a number of alternatives. The Time Being Exhibition series was supported by digital marketing activity and online promotion drove audiences to Wasps' new series of digital exhibitions.

Wasps Shop, the e-commerce platform, was launched to coincide with the lead-up to the Festive season. Using promotional techniques new to Wasps, such as video advertising, we reached an audience of over 25,000 in the first month, with

Wasps Shop visitor numbers peaking at nearly 1800 per day in the weeks leading up to Christmas.

Artist talks and forums, conducted digitally, gave a platform for 80 studio holders to showcase their work. Promotional support was given to Perth Creative Exchange for the first Digital Open Studios event.

Wasps also made preparations for the return of physical events and exhibitions, which recommenced in the spring of 2021.



# funding and partnerships

**Wasps' core operations are self-sustaining through rental income, but as a charity we must fundraise for capital developments and engagement work required to ensure new projects are embedded in our communities.**

2020/21 was a challenging year for Wasps and our creative tenants, with one major capital development recently completed in Perth, one on site in Inverness, and all buildings forced to close for a 6 week period as a result of the COVID-19 lockdown. In the face of these challenges, we sought funding and partnerships to help our tenants survive the pandemic, as well as continuing work on key capital development projects.

Following initial closure a phased reopening of all Wasps' buildings commenced from mid-May. Two months rent free was provided to all tenants and grant funding towards COVID-19 recovery was secured from a variety of Government supported and private sources to cover COVID-19 impact costs on the business Scotland wide, and for some individual buildings.

Total COVID-19 Business Support funding secured was £443,498, which contributed towards Wasps providing 1000 creative people with the 2 month rent free period.

With the help of key partners Wasps introduced two new posts in 2020/21 which were instrumental in helping the organisation negotiate the challenging time.

Funded by The Architectural Heritage Fund, the Funding and Partnerships Assistant position

## new website

**Highlands and Islands Enterprise supported the development of a new Wasps website to help our community in a changing world.**

**The new website will enhance the service we can give to our creative tenants, whilst improving the look and functionality of the site for all visitors, making it easier for the general public to obtain information about Wasps, our spaces across Scotland, and the creative community which we support.**

gave the team the capacity to continue capital fundraising for Inverness Creative Academy and implement the partnership with Inverness Airport. It also helped the team seek the necessary COVID-19 Business Support Funds needed to provide tenants with the rent free period.

The Heritage Activity Officer, a position funded by The National Lottery Heritage Fund, brought substantial expertise to the team in Inverness, adapting its Heritage Engagement programme so it could be delivered despite COVID-19 restrictions.

Through online workshops (reaching people across the globe) and re-imagined learning and training for local children, young people and artists, it ensured that the pandemic did not hamper the intended outcomes for Inverness Creative Academy in its engagement with the wider community.







## capital fundraising for inverness creative academy

Phase 2 of Inverness Creative Academy started on site in January 2020 with 86% of a target £3.3m project cost secured. Following a 15 week site closure, with the support of existing and new funders, Wasps secured an additional £680,577 in capital donations to keep the project on track. Wasps will continue to work with our partners and supporters to ensure the successful opening of Phase 2 in 2021/22.

In the final quarter of the year, as COVID restrictions eased, Wasps engaged in a number of partnership projects to boost our creative community in Inverness' ability to connect with the public, and to raise the final funding and profile of the project to support a successful ongoing operation. This included preparing for Wasps' first crowdfunding campaign with support from Art Fund and the artist tenants.

The Highland Creatives Exhibition at Inverness Airport – a partnership with Inverness Airport and University of the Highlands and Islands – provided an exhibition opportunity for emerging talent in the region, an initiative that is ongoing.

# financial overview

Wasps Trust and its subsidiaries operate on a self-financing basis that does not require public sector revenue subsidies to meet its core charitable mission. At the year end of 2020/21 the Group was in a stable financial position.

COVID-19 had an understandable impact on activity during the year. As a result of lost rental income budgets were revised, 15 staff placed on furlough and funding sought to cover ongoing expenditure as well as increased costs going forward.

2020/21 saw the completion of Year Three of the 2018-23 Business Plan. Whilst the plan was broadly on target at the end of Year Two, Year Three was impacted as a result of COVID-19, resulting in the delays to the delivery of some key activities, including capital projects and larger maintenance works. The business plan is under revision in light of the impact of the pandemic.

## wasps ltd

income	31/03/20	31/03/21
Rental Income	1,744,075	1,501,963
Arts Programme: Income	74,772	34,667
Interest Receivable & Other Income	106,657	46,565
COVID-19 Funding (note 3)	-	190,126
Grant Receivable from Wasps Trust	650,000	650,000
Donations from Wasps Creative Industries CIC	161,987	120,000
<b>total income</b>	<b>2,737,491</b>	<b>2,543,321</b>

### expenses

Rental Payable	877,087	855,767
Artists' Studio Expenditures	877,549	877,469
Arts Programme: Expenditure	37,051	10,185
Staffing Costs	612,389	619,328
Overheads	103,393	89,695
Interest & Bank Charges	4,085	3,516
Depreciation	56,668	48,742
<b>total expenses</b>	<b>2,568,222</b>	<b>2,504,702</b>
<b>net surplus on operations</b>	<b>169,269</b>	<b>38,619</b>

## wasps creative industries cic

income	31/03/20	31/03/21
Rental Income & Service Charges	411,852	280,626
Interest Receivable & Other Income	7,496	5,079
COVID-19 Funding (note 3)	-	14,455
<b>total income</b>	<b>419,348</b>	<b>300,160</b>

### expenses

Rental Payable	114,409	105,127
Tenant Service Costs	138,655	95,122
Overheads	3,711	3,819
Interest & Bank Charges	192	202
Depreciation	3,344	3,344
<b>total expenses</b>	<b>260,311</b>	<b>207,614</b>

### distribution

<b>distribution to wasps ltd (note 3)</b>	<b>161,987</b>	<b>120,000</b>
<b>net deficit on operations</b>	<b>(2,950)</b>	<b>(27,454)</b>





## the wasps trust

### income

	31/03/20	31/03/21
Rental Income	814,913	805,259
Interest Receivable & Other Income	1,637	247
Grant Income & Donations (note 2)	461,778	816,657
COVID-19 Funding (note 3)	-	238,917
<b>total income</b>	<b>1,278,328</b>	<b>1,861,080</b>

### expenses

Overheads	68,846	78,839
Interest & Bank Charges	35,376	31,253
Grant to Wasps Limited	650,000	650,000
Loss/Gain on Revaluation (note 1)	230,789	(1,510,608)
<b>total expenses</b>	<b>985,011</b>	<b>(750,515)</b>
<b>net surplus on operations</b>	<b>293,317</b>	<b>2,611,595</b>

### note 1

The Trust's portfolio of properties was revalued in 2020/21 which resulted in a gain on valuation in the year. The loss in 2019/20 related to increased refurbishment costs over the financial valuation for Perth Creative Exchange. All costs in relation to capital projects are fully funded via capital grants from a variety of sources.

### note 2

During 2020/21 the following capital grants were received:

#### Inverness Creative Academy:

National Lottery Heritage Fund	367,490
Inverness Town Centre Fund	154,330
Highland Council	145,556
Inverness Common Good Fund	58,500
Scottish Landfill Community Trust	50,000
Highlands & Islands Enterprise	17,280
William Syson Foundation	5,000
Aurelius Charitable Trust	3,500
Dalrymple Donaldson Fund	3,000
Gift Aid - HMRC	1,251

#### The Briggait:

Architectural Heritage Fund	6,000
Glasgow City Heritage	4,750

**Sub-total** **816,657**

### note 3

Overall the Group received the following COVID-19 related grants in 2020-21:

Pivotal Enterprise Resilience Fund	104,222
Third Sector Resilience Fund	74,895
Coronavirus Job Retention Scheme Grants	71,831
National Lottery Emergency Fund	59,800
LAN COVID Grant	37,500
Mid Meadows COVID Grant	22,500
ECC Business Grant	18,750
Gannochy Trust	17,000
Highland Council	10,000
Aberdeen City Council	7,500
Dumfries & Galloway Council	7,500
Shetland Islands Strategic Fund	6,000
Highland Council Business Fund	6,000

**Sub-total** **443,498**

## the wasps group

<b>total surplus on all operations</b>	<b>459,636</b>	<b>2,622,760</b>
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# wasps team

## senior management

- Audrey Carlin** – Chief Executive Officer
- Stuart McCue-Dick** – Executive Director - Corporate Services
- Sam Richardson** – Head of Property
- Chris Cowie** – Head of Projects
- Daniel Pollitt** – Marketing & Communications Manager (from October 2020)
- Claire English** – Funding & Partnerships Manager

## arts and marketing

- Tavienne Bridgwater** – Arts Enterprise Officer
- Tara Marshall-Tierney** – Marketing & Administration Officer
- Johanna Sanderson** – Projects Assistant (Digital)

## development

- Emma Neilson** – Project Development Manager
- Kirsten Body** – Heritage Activity Officer (part time)
- Sophie Crabb** – Funding & Partnerships Assistant (part time) (from July 2021)
- Bonnie Forrest** – Openarts Project Coordinator (part time) (from October 2021)

## The following team members worked for the organisation over the report period:

- Alison Lynch** – South Block (until July 2020)
- Emma Callaghan** – Project Development Manager (until August 2020)
- Margaret Smith** – Marketing & Communications Manager (until September 2020)
- Evelyn Alexander** – Finance Assistant (until March 2021)
- Cait Gillespie** – Funding & Partnerships Assistant (part time) (until May 2021)

## finance

- Sinclair Curdie** – Management Accountant
- Jean McIlvenna** – Finance Assistant (from May 2021)

## property

- David Cameron** – Senior Property Manager
- Tinsel Edwards** – Property Manager (part time)
- Meaghan McKeracher** – Property Manager
- Lois Green** – Studios Administrator
- Catherine MacNeil** – Inverness Creative Academy Property Manager (part time)
- Moir Gavin** – Perth Creative Exchange Property Manager
- Ishbel Mackenzie** – South Block Reception Team (part time)
- Katie Eyre** – South Block Reception Team (part time)

## cleaning team

- Anna Geerdes** – The Briggait
- Lorraine Lamond** – Hanson Street
- Lorraine McCandlish** – South Block

## Patrons

- Professor Ian Wall FRSE FRICS DSc HonFrias**
- Eleanor McAllister OBE FRIAS FRSA**





Wasps is a charity and social enterprise, consisting of three entities, governed by a single Board of Trustees.

## wasps trustees

**Chair – Andrew Burrell (AA) Dip Arch, Dip UD+RP, FRIAS, AOU**

**Vice Chair – Seona Reid DBE** – Chair, National Theatre of Scotland (from September 2020)

**David Bankier LLB** – Solicitor (until June 2021)

**Hugo Burge** – Director, Marchmont Ventures Limited

**Audrey Carlin BSc (Hons), MRTPI** – Chief Executive Officer, Wasps

**Erin Forster MSc** – Senior Associate Retail Lending, FCA (from September 2020)

**Nikki Kane MRes Creative Practices, MA (Hons) History of Art** – Curator, Wasps Tenant (from March 2020)

**Alison Lefroy Brooks BA (Hons), ACA, MCT** – Chartered Accountant

**David Logue** – Partner, Gardiner & Theobald LLP – Property and Construction Consultants

**Calum Macaulay** – Consultant (until June 2021)

**Eleanor McAllister OBE FRIAS FRSA** – Consultant at Eleanor McAllister Ltd (until December 2019)

**Stuart McCue-Dick BAcc, CA** – Executive Director - Corporate Services, Wasps (Secretary of Wasps Trust)

**Hilary Nicoll** – Associate Director, Look Again Festival & Creative Futures Programme, Gray's School of Art, Aberdeen

**Dyan Owen BA (Hons)** – Account Director, Weber Shandwick

**Leslie Robb FFA** – ex Partner, Baillie Gifford and Co, Global Investment Company (until September 2020)

**Mhora Samuel** – Creative Industries Consultant, Wasps Tenant

**Alasdair Tweedie MRICS** – Director of Property Management, University of Stirling (from June 2021)

**Nicola Walls MA Hons; DipArch** – Architect, Page\Park (from June 2021)

**Karyn Watt** – Partner & Head of Infrastructure, Anderson Strathern LLP

**Mary Wilson BED DPE Mlod** – Director, AMW Property Ltd (until September 2020)

*All Trustees and Board Members are volunteers from a variety of professions.*



# supporters in 2020/21

Wasps is grateful for the generous support from the following trusts, foundations and organisations in 2020/21, and gives thanks to those who have supported us in the past.

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Aberdeen City Council

The Alexander Moncur Trust

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City of Edinburgh Council

City Property (Glasgow) LLP

Creative Scotland

Cycle Scotland

The Aurelius Charitable Trust

Art Fund

The Dalrymple Donaldson Fund

Dumfries & Galloway Council

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Fife Council

The Forteviot Charitable Trust

The Foyle Foundation

The Gannochy Trust

The Garfield Weston Foundation

Glasgow City Council

Glasgow City Heritage Trust

The Gordon and Ena Baxter Foundation

The Highland Council

The Highland Council Town Centre Fund

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Inverness City Heritage Trust

Inverness College - UHI

The Inverness Common Good Fund

McCarthy and Stone Retirement Lifestyles

The National Lottery Heritage Fund

Orkney Islands Council

Perth & Kinross Council

Perth College - UHI

The Maple Trust

The Pilgrim Trust

The Pivotal Enterprise Resilience Fund

The Scottish Government

The Scottish Government Regeneration  
Capital Grant Fund

Scottish Enterprise

The Scottish Landfill Communities Fund

Shetland Islands Council

SSE Sustainable Development Fund

The Sylvia Waddilove Foundation UK

The Third Sector Resilience Fund

The Thomson Charitable Trust

The Turtleton Trust

The William Syson Foundation

Union Street Conservation Area Regeneration  
Scheme

And our private donors who wish to remain  
anonymous.