

STRANGE FIELD

annual report 2024

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Reference And Administrative Details

Charity Name: Strange Field SCIO

Scottish Charity Number: SC052132

Charity Registration Date: 1 November 2022

Principal Office Address: 105-109 French
Street, Glasgow, G40 4EH

Type of Governing Document: SCIO
Constitution

Structure, Governance And Operations

Strange Field SCIO operates using a Policy Governance approach (based on the Carver Model), emphasising non-hierarchical decision-making, collective authority, and community ownership principles. The organisation is led by a board of trustees who provide strategic oversight and ensure the charity meets its charitable purposes.

During 2024, the operations team prioritised strengthening operational infrastructure with some progress. The Trustee Committee maintained oversight through the Policy Governance framework.

How Trustees are Appointed:

Trustees are appointed in accordance with the SCIO Constitution. Trustees are appointed in accordance with the SCIO Constitution. The charity operates with a board structure where trustees are appointed by the existing board members. The constitution provides for the appointment of additional charity trustees by resolution of the charity trustees, ensuring appropriate skills and experience to govern the organisation effectively.

Trustee Induction and Training:

New trustees receive induction covering the charity's mission, governance structure based on the Policy Governance model, and trustee responsibilities under Scottish charity law. Trustees are required to become familiar with the Trustee Policy Manual and Strange Field's policies.

Decision-Making and Governing Style:

The Trustee Committee adopted the Policy Governance approach (Carver Model) in 2023, governing with emphasis on:

- Outward vision rather than internal preoccupation
- Strategic leadership rather than administrative detail
- Clear distinction between Trustee Committee and Executive roles
- Collective rather than individual decisions
- Future focus rather than past or present
- Commitment to co-operative principles

The Trustee Committee exercises collective governing authority, representing the "moral ownership" of Strange Field - the communities served. No individual trustee exercises authority except as instructed by the full Committee.

Policy Framework:

- Governance operates through four key policy areas:
- Ends Policies - organisational aims and benefits for communities
- Governance Process - how the Trustee Committee manages itself
- Trustee Committee-Executive Relationship - delegation and accountability
- Executive Limitations - boundaries for staff authority and decisions

The Trustee Policy Manual (version 1.0) was officially adopted by the Trustee Committee in

During 2024, the organisation operated two venues: The Pipe Factory and French Street (105-109 French Street, Glasgow, G40 4EH), providing accessible creative spaces for contemporary art practice and community engagement.

Trustees and Key Personnel Who Served During
the Financial Year:

[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	

Objectives and Activities

Our vision is for accessible creative platforms to be embedded across Glasgow, as catalysts for increased creative development, education, experimentation, inclusion, and wellbeing, with a focus on centering diverse voices.

Charitable Purposes:

Strange Field provides space, facilities and support for contemporary art practice, education, enquiry, and research for the benefit of our local communities (G31 & G40) and anyone's individual or collective arts practice and in the interest of social welfare for recreation and creative education so that their conditions of life, wellbeing and opportunities be improved.

In 2024 Strange Field delivered an significantly expanded programme of contemporary art activities

Main Activities Undertaken in 2024:

1. Contemporary Art Exhibitions: Major curated exhibitions including the Chris Leslie Exhibition (600 attendees), Philip Ewe exhibition (213 attendees), Morwenna Kearsley exhibition (250 attendees), and Harriet Rickard Exhibition
2. Artist Development Workshops: Expanded workshop programme including Kiln Klub Open Days, community art workshops, and artist-led sessions across both venues
3. Community Engagement: Youth-led music nights, family events (Family Roller Disco, Queer Roller Disco), and community celebrations
4. Youth and Community Engagement: Continued delivery of valued educational programming for young people
5. Performance and Music Events: Regular performance programming including "Agenda", "Yer Dinners Ready", "Personell", and community music events
6. Venue Provision and Hire: Maintained accessible spaces for artists and community groups, including Women's Centre events and community collaborations
7. Accessibility Leadership: Continued embedding BSL interpretation, access riders as standard practice, and inclusive design across all programmes
8. Major Milestone: The Pipe Factory Closing Party (30 November 2024) marking venue closure for refurbishment ahead of Spring 2026 reopening - 278 attendees, 14 artists, 6 freelancers

“I really enjoy the variety of events and exhibitions you are showing”

Feedback from visitor 07/06/2024

Programme Highlight 01

Philip Ewe: The Fourth Wall

work spans performance, installation, sculpture and film. His work examines the performativity of gestures, of both the individual and the state, and the absurdity that lurks within these interactions. For Strange Field, considers us as bodies moving through urbanised spaces, drawing on theatrical apparatus and the mediatization of the self to explore personal identity and how the wastelands, decay, and regeneration of these spaces are intrinsically linked to our own psychological and physical transformations within public space.

Artist Feedback:

"It's provided the next steps - I've developed a show that speaks to autobiography, space and redevelopment in experimental ways and at scale. I've not experienced an environment for support quite like it from my experience as an artist in London and across small venues on the continent.

It's been amazing to work with Strange Field, a space that feels genuinely embedded in Dalarnock, co-directed by unique force of nature. They share a passion for the adventurous aspects of making art that has set me free throughout the making of the show. I don't know a situation like it - in its architecture, model of organisation, appetite for experimentation and an ambitious understanding of the support and freedoms artists need to make work as they do. No exhibition space looks like it, no organisation behaves like it - I can't wait!"



Programme Highlight 02

Morwenna Kearsley: Apparatus

Informed by a research project *Devilled Eggs*, which focused on the industrial manufacture of albumen papers in the 19th century, APPARATUS centres around the tools and materials that make photography possible and the meaning we assign to our experiences through a system of signs and symbols. For her first major-scale solo exhibition, Kearsley transforms the old Dalmarnock print factory into an immersive space with a new series of large-scale photographs. Leaning into the transformational, alchemical properties of analogue photography, retracing the lineage of the 'surreal' image, Kearsley circles back to her own experiences via the histories of the medium.

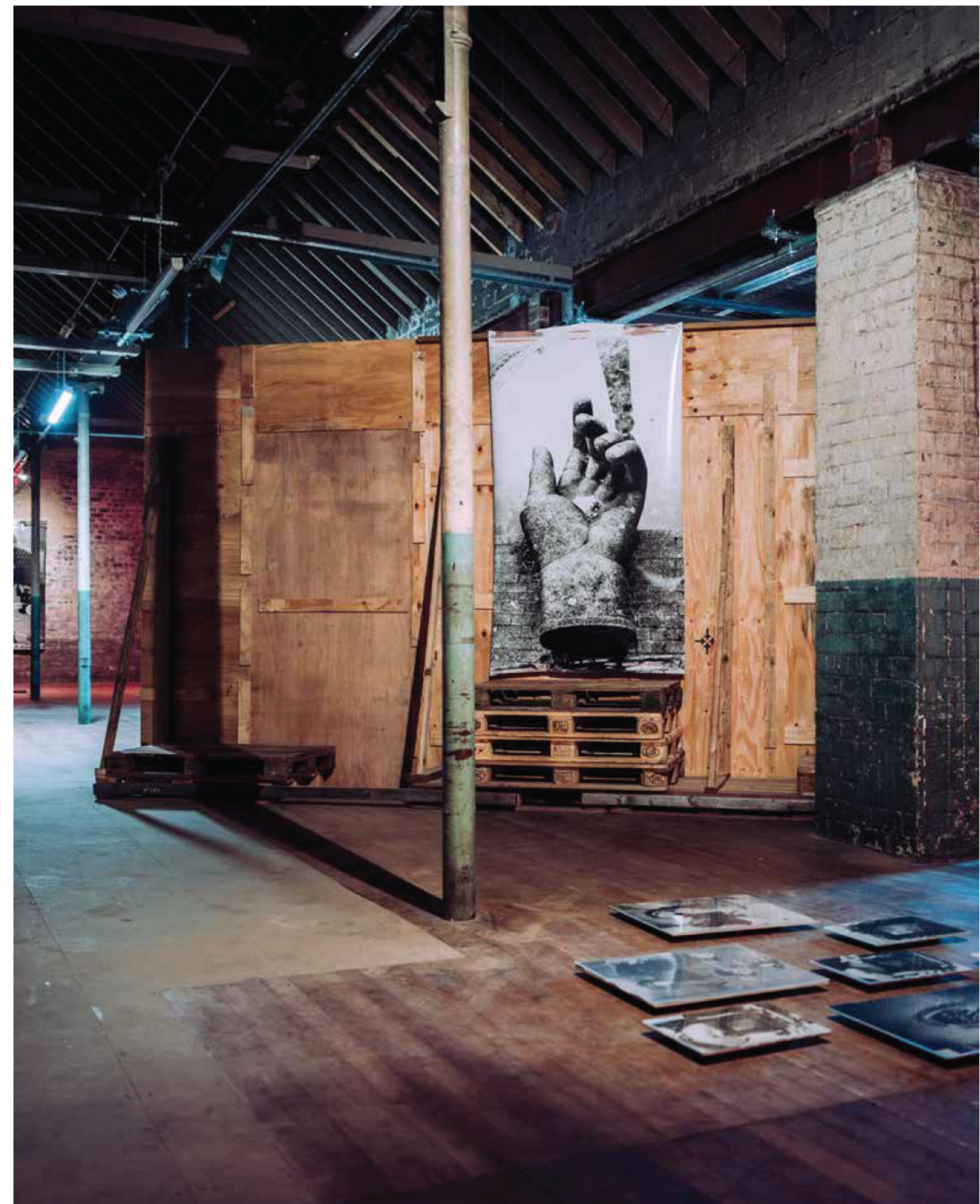
APPARATUS will also take place across the city, where in partnership with Jack Arts, works from the project will populate sites across Glasgow, including their West Graham Street lightboxes. This relationship between photography within the public space, and the history of the billboard advertisement seen through a feminist lens is explored through these site specific works and mirrored in the large scale photographic work housed within French Street.

Audience Feedback:

"Loved the exhibition- playful, obscure, thought provoking and beautiful!"

"Fantastic work by Morwenna in brilliant location"

"Fabulous exhibition! Full of ideas!"



Programme Highlight 03

Chris Leslie: Beyond The Games

In 2024 Strange Field hosted an Artist in Residence with local photographer Chris Leslie, documenting the changes in Dalmarnock over the past ten years, coinciding with the 10 year anniversary of the 2014 Commonwealth Games in Glasgow. The project will revisit the work Chris made between 2007-2014 to document Dalmarnock and, in its ten year anniversary, will examine the legacy of the 2014 Commonwealth Games and subsequent impact it has had on local residents. Chris will work with the local community to develop an oral archive and photography collection that documents the stories, heritage and recent history of Dalmarnock.

BAFTA Scotland New Talent award-winning photographer and filmmaker [REDACTED] is widely acknowledged as the most consistent chronicler of the city's recent history. In 2007, Chris began a 10-year long-term multimedia project 'Disappearing Glasgow' which documents an era of spectacular change in Glasgow through photography and video, examining the changes he saw as a local resident and the impact it was having on the lives of his community.

Audience Feedback:

"Brilliant exhibition. Born and bred East End and worked in the Legacy Hub from 2021-2023 with PEEK. Great to see a range of stories represented. Hope to return to the exhibition with a group of young people."

"Important show in the perfect location within the community."



Performance Programme Highlights 01

Agenda: [REDACTED]
[REDACTED]
[REDACTED]

Agenda is an evening exploring the dynamics that change the status of a performer and an audience; from intimacy to indifference, the holistic to the hooligan, from a teacher to a tyrant, from the prosecution to the defendant and vice versa.

Yer Dinners Ready: [REDACTED]
[REDACTED]

A nostalgic evening of cuisine, performance and installation. The night features new work from [REDACTED]

[REDACTED] The second event in our new performance series, YER DINNER'S READY transports you to a simpler time, of after school TV dinners and Nokia 3310 polyphonic ringtones, Teletext, and Lynx Africa, offered up by a group of Glasgow based artists.

Personnel: Philip Ewe, Gordon Douglas, Jane Fawcett, Shona Macnaughton

Each artist's practice navigates themes pertinent to the exhibition, surrounding the professionalisation and commodification of self and the system between an audience, space, artist and artwork. Either as directors, performers or designers of live situations there is a questioning of the ephemeral positions artists hold, as instigators and unreliable narrators. The artists share histories with live work that question the role of the performer being centre stage and under the spotlight.



Open Programme Highlight 01

Eden Bo Dower: Sense of Urgency

Sense of Urgency was a month-long residency bringing together 23 artists and makers sharing a space of production, culminating in a public exhibition.

100% of participants said they would take part in a residency like this again

75% rated their overall experience 5/5; 25% rated it 4/5

83.3% cited space and working alongside others as primary motivations.

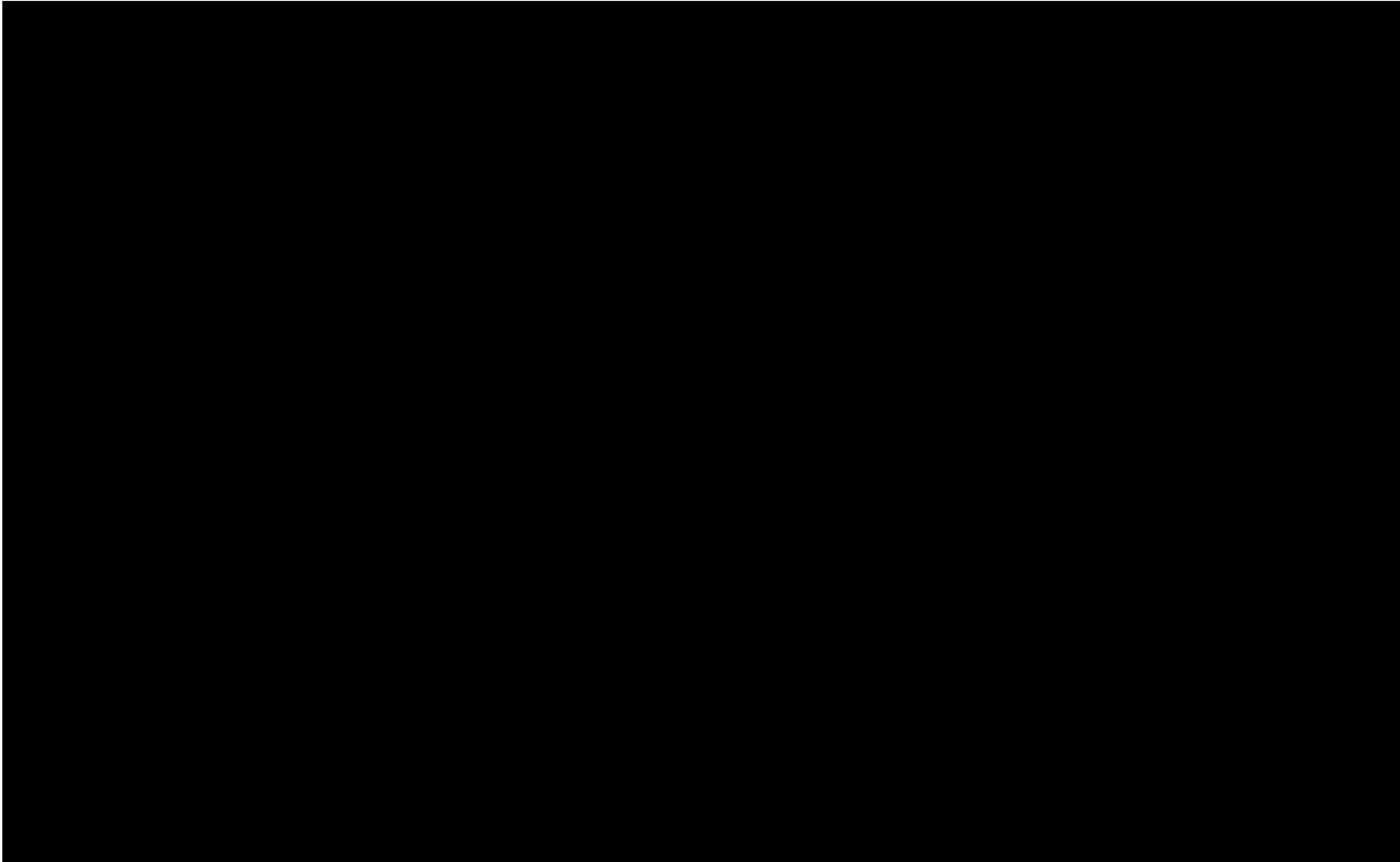
Participant Feedback:

"[I enjoyed] Having the space and support to try out bigger more ambitious ideas in an open DIY way. The friendly informal environment gave us freedom to explore our processes and we were always given really positive encouraging feedback/ help solving problems."

"[I enjoyed] Feeling like I could truly sink into a headspace of freedom and experimentation. Flicking off the switch of needing to be making in a certain way and just playing. Being around lots of people and seeing everybody getting consumed by making. Early mornings, busy days, exciting evenings!"

"[I enjoyed] The openness of the brief given and the freedom to create. The ongoing dialogue that Eden provided throughout making it feel conversational but still probing, constructive. The organisation of the residency; scheduling, briefing, construction of show was really well organised and communicated."





Music Highlights

Live music has become a cornerstone of our open programming. A highlight was our collaboration with a collective of 16–18-year-old producers who sought a venue to self-manage a series of live events.

Empowering the Next Generation

The group approached us after a predatory experience at a city-center commercial venue, where they were expected to drive ticket and bar revenue only to be compensated with a nominal £2 fee per performer.

In response, we offered a residency-style partnership designed to foster professional autonomy. Rather than focusing solely on performance, the group managed the entire event lifecycle - from concept and curation to technical production and marketing. Under an “arms-length” mentorship model, the collective retained 100% of ticket profits, while Strange Field offset operational costs through concessions.

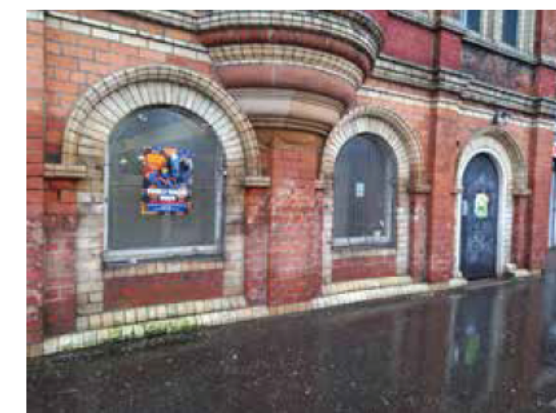
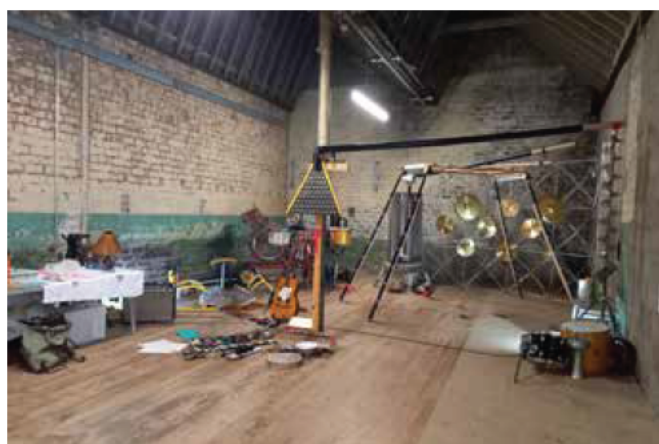
Impact and Demand

The initiative was a resounding success:

Engagement: All three events reached full capacity (Sold Out).

Infrastructure: The project highlighted a critical lack of provision in Dalmarnock, which currently offers zero dedicated facilities for young people.

Skill Gaps: These sessions addressed the broader regional deficit in formal event production training, providing a necessary pipeline for Glasgow’s thriving music ecosystem. Our music programming continues to diversify, featuring a range of sonic explorations and experimental performances, including:



1. Public Workshop at The Pipe Factory.
2. Portsl Listening Event
3. Graffiti board from The Pipe Factory Closing Party
4. Space Junk - Open Programme Exhibition
5. Personnel - Image credit Chao-Ying Rae
6. Strange Field Chrismtas Market
7. The Pipe Factory - Closed for Resotation
8. Harriet Rickard - Image credit Chao-Ying Rae
9. Agenda - Image credit Chao-Ying Rae
10. Personnel - Image credit Chao-Ying Rae

Achievements and Performance

Strange Field’s 2024 activities provided substantial public benefit through:

Dramatic Increase in Arts Access: 3,665 participants engaged compared to 1,804 in full 2023 data - demonstrating continued expansion in community reach

Artist Support at Scale: 710+ artists supported with platforms, fees, and professional development opportunities

Creative Employment: 206+ creative freelancers employed, supporting Glasgow’s creative economy

Community Cultural Infrastructure: Two venues providing vital accessible space in areas with limited cultural provision

Inclusive Practice: Leading on accessibility with BSL interpretation and access riders embedded as standard

2024 was a year of exceptional programme growth for Strange Field, with delivery expanding from 18 events in late 2023 to 124+ events across the full year. This 589% increase in activity demonstrates the organisation’s growing capacity and community demand for accessible cultural programming in Glasgow’s East End.

Total number of participants:

3665

Dramatic Increase in Arts Access: 3,665 participants engaged compared to 1,804 in full 2023 data - demonstrating continued expansion in community reach

Increase from 2023 by

↑103.2%

Artists Supported:

710+

Artist Support at Scale: 710+ artists supported with platforms, fees, and professional development opportunities

Increase from 2023 by

↑1,320%

Creative Freelancer Supported:

206+

Creative Employment: 206+ creative freelancers employed, supporting Glasgow’s creative economy

Increase from 2023 by

↑881%

Programme Delivery Statistics

124+ events and exhibitions delivered

3,665 participants engaged

710+ artists supported

206+ creative freelancers employed

Venue Activity

French Street: 18 events (primary venue after Pipe Factory closure)

The Pipe Factory: 8 events (January-November, before closure for refurbishment)

Major Exhibitions and Events:

Highest Impact Events

1. Chris Leslie Exhibition (4-28 July): 600 attendees over 25 days - single highest attended event, 1 artist, 1 freelancer

2. Morwenna Kearsley (2-26 October): 250 attendees, 3 artists, 4 freelancers

3. Philip Ewe Exhibition (14 September - 8 October): 213 attendees, 1 artist, 6 freelancers

Community Celebrations

The Pipe Factory Closing Party (30 November): 210 attendees, 14 artists, 6 freelancers - marking transition to refurbishment phase

Strange Field Christmas Market (14 December): 70 attendees, 15 artists, 5 freelancers

Regular Programming

Kiln Klub Open Days: Multiple sessions engaging 50+ participants each

Youth-Led Music Nights: Consistent programming supporting emerging artists

Community Workshops: Ongoing skills development and creative participation

Family Events: Roller Disco events promoting intergenerational engagement

Programme Quality Indicators:

High audience numbers for exhibitions (average 150-250 visitors per exhibition)

Strong artist engagement (710+ artists choosing to work with Strange Field)

Community loyalty (return visitors, repeat participants)

Diverse programming (exhibitions, workshops, music, performance, community events)

↑589%

increase in activity in 2024

Digital Engagement 2024

FY 2024 was Strange Field's strongest digital year to date, driven by a major exhibition programme that significantly amplified reach and engagement across all channels. Total visits more than doubled to 4,991 (+129.8%) and unique visitors reached 2,852 (+142.5%), with page views also doubling to 10,501. The top pages reflected the event-driven nature of the year, with the homepage drawing 2,886 views, followed by the what's on page (777), and two specific event pages - Yer Dinner's Ready (685) and a Youth-Led Live Music Night (640) - featuring prominently in the top five, demonstrating that audiences were arriving with specific programme activity in mind. Glasgow remained the core audience at 52.7% of unique visitors (1,504), with Edinburgh and London the next most frequent locations. Mobile usage peaked at 79.2% of all sessions, the highest across all four years, reflecting the increasingly on-the-go nature of how audiences discover

and engage with cultural programming. Direct traffic grew 118.2% to 1,879 sessions and organic search rose 91.4% to 1,541, reflecting significantly increased brand visibility and discoverability. Social media referrals surged across all platforms, with Instagram sessions up 428.8% and Facebook up 187.6%, demonstrating the impact of active campaign activity around the exhibition programme. Linktree referrals also grew 45.7%, indicating audiences were actively following through from social bios to the site. The subscriber list grew to 187 (+112.5%), with 99 new subscribers gained - the highest single-year total across all four years. Instagram followers reached 6,057 (+29.5%), consolidating the platform's rapid growth trajectory from 2023. The average email open rate of 72.5% indicated a highly engaged mailing list audience.

Total number of website visits:

4991

This equates to a 12.3% increase from 2022.

Percentage of site visitors in Glasgow

52.7%

Percentage of site visitors based in Glasgow - making it the top location of site visitors, the second top city was Edinburgh as in 2023.

Increase in direct traffic from 2023

↑118.2%

Direct traffic visitor number was 86.

Percentage of viewing from a mobile

79.2%

Compared to vewing on a desktop which was 36.9%.

Increase in website subsribers

↑112.5%

Top Programme Page Views:

685

Yer Dinners Ready was the top programme page - this was a ticked event. Ticketed proggmmes generally have a higher page rating than free events.

Instagram Followers

6057

Yer Dinners Ready was the top programme page - this was a ticked event. Ticketed proggmmes generally have a higher page rating than free events.

Increase in Instagram followers:

↑29.5%

Total number of instagram followers in Dec 2023 was 4678.

Like any rapidly growing organisation, Strange Field experienced the classic challenge of infrastructure catching up to programmatic achievement. This provides valuable learning for the wider cultural sector about alternative models of provision.

Accessibility Achievements:

- BSL interpretation embedded across live events
- Access riders implemented as standard practice
- Large format texts available on request and trigger warnings for exhibitions
- Quiet viewing times offered
- Online walkarounds developed for digital access

Extraordinary Growth and Strategic Development:

2024 was a year of exceptional achievement for Strange Field, with programme delivery expanding 589% year-on-year - extraordinary growth by any measure. This success reflects strong community

demand, effective programming, and funder confidence in the organisation's mission and delivery.

Major Achievements:

Programme Scale: From 18 events to 124+ events - demonstrating community need and organisational capacity

Community Reach: 3,665 participants engaged (103% increase)

Artist Support: 710+ artists supported (507% increase)

Creative Employment: 206+ freelancers employed (881% increase)

Funding Success: Secured Paul Hamlyn Foundation 3-year commitment (£78,073/year), Creative Scotland, NLHF, and Clyde Gateway support

Major Milestone: Pipe Factory Closing Party (210 attendees) marking transition to refurbishment for Spring 2026 reopening

Strategic Challenges - Scaling Infrastructure to Match Success:

Challenge 1: Building Operational Capacity Alongside Programme Success

Achievement: Programme delivery succeeded spectacularly with 589% growth and major funding secured.

Strategic Response: Recognising this as a sector-wide challenge, Strange Field is committed to demonstrating alternative funding models that properly resource operational sustainability - part of the organisation's mission to pioneer new approaches to cultural provision.

2025 Priority: Allocate maximum time to SOPs completion; advocate for operational funding in grant applications; share learning about true costs of community-led cultural provision.

Challenge 2: Income Diversification in Growth Phase

Achievement: Secured significant restricted funding including Paul Hamlyn Foundation at year-end.

Growth Challenge: Unrestricted fundraising targets not met in 2024, contributing to year-end deficit.

Strategic Context: This reflects the broader challenge of building diverse income streams while managing rapid programme expansion. As a young organisation (established November 2022), Strange Field is developing unrestricted fundraising capacity alongside programme delivery.

2025 Priority: Significant fundraising drive focused on unrestricted income; expand earned income through venue hire; demonstrate sustainability model for community-owned cultural infrastructure.

“Growth Challenge: Funding remained predominantly programme-focused, while operational infrastructure needs expanded proportionally. This created a backlog in developing Standard Operating Procedures and administrative systems needed to sustainably support two-venue operations.”

Strange Field achieved 589% programme expansion in year three of operation - extraordinary by any measure.

Challenge 3: French Street - Pursuing Community Ownership Model

Strategic Achievement: Advanced the organisation's mission of securing community-owned cultural assets through ambitious expansion plans.

Initiative: The operations team invested significant effort in negotiations with building owners and Clyde Gateway to secure French Street and develop a 500-capacity annex for community use.

This included:

Pro bono legal support from Shepherd and Wedderburn

Detailed architectural planning in collaboration with building owner for the newly renovated annex

Private social investment secured and ready to proceed

Vision for commercial music programme to cross-subsidize community provision

Negotiations to include purchase option as part of the new annex lease agreement

Outcome: Despite considerable time and effort invested, the organisation was unable to formally agree an option to purchase as part of the lease for the newly renovated annex. Clyde Gateway had to withdraw from their role as potential 'holding' party due to insufficient funding. When building owners drew a red line on the purchase option, the expansion could not proceed despite private social investors being ready and willing.

Strategic Learning: The experience reinforced the urgent need for alternative ownership models in cultural infrastructure and highlighted the barriers facing community-led organisations seeking asset security. With the French Street lease expiring July 2025, the organisation continues pursuing community ownership approaches - generating valuable sector learning about structural challenges in securing cultural assets.

Mission Impact: This situation exemplifies precisely why Strange Field's mission to secure permanent cultural assets owned and governed by those who use them is critical - particularly as services become increasingly needed and just as funding is secured to grow communities, programmes, and facilities.

2025 Priority: Secure French Street lease renewal; continue exploring community ownership models; share learning about barriers and opportunities in cultural asset ownership.

Challenge 4: Venue Capacity During Pipe Factory Refurbishment

Strategic Achievement: Successfully transitioned Pipe Factory to refurbishment phase with strong community send-off (210 attendees at Closing Party).

Growth Challenge: Temporary reduction in venue capacity during refurbishment period.

Response: Intensified French Street programming; maintained community engagement through increased event frequency; advanced planning for Spring 2026 reopening with enhanced facilities.

Challenge 5: Leadership Transition

Achievement: Strong programme delivery under Jenny Tipton's leadership from March 2023 to December 2024.

Growth Challenge: Jenny's departure created a capacity gap, particularly in fundraising expertise.

Strategic Response: Opportunity to redistribute responsibilities, build team capacity, and explore new approaches to fundraising and programme leadership and organisational structure.

2025 Priority: Build distributed fundraising capacity across teams; potential strategic recruitment or consultant support.

Overall Assessment:

Strange Field achieved 589% programme expansion in year three of operation - extraordinary by any measure. The focus for 2025 is consolidating this success by building operational infrastructure to match

programme achievement.

As a mission-driven organisation pioneering alternative models of cultural governance and ownership, Strange Field views these challenges as valuable learning to share with the sector about the true resource requirements of community-led cultural provision.

The dramatic increase from £24,939 (2023) to £186,687 (2024) reflects successful fundraising and the organisation’s growing reputation and delivery capacity.

Financial Position:	increase from £24,939 (2023) to £186,687 (2024) reflects successful fundraising and the organisation’s growing reputation and delivery capacity.
For the year ended 31 December 2024:	
Total Income: £186,687 (649% increase from 2023)	
Total Expenditure: £195,877 (1,450% increase from 2023)	Expenditure Analysis:
Deficit for the Year: £(9,190)	Building costs and premises: £40,221
Income Analysis:	Management salaries: £46,787
Unrestricted Income: £91,602	Payments for charitable activities (restricted): £77,020
Grants: £31,465	Other costs and marketing: £17,403
Gross trading receipts: £13,392	Loan repayments: £9,938
Rents from land and buildings: £28,454	Accounts preparation: £4,508
Donations: £3,800	Total Expenditure: £195,877
Loan advances: £10,750	The substantial increase in expenditure reflects the 589% growth in programme delivery, necessary infrastructure investment, and staffing to support sustainable operations.
Other charitable receipts: £3,741	
Restricted Income: £95,085	
Major restricted grants:	Funds Held at Year End:
Creative Scotland: £100,000	Unrestricted funds: £(11,615) - deficit
National Lottery Heritage Fund: £10,000 (£5,085 + £4,915)	Restricted funds: £2,425
Clyde Gateway: £25,000	Total funds: £(9,190) - deficit position
William Grant Foundation: £7700	
Total Income Growth: The dramatic	

Analysis of Deficit - Context and Strategic Perspective:

The year-end deficit of £9,190 represents 5% of total income and reflects the second year of our planned “investment in stability” strategy:

1. Strategic infrastructure investment - building capacity to manage significant cultural venues professionally
2. Scaling costs - supporting 589% programme growth year-on-year
3. Venue development - Pipe Factory closure transition and refurbishment preparation
4. Income timing - programme funding secured (Paul Hamlyn Foundation at year-end), but unrestricted fundraising targets not met

Organisational Context:

The 5% deficit represents continued investment in the infrastructure needed to deliver on our mission at the scale required - managing heritage buildings, employing professional staff, and providing adequately resourced community and contemporary arts programming.

Sector Context - The True Cost of Community-Led Cultural Provision:

Charity sector organisations sometimes report planned deficits when investing in foundational infrastructure. The Charity Finance Group, for example, reported a planned deficit of £123,601 in 2024/25 while “investing significantly in strengthening our own foundations” to “enable us to grow our own impact in the future.”

More significantly, our deficit reflects a widely recognised sector challenge: funders prefer funding projects over core costs. This creates a structural gap between the resources needed to steward significant cultural assets professionally and the funding available to do so. Strange Field’s transparent reporting of these costs contributes to strategic learning about what community-led cultural provision actually requires.

The Scale Up Transition:

Our decade of grassroots experience (2012-present) has given us realistic insight into the true costs of managing heritage buildings as community assets. The £9,190 deficit represents the gap between:

What it actually costs to manage The Pipe Factory and French Street professionally, safely, and sustainably

What we’ve been able to raise in unrestricted funding in year two of this transition

This honest accounting - rather than relying on unsustainable voluntary labour or deferred maintenance - is essential to our mission’s long-term viability.

Reserves Policy:

The Trustee Committee targets unrestricted reserves equivalent to three months’ core operating costs (approximately £30,000 based on current run rate). Our current deficit position is not consistent with this policy, and addressing this is a strategic priority for 2025.

Reserves Strategy - Building Unrestricted Income:

To address the reserves deficit, the operations team is:

- 1. Diversifying income sources beyond restricted grants - developing earned income through venue hire and studio rents and exploring programming options with commercial possibilities.
- 2. Building unrestricted fundraising capacity - demonstrating the full cost of our work to potential funders
- 3. Managing cost growth sustainably - aligning expansion with actual income
- 4. Implementing financial controls - improved forecasting and monitoring
- 5. Leveraging assets - converting French Street and (post-refurbishment) Pipe Factory into revenue-generating venues

Current Reserves Position - Assessment:

The unrestricted deficit of £11,615 requires attention as part of our maturation process. However, this must be understood in context:

Risk Factors:

Operational costs rising as we take on institutional responsibilities

Programme funding easier to secure than core cost funding (sector-wide pattern)

Transitioning from voluntary to professional staffing model

Mitigating Factors:

Strong programme funding base: Paul Hamlyn Foundation (£78,073/year for 3 years), ongoing Clyde Gateway support

Demonstrated delivery capacity: 589% programme growth shows community demand and organisational capability

Asset foundation: Managing significant heritage buildings provides long-term revenue potential

Strategic governance: development of 10-year roadmap, realistic planning, professional trustee oversight

Restricted vs Unrestricted Funds:

Restricted funds (£2,425): Designated for specific programme delivery including Creative Scotland and NLHF funded projects

Unrestricted funds (£(11,615)): The deficit reflects the structural challenge of covering true operational costs during our grassroots-to-institutional transition

The operations team recognises the need to strengthen unrestricted fundraising - demonstrating to funders the full cost of professionally managing community-owned cultural infrastructure.

Going Concern:

The Trustee Committee is satisfied that the charity is a going concern, for the following reasons:

Financial Foundation:

- 1. Multi-year commitments secured (Paul Hamlyn Foundation £78,073/year for 3 years)
- 2. Strong funder relationships (Creative Scotland, NLHF, Clyde Gateway)
- 3. Growing earned income from venue hire
- 4. Asset base providing long-term stability

Operational Evidence:

- 1. 589% programme growth demonstrates capacity and community demand
- 2. Successfully managing complex venues (The Pipe Factory, French Street)
- 3. Strong partnerships (Clyde Gateway, Buzzcut, GSA, Kelvin College, University of Strathclyde, Soft Studio, Thriving Places)

Strategic Clarity:

- 1. 10-year financial roadmap currently being developed
- 2. Realistic assessment of true costs
- 3. Clear 2025 priorities (unrestricted fundraising, income diversification, SOPs completion)
- 4. Patient approach to sustainable growth

Assessment:

As a young organisation in year three, Strange Field is deliberately building the infrastructure needed for long-term mission delivery. The deficit represents investment, not failure - we are choosing to budget for the true cost of professional management rather than relying on the "fragility of a

purely voluntary model."

This patient, realistic approach - unusual in a sector that often demands rapid 'impact' - reflects our decade of community embeddedness and commitment to genuine, lasting change. The Trustee Committee is confident that with our 10-year roadmap, combined with focused implementation of 2025 priorities, will achieve financial sustainability while maintaining programme excellence and mission integrity.

Major Funders:

Paul Hamlyn Foundation - £78,073/year (3-year commitment, secured end of 2024)

Creative Scotland - £100,000 (2024)

National Lottery Heritage Fund - £10,000

William Grant Foundation - £7700

Clyde Gateway - £25,000 (ongoing support for grassroots cultural provision in Clyde Gateway redevelopment area)

Funding Strategy:

Identified multiple suitable funders for 2025 funding strategy across trusts and foundations, public sector, and creative sector funding programmes to diversify income sources and support organisational development.

Plans for Future Periods

Major Milestone: The Pipe Factory Spring 2026 Reopening

The closure of The Pipe Factory in November 2024 marks the beginning of a major refurbishment project. The venue is scheduled to reopen in Spring 2026 with enhanced facilities, improved accessibility, and expanded capacity for programming. This represents a transformational moment for Strange Field's infrastructure and ability to serve the community.

2025/2026 Strategic Priorities:

Following 2024's exceptional 589% programme growth, 2025 focuses on consolidating success and building sustainable infrastructure to support continued impact.

KEY PRIORITIES FOR 2025 - CONSOLIDATION PHASE:

1. Unrestricted Income Development

Build diversified funding base to complement strong programme funding

Expand earned income through venue hire at French Street

Demonstrate sustainable models for community-led provision

Strategic fundraising campaign

2. Operational Infrastructure Completion

Complete Standard Operating Procedures to support two-venue model

Embed financial management systems developed in 2024

Build on foundations laid during rapid growth phase

Ensure scalable, sustainable operations

3. French Street Long-Term Security

Negotiate lease renewal beyond July 2025

Continue pursuing community ownership models aligned with mission

Build on learnings from 2024 expansion negotiations

Share sector learning about cultural asset ownership

4. Earned Income Expansion

Grow venue hire revenue at French Street (building on 2024 growth)

Develop commercial programming elements

Demonstrate mixed-income sustainability model

5. The Pipe Factory Community Engagement

Maintain community connection during restoration phase

Deliver engagement programme alongside refurbishment

Build excitement for Spring 2026 reopening with enhanced facilities

Secure opening programme funding

6. Audience Development and Consolidation

Deepen relationships with 3,665 participants engaged in 2024

Build on 589% programme growth with quality and sustainability focus

Strengthen community partnerships

Enhance evaluation and impact measurement

7. Team Capacity Building

Distribute fundraising expertise across team (following Jenny Tipton's departure)

Build organisational resilience through skills development

Potentially strategic recruitment for key capacity gaps

LONGER-TERM STRATEGIC GOALS:

The Pipe Factory Spring 2026 Reopening

- The closure of The Pipe Factory in November 2024 marks the beginning of a major refurbishment project. The venue is scheduled to reopen in Spring 2026 with enhanced facilities, improved accessibility, and expanded capacity for programming. This represents a transformational moment for Strange Field's infrastructure and ability to serve the community.

French Street Development

- Explore long-term security of French Street venue
- Pursue community asset ownership aligned with organisational mission
- Potential expansion with annex development (if building owner positions change)
- Continued intensive programming

Financial Sustainability - CRITICAL

- Address unrestricted reserves deficit through diversified fundraising
- Implement improved financial administration systems
- Complete development of Standard Operating Procedures
- Achieve sustainable balance between programme and operational funding
- Build capacity to replace loss of primary fundraising expertise

Programme Consolidation and Quality

- Maintain programme scale while ensuring quality
- Deepen community relationships
- Enhance evaluation and impact measurement
- Continue accessibility leadership
- Organisational Capacity

Strengthen operational infrastructure to support two-venue model

- Rebuild fundraising capacity post-Jenny Tipton departure
- Develop staff capacity
- Implement robust financial controls
- Enhance planning and forecasting

Partnership Development

- Deepen existing partnerships
- Develop new strategic relationships
- Explore collaborative funding opportunities

Programme Expansion Post-Pipe Factory Reopening

- What does Stragne Field at The Pipe Factory look like in the future?

Funding Strategy:

- Continue to pursue diverse funding including:
- Multi-year programme grants from major funders
- Capital funding for venue development
- Earned income growth
- Individual giving and community fundraising
- Partnership funding

Principle Risks and Uncertainties

As a rapidly growing organisation in its third year of operation, Strange Field has identified key risks inherent in scaling community-led cultural provision. These are managed through active monitoring and strategic mitigation.

Major Risks and Mitigation Strategies:

1. Venue Development Opportunity Management

Risk: Timeline variables in The Pipe Factory refurbishment affecting Spring 2026 reopening

Context: Major capital project with inherent scheduling considerations

Mitigation: Regular contractor management, contingency timeline, intensive French Street programming maintains capacity, community engagement sustained through restoration phase

Opportunity: Enhanced facilities will significantly expand organisational capacity upon reopening

2. Financial Sustainability Development

Risk: Unrestricted deficit requiring income diversification as organisation matures

Context: 5% deficit on £186k income represents investment in growth infrastructure

Mitigation: 2025 unrestricted fundraising campaign, earned income expansion, improved financial systems, diversified funding base development

Positive trajectory: Strong programme funding base (Paul Hamlyn £78k/year for 3 years), demonstrated delivery attracting funder confidence

3. Funding Mix Evolution

Risk: Programme funding stronger than operational funding

Context: Funders tend to prefer funding projects over core costs, a widely recognised sector challenge. This demonstrates the need for funders to support essential operational costs alongside programmes

Strategic response: Demonstrating true costs of community-led provision, advocating for operational funding in applications, building earned income streams

Mitigation: Diversifying funder base, developing mixed-income model, sharing sector learning about sustainable resourcing

4. Operational Infrastructure Scaling

Risk: SOPs development lagging behind 589% programme growth

Context: Infrastructure development catching up to rapid programme expansion

Mitigation: 2025 focus on SOPs completion, systems implemented incrementally, professional support where needed, building on 2024 foundations

Trajectory: Infrastructure development now prioritised in consolidation phase

5. Programme Quality Maintenance During Growth

Risk: Maintaining artistic quality while scaling rapidly

Mitigation: Regular community feedback, trustee programme oversight, strong artistic leadership, 2025 consolidation focus

Evidence: High audience numbers (600 attendees at Chris Leslie exhibition), strong artist engagement (710+ artists choosing to work with Strange Field), demonstrated community loyalty

6. French Street Long-Term Security

Risk: Lease expiry July 2025 creates planning uncertainty

Context: Part of broader mission to secure community-owned cultural assets

2024 learning: Pursued ambitious 500-capacity expansion; while specific path unsuccessful, generated valuable sector learning about ownership barriers

Mitigation: Lease renewal negotiations underway, landlord relationship management, continued exploration of ownership models, contingency planning

Mission alignment: Reinforces commitment to alternative ownership approaches

7. Team Capacity Evolution

Risk: Leadership transition with Jenny Tipton's departure

Context: Natural staff evolution as organisation grows

Mitigation: Distributed capacity building across team, potential strategic recruitment, consultant support where needed

Opportunity: Build organisational resilience through skills distribution rather than dependency on individuals

Risk Management Approach:

The Trustee Committee reviews risks quarterly and maintains a risk register. The operations team implements mitigation strategies proportionate to identified risks, with 2025 priorities focused on consolidating 2024's exceptional growth through operational infrastructure development and income diversification.

Statement Of Trustees' Responsibilities

The charity trustees are responsible for preparing a trustees' annual report and accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in Scotland requires the charity trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.

In preparing these accounts, the trustees are required to:

Select suitable accounting policies and apply them consistently

Make judgements and estimates that are reasonable and prudent

State whether applicable accounting standards have been followed

Prepare the accounts on the going concern basis unless it is inappropriate

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy the financial position of the charity and

enable them to ensure that the accounts comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), and the provisions of the charity constitution. They are also responsible for safeguarding the assets of the charity and taking reasonable steps for the prevention and detection of fraud and other irregularities.

DECLARATION

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees:

Signature:

[Redacted signature]

Date: 30/04/2025

Name: [Redacted name]

Position: Director/Secretary



Receipts and payments accounts							
For the period from	Period start date			to	Period end date		
	Day	Month	Year		Day	Month	Year
	01	01	2024		31	12	2024

Section A Statement of receipts and payments

	Unrestricted funds	Restricted funds	Expendable endowment funds	Permanent endowment funds	Total funds current period	Total funds last period
	to nearest £	to nearest £	to nearest £	to nearest £	to nearest £	to nearest £
A1 Receipts						
Donations	3,800				3,800	
Legacies					-	
Grants	31,465	95,085			126,550	22,500
Receipts from fundraising activities					-	
Gross trading receipts	13,392				13,392	
Loan Advances	10,750				10,750	
Rents from land & buildings	28,454				28,454	2,325
Gross receipts from other charitable activities	3,741				3,741	114
					-	
A1 Sub total	91,602	95,085	-	-	186,687	24,939
A2 Receipts from asset & investment sales						
Proceeds from sale of fixed assets					-	
Proceeds from sale of investments					-	
A2 Sub total	-	-	-	-	-	-
Total receipts	91,602	95,085	-	-	186,687	24,939
A3 Payments						
Expenses for fundraising activities					-	
Building Costs Rent & Premises Exps	40,221				40,221	
Management Salaries	46,787				46,787	
Payments relating directly to charitable activities		77,020			77,020	2,580
Loan Repayments	9,938				9,938	
Governance costs:					-	
Audit / independent examination					-	
Preparation of annual accounts	4,508				4,508	
Legal costs					-	
Other	1,763	15,640			17,403	10,049
					-	
A3 Sub total	103,217	92,660	-	-	195,877	12,629
A4 Payments relating to asset and investment movements						
Purchases of fixed assets					-	
Purchase of investments					-	
A4 Sub total	-	-	-	-	-	-
Total payments	103,217	92,660	-	-	195,877	12,629
Net receipts / (payments)	(11,615)	2,425	-	-	(9,190)	12,310
A5 Transfers to / (from) funds					-	
Surplus / (deficit) for year	(11,615)	2,425	-	-	(9,190)	12,310

Section B Statement of balances

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Expendable endowment funds to nearest £	Permanent endowment funds to nearest £	Total current period to nearest £	Total last period to nearest £
B1 Cash funds	Cash and bank balances at start of year	(602)	12,912	-		12,310	-
	Surplus / (deficit) shown on receipts and payments account	(11,615)	2,425			(9,190)	12,310
						-	
						-	
	Cash and bank balances at end of year	(12,217)	15,337	-	-	3,120	12,310

	Details	Fund to which asset belongs	Market valuation to nearest £	Last year to nearest £
B2 Investments			-	-
		Total	-	-

	Details	Fund to which asset belongs	Cost (if available) to nearest £	Current value (if available) to nearest £	Last year to nearest £
B3 Other assets	Trade Debtors - Invoices Due	Unrestricted Fund	-	5,412	-
	Grant Debtor	Restricted Fund			10,000
		Total	-	5,412	10,000

	Details	Fund to which liability relates	Amount due to nearest £	Last year to nearest £
B4 Liabilities	Loans	Unrestricted	812	-
		Total	812	-

	Details	Fund to which liability relates	Amount due (estimate) to nearest £	Last year to nearest £
B5 Contingent liabilities			0	0
		Total	-	-

Signed by one or two trustees
on behalf of all the trustees

Signature

Print Name

Date of
approval

Section C Notes to the Accounts

C1 Nature and purpose of funds (may be stated on analysis of funds worksheets)

Unrestricted funds are those that may be used at the discretion of the trustees in furtherance of the objects of the charity. The trustees maintain a single current account for both unrestricted and restricted funds for the day to day running of the SCIO. Restricted funds may only be used for specific purposes. Restrictions arise when specified by the donor or where funds are raised for specific purposes. The grants noted at C2 are both unrestricted £ 31,465 & restricted fund grants £ 95,085..

	Type of activity or project supported	Individual / institution	Number of grants made	£
C2 Grants	Creative Programme Funding	Creative Scot	1	90,000
	Creative Programme Funding	NHLF	1	5,085
	Organisation Funding	NHLF	1	4,915
	Organisation Funding	Clyde Gateway	1	25,000
	Organisation Funding	Various	3	1,550
			Total	126,550

C3a Trustee remuneration	If no remuneration was paid during the period to any charity trustee or person connected to a trustee cross this box (otherwise complete section 3b)	X
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	Authority under which paid	£
C3b Trustee remuneration - details		-

C4a Trustee expenses	If no expenses were paid to any charity trustee during the period then cross this box (otherwise complete section 4b)	X
----------------------	---	----------

		Number of trustees	£
C4b Trustee expenses - details			-

	Nature of relationship	Nature of transaction	Transaction amount (£)	Balance outstanding at period end (£)
C5 Transactions with trustees and connected persons			-	-

C6 Other information	
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Strange Field SCIO

SC052132

Additional analysis (1)**Analysis of receipts and payments****1 Donations**

	Unrestricted funds to nearest £	Restricted funds to nearest £	Expendable endowment funds to nearest £	Permanent endowment funds to nearest £	Total current period to nearest £	Total last period to nearest £
Strange Field Limited	3,800	-			3,800	-
					-	
					-	
					-	
Total	3,800	-	-	-	3,800	-

2 Grants

	Unrestricted funds to nearest £	Restricted funds to nearest £		Total current period to nearest £	Total last period to nearest £
Creative Scotland - Creative Programme Funding		90,000		90,000	
National Heritage Lottery Fund	4,915	5,085		10,000	
Clyde Gateway URC Organisation Funding	25,000	-		25,000	
Culture & Sport Core costs & Sustainability	-	-		-	4,500
Nat Lottery Core Costs & Beyond the Games	-	-		-	10,000
W Grant Core Costs & Beyond the Games	-	-		-	7,700
Various	1,550	-		1,550	300
Total	31,465	95,085		126,550	22,500

3 Gross receipts from other charitable activities

	Unrestricted funds to nearest £	Restricted funds to nearest £	Expendable endowment funds to nearest £	Permanent endowment funds to nearest £	Total current period to nearest £	Total last period to nearest £
Event Income	3,741	-			3,741	114
					-	
					-	
					-	
					-	
Total	3,741	-	-	-	3,741	114

4 Payments relating directly to charitable activities

	Unrestricted funds to nearest £	Restricted funds to nearest £	Expendable endowment funds to nearest £	Permanent endowment funds to nearest £	Total current period to nearest £	Total last period to nearest £
Artist & Performance Fees		35,150			35,150	
Project Equipment		9,767			9,767	
Project Staff & Event Staffing		11,804			11,804	438
Project & Event Costs		19,202			19,202	2,142
Travel & Accomodation		1,097			1,097	
					-	
					-	
					-	
					-	
					-	
Total	-	77,020	-	-	77,020	2,580

5 Breakdown of unrestricted funds

Nature and purpose of funds

Strange Field SCIO

SC052132

Additional analysis (3)

6 Breakdown of restricted funds

	Creative Programme				Total restricted funds	Total restricted funds last period
Receipts						
Donations					-	
Legacies					-	
Grants	95,085				95,085	14,550
Receipts from fundraising activities					-	
Gross trading receipts					-	
Loan Advances					-	
Rents from land & buildings					-	
Gross receipts from other charitable activities					-	
Sub total	95,085	-	-	-	95,085	14,550
Receipts from asset & investment sales						
Proceeds from sale of fixed assets					-	
Proceeds from sale of investments					-	
Sub total	-	-	-	-	-	-
Total receipts	95,085	-	-	-	95,085	14,550
Payments						
Expenses for fundraising activities					-	
Building Costs Rent & Premises Exps					-	
Management Salaries					-	
Payments relating directly to charitable activities	77,020				77,020	1,638
Loan Repayments					-	
Governance costs:					-	
Audit / independent examination					-	
Preparation of annual accounts					-	
Legal costs					-	
Other, Marketing	15,640				15,640	
					-	
Sub total	92,660	-	-	-	92,660	1,638
Payments relating to asset and investment movements						
Purchases of fixed assets					-	
Purchase of investments					-	
Sub total	-	-	-	-	-	-
Total payments	92,660	-	-	-	92,660	1,638
Net receipts / (payments)	2,425	-	-	-	2,425	12,912
Transfers to / (from) funds						
					-	
Surplus / (deficit) for year	2,425	-	-	-	2,425	12,912

Nature and purpose of funds

APPENDIX 3



Independent examiner's report on the accounts

v2

Report to the
trustees/members ofCharity name
Strange Field SCIORegistered charity
number

SC052132

On the accounts of the
charity for the period

Period start date			to	Period end date		
Day	Month	Year		Day	Month	Year
01	01	2024		31	12	2024

Set out on pages

Pages 1 to 6

(remember to include the page
numbers of additional sheets)Respective
responsibilities of
trustees and examiner

The charity's trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) 2005 Act and the Charities Accounts (Scotland) Regulations 2006 (as amended). The charity trustees consider that the audit requirement of Regulation 10(1) (d) of the Accounts Regulations does not apply. It is my responsibility to examine the accounts as required under section 44(1) (c) of the Act and to state whether particular matters have come to my attention.

Basis of independent
examiner's statement

My examination is carried out in accordance with Regulation 11 of the 2006 Accounts Regulations. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeks explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, I do not express an audit opinion on the view given by the accounts.

Independent examiner's
statement

In the course of my examination, no matter has come to my attention [other than that disclosed on the attached page*]

1. which gives me reasonable cause to believe that in any material respect the requirements:
 - to keep accounting records in accordance with section 44(1) (a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations, and
 - to prepare accounts which accord with the accounting records and comply with Regulation 9 of the 2006 Accounts Regulations

have not been met, or

2. to which, in my opinion, attention should be drawn in order to enable a proper account to be reached.

Signed**:

Date:

15th September 2025

Name:

Relevant professional
qualification(s) or body
(if any):

ACCA

Address: