

Item	Description	Report	Item taken by	ACTION
1	Welcome, apologies, and declarations of interest		Chair	Note
2	Minutes 27 August 2020		Chair	Approval
3	Finance Management Accounts to 31 August 2020	Attached	KE	Note
4	Head of Creative Opportunities Report	Attached	BP	Note
5	Head of Production Report	Attached	JR	Note
6	Chief Executive Report Board Decisions Operational Issues Key Dates or Trustees Stakeholder Updates Projects Completed Projects Planned	Attached	GH	Approval Note Note Note Note Note
7	Board Recruitment & Training		Chair	Note
8	Any Other Business as agreed by the Chair at the start of the meeting		Chair	
9	Future SADA Board Meetings: Board Meeting Thursday 17 December 2020 – 5.30pm		Chair	

The Board may decide that on grounds of confidentiality particular items should be considered in private. Any such items will be noted in separate “closed” minutes for approval at the next Board meeting

**Minute of Meeting of Shetland Arts Development Agency Board of Trustees,
Thursday 27th August 2020, held at 6.00pm by video conference**

Present:

Ryan Stevenson (RSt), Chair, Shetland Arts
 Robin Sandison (RS), Trustee, Shetland Arts
 Sophie Whitehead (SW), Vice Chair, Shetland Arts
 Lynn McHattie (LM), Trustee, Shetland Arts
 Chris Gadsby (CG), Trustee, Shetland Arts
 Renzo Spiteri (RSp), Trustee, Shetland Arts
 Susan Mail (SM), Trustee, Shetland Arts

In Attendance:

Graeme Howell (GH), Chief Executive, Shetland Arts
 Kerry Eunson (KE), Head of Organisational Support, Shetland Arts (minute taker)
 Bryan Peterson (BP), Head of Creative Opportunities, Shetland Arts
 Jonathan Ritch (JR), Head of Production, Shetland Arts

Apologies:

None

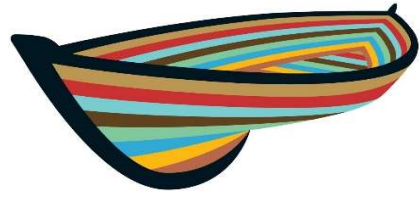
Item	Topic	Action
1.	Welcome, Apologies & Declaration of Interest The Chair welcomed everyone to the meeting. There were no declarations of interest.	
2.	Matters Arising The minutes of the last meeting were read and approved by SW and seconded by LM	
3.	Finance The Management Accounts were taken as read. There were no queries.	
4.	Head of Creative Opportunities Report The report was taken as read. BP added that it had been a good quarter for activity even with COVID-19.	
5.	Head of Production Report The report was taken as read.	

6.	<p>Chief Executive Report</p> <p><u>Trust Re-organisation</u> GH took the board through the background to the changes in the Trust Deed and informed the board that OSCR had approved the change in objects for the charity.</p> <p>The board unanimously approved the new Trust Deed and minute extract which will be circulated for signature.</p>	
7.	<p>Board Recruitment & Training</p> <p>A recruitment campaign for Trustees will begin at the end of September 2020.</p>	
8.	<p>Any Other Business as agreed by Chair at the start of the meeting</p> <p>None</p>	
9.	<p>Date/time of future meetings The next meeting will be held on Thursday 29th October 2020 at 5.30pm in Mareel or via video conference.</p>	
	Meeting closed at 6.30pm	

Minute approved:

Ryan Stevenson

Chair, Shetland Arts Development Agency



Shetland *arts*

MANAGEMENT ACCOUNTS
AUGUST 2020

Mangement Accounts
Profit & Loss - Year to date v Reforecast
5 months to 31 August 2020

	Actual	Reforecast	Variance
	£	£	£
<u>Income</u>			
Ticket Sales	1,712	2,963	- 1,251
Education and training income	44,980	44,423	557
Retail income	2,051	1,995	56
Food and beverage income	5,165	3,811	1,354
Foyer income	291	-	291
Box office commission income	- 212	- 213	1
Gallery commission income	875	-	875
Hire of rooms and equipment income	565	565	-
Screen advertising income	-	-	-
Gift Vouchers	33	-	33
Sponsorship income	-	-	-
Donations received	395	345	50
Grant Funding - Capital	-	-	-
Grant Funding - SIC	32,500	32,500	-
Grant Funding - SCT	251,468	251,468	-
Grant Funding - Creative Scotland	137,258	135,114	2,144
Other Grants - Trusts and foundations	45,122	57,735	- 12,613
Operating lease income - SIC	37,500	37,500	-
Other income	237,182	239,848	- 2,666
Memberships received	- 650	- 650	-
	<u>796,235</u>	<u>807,405</u>	<u>- 11,169</u>
<u>Purchases</u>			
Food and beverage purchases	1,536	855	- 681
Foyer purchases	175	-	- 175
Retail purchases	5,668	1,097	- 4,571
Direct costs	84	-	- 84
	<u>7,464</u>	<u>1,952</u>	<u>- 5,511</u>
<u>Direct Costs</u>			
Gross wages and salaries - regular	353,707	393,500	39,793
Gross wages - casual	52,406	54,212	1,806
Employers NI	26,187	16,450	- 9,737
Employers pension	64,144	39,359	- 24,785
Recruitment expenses	-	-	-
Employee/Trustee expenses	-	167	167
Training and protective clothing	210	120	- 90
Programme costs - project	19,526	23,830	4,304
Marketing costs - project	2,595	4,690	2,095
Licences - PRS etc	7,679	7,369	- 310
Film transport	- 25	- 25	-
Hire of equipment	-	-	-
	<u>526,429</u>	<u>539,671</u>	<u>13,242</u>

Overheads

Travel and subsistence and Entertainment	4,027	2,891	-	1,136
Rent, Rates and Insurance	20,585	21,296		711
Heat and Light	12,043	12,835		792
Operating leases - Rent and Equipment	43,789	44,248		459
Repairs and maintenance and Cleaning	20,869	20,903		34
Print, postage and stationary	103	-	-	103
Telephone and broadband	3,493	2,685	-	809
Computer costs	9,873	10,806		933
Marketing costs - strategic	814	- 277	-	1,091
Website costs	191	568		378
Subscriptions	669	655	-	14
Consumables	-	1,121		1,121
Sundry	- 30	- 30		-
Legal and professional fees	9,972	7,992	-	1,980
Till differences	2	-	-	2
Bank charges	1,278	1,423		145
Loan interest	1,576	1,696		120
	<u>129,253</u>	<u>128,812</u>	-	<u>442</u>
SURPLUS/DEFICIT	<u>133,089</u>	<u>136,969</u>	-	<u>3,880</u>

Management Accounts
Balance Sheet
As at 31 August 2020

	£	£
Tangible Fixed Assets		9,746,819
<i>Current Assets</i>		
Stock	38,150	
Debtors	118,024	
Cash at Bank	<u>303,448</u>	
	459,622	
<i>Current Liabilities</i>		
Creditors	<u>381,988</u>	
Net Current Assets		77,633
<i>Long term liabilities</i>		
Loans	122,215	
Pensions liability	<u>1,382,000</u>	
		1,504,215
Net Assets		<u><u>8,320,238</u></u>
Capital and Reserves:		
Restricted funds		9,727,258
Unrestricted funds		(25,020)
Pension liability	<u>(1,382,000)</u>	
		<u><u>8,320,238</u></u>



Shetland *arts*
HEAD OF CREATIVE
OPPORTUNITIES REPORT

October 2020

INTRODUCTION

This report details the following

- Key Performance Indicators
- Significant projects completed in the reporting period
- Significant projects planned

KEY PERFORMANCE INDICATORS

As Per SCT Funding 19/20	Apr	May	Jun	Jul	Aug	Sep
Concerts, Screenings, Exhibition Days	8	11	9	24	15	77
Audience attendances	1,994	3,878	3,360	1,561	939	1,042
Development Sessions	160	159	21	14	73	132
Participations	1,279	886	275	596	382	534

Formal Education Delivery	Enrolled to Study at Mareel 20/21		Taught Across the Network 20/21
	Full Time	Part Time	
Vocational Pathway	-	31	NA
NC	9	-	NA
HNC	2	-	NA
Degree	11	1	12
Masters	1	-	13

SIGNIFICANT PROJECTS COMPLETED IN REPORTING PERIOD
(See SADA 20-21 Q1 Report for detail)

Date	Title	Intention	Outcome
Aug 2020	20/21 Academic Year	Revising formal education program to enable the majority of delivery to take place online	Staff preparation and training resulted in a successful transition to blended learning
Aug 2020	Lockdown youth activities	Maintain cohesion of groups through online activity	Positive reports from participants. Groups now ready to meet in person
Aug 2020	Pitlochry Partnership	Partnership project between Pitlochry Festival theatre and SADA Writing Group	14 short films produced by Pitlochry actors and Shetland scriptwriters

SIGNIFICANT PROJECTS PLANNED

Short = Next 3 Months; Medium = 3 Months - 1 Year; Long = 1 Year +

Term	Title	Intention	October Update
Medium	Trad Big Band	Bring together young musicians online to write, rehearse and perform as a 'trad orchestra'	The first block of online sessions was delivered in July. The next will be in Feb 2021
Medium	VACMA	Provide bursaries to local Visual Artists and Craft Makers	1st of 2 deadlines is 10th November
Medium	Artist in Residence Project	Working with Jenny Sturgeon on a funded songwriting and exhibition project	Funding application successful



Shetland *arts*
HEAD OF PRODUCTION
REPORT

October 2020

INTRODUCTION

This report details the following

- Health and Safety
- Significant projects completed in the reporting period
- Significant projects planned

HEALTH AND SAFETY

Date	Incident	Action Taken	Future Mitigation
16/09/2020	Faulty sensor on alarmed door at Garrison	Sensor replaced	
07/10/2020	Events Assistant recieved splinter at Mareel Front Desk	Underside of desk sanded and made smooth	

SIGNIFICANT PROJECTS COMPLETED IN REPORTING PERIOD

Date	Title	Intention	Outcome
31/08/2020	Auditorium Rear Bar	To install motorised rear bar in Mareel Auditorium and improve rigging options for projector	Complete
15/09/2020	Garrison External Works	To address all Category 2 defects as noted on condition survey	Complete
29/09/2020	Greenhouse Installation	To create a pop-up exhibition space in Mareel car-park	Complete
07/10/2020	Mareel Auditorium Dimmer Racks	Major upgrade of dimming racks for	Complete

		Auditorium lighting	
13/10/2020	Bonhoga Gallery Reopening	Reopen gallery space to accommodate Craft Fair until December	Complete
16/10/2020	Mareel Upper Cafe Workstations	To create bookable workstations in Mareel Upper Cafe	Complete
19/10/2020	External Screen Decommission	Removal of LED wall at Mareel entrance	Complete

SIGNIFICANT PROJECTS PLANNED

Short = Next 3 Months; Medium = 3 Months - 1 Year; Long = 1 Year +

Short/Medium/Long Term	Title	Intention	Oct Update
Short	Mareel Hot Desk Office	To create a workspace for SADA staff in former Media Lab	In progress
Short	Insurance Survey	Implement recommendations from Risk Improvement Report	To be completed by 31st December
Medium	Food Prep Cooling	Install appropriate cooling system in Food Prep area at Mareel	Options still being explored
Medium	External Railings	To paint/replace handrails on Mareel seaward side	Quotes being sought
Medium	Mareel Foyer Floor	To re-screed lower foyer floor to address long standing issues with cracks	Quotes being sought



Shetland *arts*
CHIEF EXECUTIVE
REPORT

October 2020

INTRODUCTION

This report details the following

- Any Board decisions required
- Operational Issues from the last reporting period
- Key Dates for Trustees
- Stakeholder Updates
- Significant projects completed in the reporting period
- Significant projects planned

BOARD DECISIONS

Issue	Supporting Papers	Recommendation

OPERATIONAL ISSUES

Issue	Mitigation
Covid 19	Working to additional restrictions in line with government guidance
SADA promoted events cancelled till end of December 2020	Dates being rescheduled where possible
External promoters cancelled till end of December 2020	Dates being rescheduled where possible

KEY DATES FOR TRUSTEES

Date	Title	Venue
Ongoing	Shetland Arts and Craft rolling craft fair	Bonhoga
Ongoing	The Greenhouse – a rolling program of exhibitions	Mareel Car Park
Ongoing	Voices for Equity – Exhibition	Mareel

STAKEHOLDER UPDATES

Creative Scotland	Application made to Screen Scotland Independent Cinema Support Fund
Shetland Charitable Trust	
Highlands and Islands Enterprise	Members of leadership team currently studying HIE supported Leading in Uncertain Times course
Shetlands Islands Council	
Film Hub Scotland	Application made to support Screen Horizons, subtitled and relaxed screenings

SIGNIFICANT PROJECTS PLANNED

Short = Next 3 Months; Medium = 3 Months - 1 Year; Long = 1 Year +

Short/Medium/Long Term	Title	Intention	October Update
Short	Future of the Garrison	Secure a sustainable future for The Garrison Theatre	Ongoing, will form part of planning for 2021
Medium	The Lens	To develop an innovation culture in SADA in partnership with SRT and SAT	On hold due to Covid 19
Medium	Vision, Mission, Values	Review and update	See Development Strategy 2020 - Due to be updated in light of current situation
Medium	Social Impacts	Roll out Social Impacts to WMT and staff	
Medium	Work Plan 2021 - 2024	Review and update work plan so that we are able to respond to potential new strategic direction from stakeholders	See Development Strategy 2020 - Due to be updated in light of current situation
Medium	Organisation Structure	Review organisation structure in line with work plan	See Development Strategy 2020 - Due to be updated in light of current situation
Medium	Locus	Successful delivery	Installation delayed until March 2021
Medium	Supervisor Training with People Matters	To ensure all supervisors have management and leadership training	First Cohort delivered, consideration being given as to how to progress
Long	Islands Deal	Ensure CI is delivered in Islands Deal	Creative Islands strand announced as part of the overall funding packages. SADA contributing to outline business case