

Item	Description	Report	Item taken by	ACTION
1	<b>Welcome, apologies, and declarations of interest</b>		Chair	Note
2	<b>Minutes</b> 17 December 2020 Information Session 28 January 2021		Chair	Approval Approval
3	<b>Finance</b> Management Accounts to 31 December 2020	Attached	KE	Note
4	<b>Head of Creative Opportunities Report</b>	Attached	BP	Note
5	<b>Head of Production Report</b>	Attached	JR	Note
6	<b>Chief Executive Report</b> Board Decisions Operational Issues Key Dates or Trustees Stakeholder Updates Projects Completed Projects Planned	Attached	GH	Approval Note Note Note Note Note
7	<b>Board Recruitment &amp; Training</b>		Chair	Note
8	<b>Any Other Business as agreed by the Chair at the start of the meeting</b>		Chair	
9	Future SADA Board Meetings: Board Meeting Thursday 29 April 2021 – 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 17<sup>th</sup> December 2020, held at 5.30pm by video conference**

**Present:**

Ryan Stevenson (RSt), Chair, Shetland Arts  
Lynn McHattie (LM), Trustee, Shetland Arts  
Renzo Spiteri (RSp), Trustee, Shetland Arts  
Susan Mail (SM), Trustee, Shetland Arts  
James Johnston (JJ), Trustee, Shetland Arts

**In Attendance:**

Graeme Howell (GH), Chief Executive, Shetland Arts  
Kerry Eunson (KE), Head of Organisational Support, Shetland Arts  
Bryan Peterson (BP), Head of Creative Opportunities, Shetland Arts  
Wendy Tulloch (WT), Head of Customer Services, Shetland Arts  
Alison Eunson (AE), Administrator, Shetland Arts (Minute taker)  
Siobhan Anderson (SA), Creative Scotland

**Apologies:**

Sophie Whitehead (SW), Vice Chair, Shetland Arts  
Chris Gadsby (CG), Trustee, Shetland Arts  
Jonathan Ritch (JR), Head of Production, Shetland Arts

<b>Item</b>	<b>Topic</b>	<b>Action</b>
<b>1.</b>	<b>Welcome, Apologies &amp; Declaration of Interest</b>  The Chair welcomed everyone to the meeting.  There were no declarations of interest.	
<b>2.</b>	<b>Matters Arising</b>  The minutes of the last meeting were read and approved by SM and seconded by RSp.	
<b>3.</b>	<b>Finance</b>  The Management Accounts were taken as read. There were no queries.	
<b>4.</b>	<b>Head of Creative Opportunities Report</b>  BP took the board through his report adding the following additional points:  The online sessions are continuing and remain very popular.  SM had a query regarding the KPI's and whether we will achieve the targets set by the funders. GH explained that all funders have been kept informed on what we have been doing.	

5.	<p><b>Head of Production Report</b></p> <p>GH took the board through his report adding the following additional points:</p> <p>As an update to the additional expenditure previously discussed we have been unsuccessful in getting a quote for the foyer floor in Mareel instead a quote was sought for repairing the railing at Mareel. The quote received is £46,000.</p> <p>SM queries why it was not possible to get a quote for the foyer floor? GH explained that we were unsure why the local company would not provide a quote.</p> <p>The board felt the quote for the railings was very high cost and asked GH to task JR to look at alternative options and report</p>	
6.	<p><b>Chief Executive Report</b></p> <p>GH took the board through this report and provided a verbal update on a meeting held with the CEO of Creative Scotland.</p>	
7.	<p><b>Board Recruitment &amp; Training</b></p> <p>None</p>	
8.	<p><b>Any Other Business as agreed by Chair at the start of the meeting</b></p> <p>None</p>	
9.	<p><b>Date/time of future meetings</b></p> <p>The next meeting will be held on Thursday 25<sup>th</sup> February 2021 at 5.30pm in Mareel or via video conference.</p>	
	<p>Meeting closed at 5.54pm</p>	

Minute approved:

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Ryan Stevenson

Chair, Shetland Arts Development Agency

**Minute of Discussion of Shetland Arts Development Agency Board of Trustees,  
Thursday 28<sup>th</sup> January 2021, held at 5.30pm by video conference**

**Present:**

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

**In Attendance:**

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

**Apologies:**

None

Item	Topic	Action
1.	<p><b>Decision to Minute Discussion</b></p> <p>GH explained to the board members that there were two items for discussion that he felt should be minuted. The board agreed for a minute of discussion to be kept.</p>	
2.	<p><b>Additional Expenditure</b></p> <p>GH explained that at the last board meeting the board had agreed £20,000 for the big screen replacement. This was not realistic it turned out when we quotes were sought The cost is now £59,000. Looking at it overall, at a cost of £400 per month over the next 10 years GH feel it is worth it.</p> <p>RSt asked what the warranty would be on the screen. GH answered that it would be 5 years. RSt also asked if there was local support? GH explained there was training included in the quote.</p> <p>SM asked if it was Shetland Weather proof? GH said it was the best rating for this that we could find.</p> <p>CG asked how the increased cost will be covered? GH explained that the railings are now looking like £9k instead of £45k. This underspend will be used.</p> <p>CG said that we would just want to make sure that it is definitely for Shetland and that the warranty does not be them out of any issues due to the location in Shetland.</p> <p>Rst queried the power costs. JR explained that they did not expect the power requirements to be any greater.</p> <p>The board unanimously approved the purchase to go ahead.</p>	

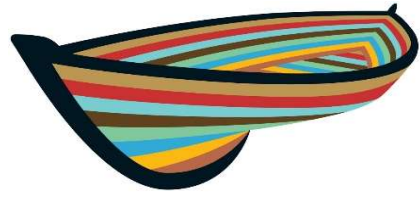
	<p>JR provided an update on the railings. They had approached other local contractors and LEF has suggested they can shot blast and restore the railing. Zinc thermal spray. The new quote is £9,000 with an expected lifespan of 50 years.</p>	
<p><b>3.</b></p>	<p><b>Staff Satisfaction Survey Results</b></p> <p>GH introduced the staff satisfaction survey results. He explained that he is happy the average of 4 out of 5 over the markers is great. There was only 28 responses this year due to the casual staff not being included as they are not currently working. GH believes the areas with a reduction are to be expected with COVID.</p> <p>The themes in the narrative responses are also not unexpected.</p> <p>SM asked if there were any direct actions that are coming out of it that we can show to the staff? This lets them know that we did listen. GH explained that there was not actions detailed this year as with COVID it is difficult how some of it can be done.</p> <p>GH suggested we did a you said we did thing in 3 months. SW agreed this was a good idea as staff would feel their opinions were being valued.</p> <p>LM suggested the social outcomes could be used as a basis for feedback.</p>	

Minute approved:

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Ryan Stevenson

Chair, Shetland Arts Development Agency



Shetland *arts*

MANAGEMENT ACCOUNTS  
DECEMBER 2020

**Mangement Accounts**  
**Profit & Loss - Year to date v Reforecast**  
**9 months to 31 December 2020**

	Actual	Reforecast	Variance
	£	£	£
<u>Income</u>			
Ticket Sales	33,081	36,828	- 3,747
Education and training income	90,573	90,301	272
Retail income	18,267	13,785	4,482
Food and beverage income	48,489	49,032	- 543
Foyer income	8,697	9,076	- 379
Box office commission income	- 80	- 195	116
Gallery commission income	3,975	2,375	1,600
Hire of rooms and equipment income	1,658	2,665	- 1,007
Screen advertising income	-	938	- 938
Gift Vouchers	106	- 21	127
Sponsorship income	-	-	-
Donations received	1,030	395	635
Grant Funding - Capital	-	-	-
Grant Funding - SIC	39,456	32,500	6,956
Grant Funding - SCT	452,642	452,642	-
Grant Funding - Creative Scotland	354,948	385,593	- 30,645
Other Grants - Trusts and foundations	46,866	61,172	- 14,306
Operating lease income - SIC	67,500	67,500	-
Other income	274,653	283,404	- 8,750
Memberships received	799	733	66
	<u>1,442,659</u>	<u>1,488,721</u>	<u>- 46,062</u>
<u>Purchases</u>			
Food and beverage purchases	20,984	18,546	- 2,437
Foyer purchases	4,158	4,502	344
Retail purchases	10,175	11,381	1,206
Direct costs	122	122	-
	<u>35,439</u>	<u>34,552</u>	<u>- 887</u>
<u>Direct Costs</u>			
Gross wages and salaries - regular	615,343	671,185	55,843
Gross wages - casual	61,340	58,531	- 2,808
Employers NI	45,177	30,984	- 14,193
Employers pension	110,931	75,952	- 34,979
Recruitment expenses	298	120	- 178
Employee/Trustee expenses	-	-	-
Training and protective clothing	1,205	1,105	- 100
Programme costs - project	43,477	116,949	73,472
Marketing costs - project	4,261	23,468	19,207
Licences - PRS etc	16,127	17,685	1,558
Film transport	246	426	180
Hire of equipment	-	-	-
	<u>898,404</u>	<u>996,406</u>	<u>98,002</u>

Overheads

Travel and subsistence and Entertainment	4,353	4,952	599
Rent, Rates and Insurance	38,259	38,770	511
Heat and Light	34,764	44,379	9,615
Operating leases - Rent and Equipment	79,577	79,476	- 101
Repairs and maintenance and Cleaning	64,725	74,437	9,712
Print, postage and stationary	1,496	1,498	2
Telephone and broadband	6,303	5,427	- 876
Computer costs	18,340	19,171	831
Marketing costs - strategic	2,132	1,283	- 850
Website costs	557	911	354
Subscriptions	1,905	1,307	- 597
Consumables	76	2,706	2,631
Sundry	- 30	- 52	- 22
Legal and professional fees	16,583	19,722	3,138
Till differences	16	-	- 16
Bank charges	3,751	4,356	606
Loan interest	2,837	3,016	179
	<u>275,644</u>	<u>301,360</u>	<u>25,716</u>
<b>SURPLUS/DEFICIT</b>	<b><u>233,172</u></b>	<b><u>156,403</u></b>	<b><u>76,769</u></b>



**Management Accounts**  
**Balance Sheet**  
**As at 31 December 2020**

	£	£
Tangible Fixed Assets		9,746,819
<i>Current Assets</i>		
Stock	30,314	
Debtors	111,902	
Cash at Bank	503,103	
	<u>645,320</u>	
<i>Current Liabilities</i>		
Creditors	<u>475,901</u>	
Net Current Assets		169,419
<i>Long term liabilities</i>		
Loans	113,918	
Pensions liability	<u>1,382,000</u>	
		1,495,918
Net Assets		<u><u>8,420,320</u></u>
Capital and Reserves:		
Restricted funds		9,727,258
Unrestricted funds		75,062
Pension liability		<u>(1,382,000)</u>
		<u><u>8,420,320</u></u>



Shetland *arts*  
HEAD OF CREATIVE  
OPPORTUNITIES REPORT

FEBRUARY 2021

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## INTRODUCTION

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This report details the following

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

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## KEY PERFORMANCE INDICATORS

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As Per SCT Funding 20/21	Jul	Aug	Sep	Oct	Nov	Dec
Concerts, Screenings, Exhibition Days	24	15	77	152	119	125
Audience attendances	1,561	939	1,042	2,510	1,964	26,742
Development Sessions	14	73	132	160	195	178
Participations	596	382	534	587	635	1,025

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

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SIGNIFICANT PROJECTS COMPLETED IN REPORTING PERIOD

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Date	Title	Intention	Outcome
Feb 2020	VACMA round 2	Bursaries for Visual Artists and Craft makers	11 applications, awards TBC
Dec 2020	Christmas Craft Packs	Craft activities for Care Home residents	144 packs sent out. 12 Care Homes included
Dec 2020	Mindful Makkin	Provide social interaction and creative experiences	Reaching international audiences with craft activities

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SIGNIFICANT PROJECTS PLANNED

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

Term	Title	Intention	February Update
Short	Upskilling	Paid CPD programme for creative practitioners (circa 280 participations)	Filming, Streaming and Community Arts strands planned for March
Short	Shetland Youth Theatre	Drama activities for young people – weekly sessions leading to an intensive	Streamed performance scheduled for April 3rd
Medium	Youth Arts Grants	Funding pot of circa £30k to be distributed to youth arts activity applicants	11 Expressions of Interest submitted



# Shetland *arts*

## 2020 - 2021: Quarter 3

Report of activity relating to Priority Areas of Activity Statements

Case Studies: Hogmanay 2020, Mindful Makkin, Christmas Craft Packs

Interim Key Performance Indicator Statistics (appendix)



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## Priority Area: Youth Arts

*Shetland has a vibrant Youth Arts scene provided by a range of individuals and groups. We will support and contribute to this provision, create and sustain engagement, and nurture creativity and talent through an annual programme of access-level cross-artform workshops, artform specific "intensives", high-quality music and drama productions and subsidised access to events and activities.*

### Q3 in numbers

**13 Development Sessions**  
**111 Participations**

Q3 saw some of our **Youth Companies** coming back to Mareel for socially distanced classes in person in November, a move which was welcomed with enthusiasm by the participants.

**Shetland Youth Theatre** were working with **Stephenie Pagulayan**, focussing on drama technique as well as a creative approach to devising and script writing.

**Film Crew Jnr** were with **Keiba Clubb**, building on the experience gained by creating a film together, virtually, during lockdown - setting up the camera and tripod, creating characters, brainstorming ideas, basic storyboarding, filming and editing through the creation of fun short fiction films.

Shetland Youth Dance Company have been taking a short break while choreographer Kathryn Spence is on maternity leave.

## Priority Area: Education & Learning

*Our Education & Learning programme is diverse and offers provision at all levels. From the highly successful schools outreach work run from Bonhoga, through to our formal education programme delivered under contract and in partnership with Shetland College UHI, and informal opportunities such as regular cross-artform workshops, business development, masterclasses and Creative Insight events.*

### Q3 in numbers

**439 Development Sessions**  
**1,410 Participations**

Q3 has been a challenging time for the education team and students, but despite the challenges of Covid we have continued to deliver a mix of online blended and face-to-face lessons.

**S3 Skills for Work** students have been able to attend Mareel every second week for the whole of the third quarter. The student's time in the building has been reduced by two hours every session. In response to the reduction in hours, the education team has utilised a blended learning model of delivery to ensure that students have appropriate work that they can



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complete at home every week. All of this quarter, students have still been able to complete practical elements of their coursework in Mareel.

Q3 has seen delivery of the new **Creative Enterprise Skills for Work** programme. Students have been working on a promotional video for the Skills for Work creative industry courses that will be used by Shetland College for future recruitment. Practical elements have been delivered in Mareel with the Virtual Learning Environment (VLE) being utilised for blended elements that students have completed at home.

**NC Creative Industries Music, Film and HNC Music** students have been in Mareel two days a week to participate in practical work such as camera operations, live performance and audio technology modules. The practical elements of the NC and HNC courses were front-loaded in anticipation that there might be a second wave of COVID.

Our **BA Contemporary Film, BA Applied Music** and **Masters** level students continued their studies online and have more than met the challenges presented by socially distant learning.

## Priority Area: Arts & Well-being

*The value of arts to personal and community development is becoming increasingly recognised in Shetland. We will continue to develop our Arts & Wellbeing work through the support of groups which use the arts as a vehicle to wellbeing, providing activities for individuals in care settings and providing free access to events or activities for individuals who have been referred by medical, care or support professionals.*

### Q3 in numbers

**25 Development Sessions**  
**514 Participations**

Q3 saw our **Wellbeing** classes continue to be offered online and free of charge. **Wellbeing Choir with Suzanne Briggs** has gradually been gaining momentum on Facebook Live and by the time it came to December the **Christmas Singalong**, with a mix of traditional carols and popular Christmas songs, was very popular and attracting participants singing along from both Shetland and as far afield as the United States and Canada. *“The perfect way to start the Christmas holidays! Thank you for sharing these carols with us!” “Thank you Suzanne, it was so lovely, especially on such a dark day... Lifted my spirits up!”*

**Wellbeing Writing** continued as drop-in sessions via Zoom with **Claire Davenport**. This term participants worked with Claire, finding words and stories to her pictures and drawings of the local Shetland land- and cityscape, using her photography and sketches as catalysts to mysteries, poems and conversations.



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**Mindful Makkin with Helen Robertson** proved a real hit on Zoom and was fully booked at each session with a mixture of local and international participants who enjoyed the opportunity to get together and knit when the local knit nights and craft groups weren't able to run.

Helen Robertson also developed and sent out craft packs to twelve care homes across Shetland as part of our **Arts in Care** strand. The **Christmas Craft Packs** were delivered in December and contained instructions and materials for up to twelve residents in each care setting to make pom-poms in the shape of Tammie Nories (puffins), robins and Christmas puddings (see Case Study).

## Priority Area: Development & support

*The development and support of individuals and groups, along with the promotion of excellence and experimentation, is integral to our work. This includes the provision of funding both directly and through signposting, access to equipment and facilities, paid work placements, volunteering opportunities, commissioning productions and providing support and training to allow creatives to access new markets. We will continue to provide numerous paid opportunities for freelance artists, education staff and performers.*

### Q3 in numbers

**6 Development Sessions**  
**34 Participations**

During Q3 we supported **Jenny Sturgeon** to offer the first in a series of **Unlocking our Sound Heritage** online workshops. In these workshops participants explored using the National Library of Scotland Sound Archive as inspiration for creating new spoken word poetry and song. Over the two workshops they worked with a collection of sound recordings focused on plants and ecosystems to create a collaborative piece of immersive, site specific music. Following on from the workshops each participant has the opportunity to contribute to the recorded piece.

The 1st round of the **Visual Artist and Craft Makers Awards** were in November with awards being made to 3 local artists.



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# Priority Area: Programming

*We offer a varied and engaging programme of events, exhibitions, screenings and festivals across a range of artforms, including film, music, drama, literature, visual art, craft, dance and digital. We also provide spaces and support for other promoters and groups to stage their shows.*

## Q3 in numbers

**402 Concerts / Screenings / Exhibition days**

**31,277 Audience attendances**

**4 Development Sessions**

**223 Participations**

## EXHIBITION

**PERIMETER**, our new, temporary exhibition space for new work created by local artists has been a huge success since its installation at the end of September. The reinforced 8x6ft polycarbonate greenhouse offers an outdoor, locked space with lighting and power, for passers-by to engage with contemporary art. A series of 3-4 week exhibitions have used the space in very different ways and will continue to do so until March 2021.

Throughout October **Vivian Ross-Smith's** exhibition **Ways of Seeing** filled the space with a blend of filmed and real performance work incorporating 'wearable paintings' by the artist. This drew on Vivian's work made throughout the summer in which she commandeered the Shetland Webcam network to make a performance piece exploring accessibility of the art world, perceptions of place and her identity as an islander. It tackled questions around the presentation of artwork in our current Covid-climate. For **PERIMETER**, Vivian also periodically dressed in her wearable paintings and occupied the greenhouse, which acted as a window in as well as a barrier and screen, to contemplate the tensions between absence, presence, and physical and digital forms of connection.

Vivian said, "There are many challenges to sharing artwork right now, and these strange times are teaching us important lessons in rethinking how we access art too. I am delighted to be the first artist to occupy the **PERIMETER** space with Shetland Arts. The ethos of the space works perfectly in tandem with my recent work and I hope folk will enjoy stopping by to be both intrigued and amused."

In November the space was taken over by **MAMhouss**, a collective of artists, writers and makers who aim to navigate and combine parenting with creative practice. Their work is driven by dialogue with a wider community, particularly a community underrepresented or an otherwise non-traditional art audience. Their **PERIMETER** exhibition, **A Moment in Time**, was an opportunity to present the work created as part of their Booth residency in September (see Q2), in which they explored the strange times we currently find ourselves in. Their socially-engaged practice asked questions about the Covid-19 lockdown and how it made people feel. The resulting work was both fun and emotive, combining painting, jewellery, moving image and sound. A socially-distanced community event on 7 November invited



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passers-by the opportunity to chalk their feelings onto the ground around the greenhouse and take away a colour-in print, created by MAMhous.

In December the greenhouse became an audio-visual festive spectacle for **Sounding Joy**, a collaboration between Shetland Arts and graphic artist Jono Sandilands. Six electro-conductive graphic artworks on the inside surface of the greenhouse were the triggers for six separate Christmas tracks that could be activated by a hovering hand (no touch required). The music, in turn, activated the giant LED lit star in the centre of the space, creating an uplifting audio-visual experience that could be played like a huge interactive festive jukebox.

Meanwhile, in Mareel itself, an exhibition of portraits by photographer **Samuel Temple**, extended from the Feature Space down into the cafe bar. Samuel grew up in Shetland and moved to Glasgow to study Art in 2015. He was one of Shetland Arts' Northern Lights Ambassadors working on a documentary photography project as part of the ARTIST ROOMS Fallen exhibition in 2014. This gave him the opportunity to travel to London to meet legendary photojournalist Don McCullin, an experience he describes as life changing. In 2020, Samuel's photograph Dryon was shortlisted for The Scottish Portrait Award in Photography, which we saw as a perfect opportunity to showcase his work as an emerging artist and feature his work in Mareel.

## FILM

The continuing situation regarding restrictions and the fact that many cinemas across the UK remained closed meant that there were very few distributors willing to release bigger titles this quarter. Release dates that had been set only a few weeks previously were continually postponed, sometimes with only a week or so's notice, which meant planning a month's schedule at a time was impossible. The smaller distributors, however, kept enough new titles coming onto the market that those cinemas that were still open were able to put together an interesting and varied programme.

Family films proved the strongest box office draw, mostly smaller animated adventures that were made abroad and dubbed into English rather than the bigger Disney titles audiences are more used to, but they seemed to go down well nonetheless! A new adaptation of **The Secret Garden** did well, and **Summerland**, a wartime drama starring Gemma Arterton, attracted families with older children.

There was a decided lack of big-budget action movies, though thriller **Honest Thief**, starring Liam Neeson, did respectable business, and a 40th anniversary re-release of **The Empire Strikes Back** did well. We were scheduled to screen the biggest release of the period, **Wonder Woman 1984**, from Boxing Day, but sadly by then Shetland had been moved into Level 3 and we had to close the cinema.



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In the run up to Christmas our festive programme did very good business - old favourites such as **It's a Wonderful Life**, **The Muppet Christmas Carol**, **Home Alone**, **Frozen II** and **The Wizard of Oz** alongside a new theatrical adaptation of **A Christmas Carol** and the self-explanatory **Katherine Jenkins: Christmas Spectacular from the Royal Albert Hall**. Concert films and music documentaries did well in general over the whole period, with a diverse line-up that included **Little Mix**, **Michael Ball & Alfie Boe**, **Stevie Nicks**, **Phil Lynott** of Thin Lizzy, and Pogues frontman **Shane MacGowan**.

The star of the quarter though was **Harry Potter**. We screened all eight films, starting on Halloween and finishing on Christmas Eve, with two screenings of each, and every one was either sold out or close to it. Even bearing in mind a sell out is about a quarter of our normal capacity, that's a great result!

The ever popular **Film Quiz**, which moved online when lockdown started in early 2020, continued to attract healthy numbers of entrants each month.

## PERFORMANCE

With Shetland's Level 1 status, we were able to revisit live events in November and December, with two different **Live@Lunch** offerings in the auditorium.

**Ross & Ryan Couper's And Den Dey Made Tae**, a brand new album recorded in Mareel's Recording Studio, was launched as part of the Live@Lunch series on Saturday 12th December to a sold-out (socially distanced) audience of 58 in the auditorium. This event was a very well received return to live music for the musicians and audience alike and there is a clear desire for more events as soon as circumstances permit. The event was also filmed and streamed on our Facebook pages as part of our streamed offering with a peak number of live viewers at 151. The video has since received 12,000 views, been shared widely and had many positive comments such as; "What a fantastic way to spend a Saturday denner time." (David Henry, Mareel Facebook)

The following weekend Director Jaqueline Birnie staged a 2020 set version of the seasonal classic; "**A Christmas Carol**", again as part of our Live@Lunch programme. The play featured John Haswell as Scrooge, live on stage and performing with actors via Zoom. With two performances on Friday 18th and Saturday 19th, the play was performed to an audience of 43 in the auditorium and live streamed to 25 viewers. There have since been 609 views on Facebook. Once audience member commented; "A great production, similar to the standard of what you'd see in the sooth" (audience member)

From the 19th November, **Storytime for Under 5's**, in association with Shetland Library, returned to Mareel, with a socially distanced set up for children and their parents/carers in the Auditorium. With an initial of 10 adults and up to 20 children, the sessions, which ran up until 17th December, were all sold out with many repeat attendees.



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On the 25th November and 16th December, **Play@Mareel** sessions, delivered with the assistance of Playworkers from the Bruce Family Centre, provided a Covid safe, relaxed and friendly environment for young children and their parents/carers to play together. With a variety of play experiences set up in the auditorium, children aged 0-3 could explore and interact with the toys for 45 minutes. These sessions were open to 5 adults and up to 10 children and were sold out each time with requests for more in the future.

**Hogmanay 2020 from Mareel** was an online event this year, with a programme of Shetland based performers from folk, rock and roll, Shetland fiddle tradition, Americana, poetry and storytelling. Comedian and storyteller Marjolein Robertson presented the evening, leading the audience through performances by Odessa, Jenny Sturgeon, Freda Leask, Sauerkraut Seth and The Plantiecrubs, Isaac Webb Trio and Hjaltibonhoga as well as poet Jen Hadfield and author Ann Marie Anderson. There were also segments from Shetland Arts TV archive and highlights of the work Shetland Arts had continued throughout a challenging year. On the night audience numbers peaked at 151 at any one time and total views have since tallied around 12,000 with 88 comments and 75 shares.

## Priority Area: Mareel Recording Studio

*Maximising Mareel's digital production facilities (principally for music and video recording and broadcast), we will provide opportunities for musicians and producers to generate revenue and Intellectual Property.*

### Q3 in numbers

**6 Development Sessions**  
**8 Participations**

**Ross & Ryan Couper's** album *An Dan Dey Made Tae* was mixed and mastered at Mareel Recording Studio in October, having been recorded there by Tim Matthew in September. The album launch in December was a socially-distanced success and was streamed online with a live audio mix, the first such event since before lockdown.

There were a few sessions in October for **Promote Shetland**, providing music for a series of promotional videos, and a session for **Living Lerwick**, recording a bespoke audio track for their seasonal advert. **Keiba Film** also brought several projects to the studio in November and December for mixing and mastering.

The **Hogmanay 2020** broadcast involved a considerable amount of input from the Mareel technicians, with six local artistes being filmed and recorded on the Mareel stage and all audio post-production taking place in the Mareel Recording Studio (see Case Study).



Supported by



# Case Study: Hogmanay 2020

Shetland Art's Hogmanay event went online this year, showcasing Shetland's musicians, performers, artists and craft makers to a world-wide audience via Facebook and YouTube.

Restrictions in 2020 meant that Hogmanay would always look a little different to the tried and tested format audiences and performers have come to love, but we kept the spirit and the familiar frame-work of the event. The variety concert was now extended throughout the evening and the bells were taken in with a headline act. There was also a DJ set available from our Mixology DJs on Spotify to recreate the after-party atmosphere late on into the night.

Due to the unpredictability surrounding ever-changing Covid restrictions, and our decision not to contract performers resident in tiers higher than Shetland's, the acts had to all be local. This made for a Shetland-focused showcase of musicians, performers and writers.

A varied night of entertainment was programmed with Odessa opening the evening, followed by Freda Leask, Sauerkraut Seth and The Plantiecrubs, Jenny Sturgeon, Isaac Webb Trio and bringing in the bells with Hjaltibonhoga. All of the bands performances were filmed and recorded in Mareel by our Marketing and Production Technicians throughout December. Covid-safe procedures, such as only filming one act per day, limiting the spaces performers had access to, wearing masks and social distancing were in place throughout.

These specially filmed performances were presented by comedian and storyteller Marjolein Robertson, who also told a traditional Shetland Folk Tale. Poet Jen Hadfield performed her poem "Nettles" and dialect author Ann Marie Anderson performed "A Shetland Blissin", by Bertie Deyell.

Viewership on the night peaked at 1183 and with almost 35,000 total views across all our online platforms with positive comments such as:

*"What an amazing job you have all done putting this together. Thank you."* (Louise Wood, Shetland Arts Facebook)

*"Watching with joy and gratitude from Madison, Wisconsin USA. Happy 2021 Shetland."* (Jean Marie Kammer, Shetland Arts Facebook)



# Case Study: Mindful Makkin

**Mindful Makkin** with **Helen Robertson** has proved very popular with sessions booking out rapidly. The classes focus on a simple knitting project every week, something the participants can usually finish within the session, these have varied from 'peerie croft houses' to patchwork style squares. The focus is on relaxation and using knitting as a method of practicing mindfulness. Helen guides participants through the project, supporting those who may be unsure of the techniques as needed and encouraging them to slow down and appreciate the creative process.

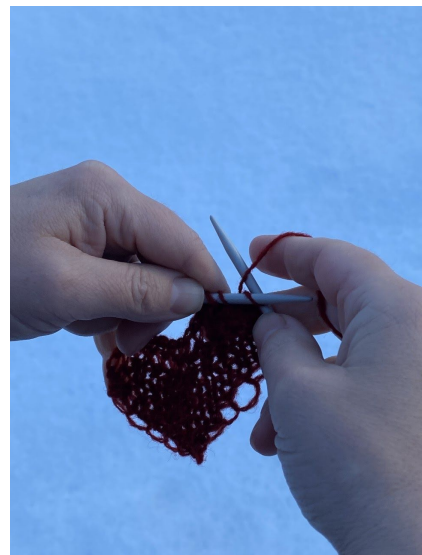


*"This is a wonderful course. I look forward to it every week."  
(participant, via email).*

*"Well, that was just lovely! Thank you. I have already signed up for the next one, and am looking forward to it already."  
(participant, via email)*

*"Very friendly and welcoming zoom knitting session. Helen is inspiring, knowledgeable and helpful."  
(participant, via Facebook)*

*"These classes have made all the difference to my mental health during lockdown, I live alone, my family aren't on Shetland and my usual craft classes have all been cancelled. Mindful Makkin is the highlight of my week and it's free, so I don't even need to worry about the cost".  
(participant, via phone).*



# Case Study: Christmas Craft Packs - Arts in Care

**Helen Robertson** prepared craft packs with the materials and instructions for making pom-pom Christmas decorations and Tammie Nories (puffins) and distributed them to 12 care homes across Shetland. These allowed participants to get involved in craft activities while we were unable to visit them in person.

*“Thank you so much for the pom-pom kits, they are great and have nearly all been made...it’s been good to have something different to work on. Hope there is funding for more kits as they are great and we really appreciate you taking the thought and time to make them up”. (Jackie Moar, Wastview Care Centre).*



Indicative 2020/21 KPIs	Concerts, Screenings, Exhibition Days					Audience attendances					Development Sessions					Participations				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
<b>1. Youth Arts</b>	11	2	0		13	3944	44	0		3988	39	21	13		73	310	155	111		576
<b>2. Education &amp; Learning</b>	0	0	0		0	0	0	0		0	268	133	487		888	1274	584	1481		3339
<b>3. Arts &amp; Well-being</b>	0	0	0		0	0	0	0		0	22	23	25		70	685	486	514		1685
<b>4. Development &amp; Support</b>	0	62	0		62	0	798	0		798	11	4	6		21	11	4	34		49
<b>5. Programming</b>	17	106	402		525	5288	4108	31277		40673	4	2	4		10	162	143	223		528
<b>6. Recording Studio</b>	0	0	0		0	0	0	0		0	0	5	6		11	0	7	8		15
<b>Programme Total</b>	28	170	402	0	600	9232	4950	31277	0	45459	344	188	541	0	1073	2442	1379	2371	0	6192
<b>SCT Annual Target</b>					4229					161112					2218					20902
<b>% of SCT Target</b>					14.2%					28.2%					48.4%					29.6%





Shetland *arts*  
HEAD OF PRODUCTION  
REPORT

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February 2021

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## INTRODUCTION

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This report details the following

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

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## HEALTH AND SAFETY

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Date	Incident	Action Taken	Future Mitigation

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## SIGNIFICANT PROJECTS COMPLETED IN REPORTING PERIOD

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Date	Title	Intention	Outcome
31/01/2021	Mareel Frame Store	To incorporate SADA frame stock into Mareel workshop space	Complete
04/02/2021	Postcards From Shetland	Bonhoga Exhibition Install	Runs until March 14th
09/02/2021	Mareel Glassware Rationalisation	To create dedicated storage area for Cafe/Bar glassware and crockery	Complete
18/02/2021	PAT Testing	Annual testing at Mareel, Bonhoga & The Garrison	Nearing Completion

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**SIGNIFICANT PROJECTS PLANNED**

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

<b>Short/Medium/Long Term</b>	<b>Title</b>	<b>Intention</b>	<b>Feb Update</b>
Short	External Railings	To replace handrails on Mareel seaward side	Progressing
Short	Bonhoga Steriliser	To install a catering-grade dishwasher at Bonhoga	Awaiting delivery
Short	Auditorium House Lights	Upgrade of Mareel Auditorium fixtures to LED	To be installed March 2021
Short	Two-Way Radios	Replacement of handsets at Mareel and Garrison	Planned for March 2021
Medium	Mareel External Screen	Replacement of External Screen at Mareel	To be installed June 2021
Medium	Food Prep Cooling	Install appropriate cooling system in Food Prep area at Mareel	Options still being explored



Shetland *arts*  
CHIEF EXECUTIVE  
REPORT

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February 2021

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## INTRODUCTION

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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

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## BOARD DECISIONS

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Issue	Supporting Papers	Recommendation
2021/22 Budget	Appendix 1 – Budget Report	Approve

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## OPERATIONAL ISSUES

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Issue	Mitigation
Covid 19	Working to additional restrictions in line with government guidance

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KEY DATES FOR TRUSTEES

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Date	Title	Venue
5 February – 14 March	Postcards from the past	Bonhoga
Ongoing – ends March 31	The Greenhouse – a rolling program of exhibitions	Mareel Car Park

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STAKEHOLDER UPDATES

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Creative Scotland	The consortium application made to the Culture Collective Fund was successful. Consortium made up of The Pier (Orkney), An Lantair (Isle of Harris and Lewis), Taigh Chersaburgh (North Uist) and SADA. We are the lead agency.
Shetland Charitable Trust	
Highlands and Islands Enterprise	
Shetlands Islands Council	

## SIGNIFICANT PROJECTS PLANNED

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

Short/Medium/Long Term	Title	Intention	February 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	Ongoing as staff return from furlough
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 Summer 2021
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

**Introduction**

This paper will provide details on the draft budget for SADA for the year to 31 March 2022 attached as Appendix 1. The budgeted surplus for the year is £19,862.11.

The detail of the budget was presented to the board at an information session in January 2021. The changes made following this were:

- Additional funding from the Shetland Charitable Trust of £227,000 has been included. The SCT have indicatively agreed additional funding of up to £300,000 for the next financial year. It is not yet known how this will be claimed but based on the decrease in earned income this is achievable.
- The income and expenditure relating to the successful Culture Collective bid has been added. This is made up of £269,325 of grant income from Creative Scotland and £259,000 of expenditure

The board is asked to approve the budget for 2020-21 as shown on the following pages.



**Shetland Arts Development  
Agency**

**Detailed Budgets**

**Year ended 31 March 2022**

	<b>Budget 2021/22</b>	<b>Budget 2020/21</b>	<b>Change</b>	
<u>Income</u>				
Ticket Sales	274,470.86	413,549.98	(139,079.12)	-33.63%
Education and training income	130,000.00	130,000.00	0.00	0.00%
Retail income	87,745.00	69,685.01	18,059.99	25.92%
Food and beverage income	255,490.67	343,846.36	(88,355.69)	-25.70%
Foyer income	54,355.65	69,578.89	(15,223.24)	-21.88%
Box office commission income	5,000.00	3,825.00	1,175.00	30.72%
Gallery commission income	3,432.00	525.00	2,907.00	553.71%
Hire of rooms and equipment income	62,720.00	54,179.18	8,540.82	15.76%
Screen advertising income	10,000.00	11,250.00	(1,250.00)	-11.11%
Sponsorship income	10,400.00	10,940.00	(540.00)	-4.94%
Donations received	0.00	0.00	0.00	0.00%
Grant Funding - SIC	4,522.00	28,522.00	(24,000.00)	-84.15%
Grant Funding - SCT	877,000.00	603,522.00	273,478.00	45.31%
Grant Funding - Creative Scotland	564,475.00	256,000.00	308,475.00	120.50%
Other Grants - Trusts and foundations	49,032.00	79,950.00	(30,918.00)	-38.67%
Operating lease income - SIC	90,000.00	90,000.00	0.00	0.00%
Other income	55,980.00	217,687.88	(161,707.88)	-74.28%
Memberships received	5,625.00	5,625.00	0.00	0.00%
	<u>2,540,248.18</u>	<u>2,388,686.30</u>	<u>151,561.88</u>	<u>6.34%</u>

Purchases

Food and beverage purchases	91,298.60	133,340.07	(42,041.47)	-31.53%
Foyer purchases	27,027.83	35,678.78	(8,650.96)	-24.25%
Retail purchases	50,877.00	38,666.58	12,210.42	31.58%
Direct costs	500.00	0.00	500.00	0.00%
	<u>169,703.42</u>	<u>207,685.43</u>	<u>(37,982.01)</u>	<u>-18.29%</u>

Direct Costs

Gross wages and salaries - regular	820,271.05	889,310.55	(69,039.50)	-7.76%
Gross wages - casual	89,718.75	117,981.74	(28,262.99)	-23.96%
Employers NI	66,262.48	71,070.16	(4,807.68)	-6.76%
Employers pension	152,267.48	157,684.06	(5,416.58)	-3.44%

Recruitment expenses	5,000.00	2,750.00	2,250.00	81.82%
Trustee expenses	1,000.00	1,000.00	0.00	0.00%
Training costs	15,000.00	12,500.00	2,500.00	20.00%
Protective clothing	0.00	0.00	0.00	0.00%
Programme costs - project	513,274.13	316,521.12	196,753.01	62.16%
Marketing costs - project	19,100.00	12,050.00	7,050.00	58.51%
Licences - PRS etc	42,508.64	36,891.47	5,617.17	15.23%
Film transport	2,000.00	1,500.00	500.00	33.33%
Hire of equipment	0.00	0.00	0.00	0.00%
	<u>1,726,402.53</u>	<u>1,619,259.10</u>	<u>107,143.43</u>	<u>6.62%</u>

#### Overheads

Travel and subsistence	86,473.34	76,265.02	10,208.32	13.39%
Motor expenses	1,000.00	300.00	700.00	0.00%
Rent	2,055.00	2,960.00	(905.00)	0.00%
Rates	17,760.00	16,629.00	1,131.00	6.80%
Insurance	36,222.65	35,081.25	1,141.40	3.25%
Heat and Light	99,611.81	91,088.30	8,523.51	9.36%
Operating leases - Rent	90,000.00	90,000.00	0.00	0.00%
Operating leases - Equipment	16,800.00	16,800.00	0.00	0.00%
Repairs and maintenance	59,490.06	59,531.59	(41.53)	-0.07%
Equipment purchases < £500	10,868.22	12,023.82	(1,155.60)	-9.61%
Equipment purchases > £500	16,700.00	19,460.00	(2,760.00)	-14.18%
Cleaning	53,389.02	48,548.60	4,840.42	9.97%
Print, postage and stationery	6,300.00	5,875.00	425.00	7.23%
Telephone and broadband	8,860.00	3,725.00	5,135.00	137.85%
Computer costs	24,404.82	29,294.82	(4,890.00)	-16.69%
Marketing costs - strategic	2,000.00	4,125.00	(2,125.00)	-51.52%
Website costs	4,000.00	2,625.00	1,375.00	52.38%
Subscriptions	1,005.20	1,605.20	(600.00)	-37.38%
Consumables	12,725.00	12,928.00	(203.00)	-1.57%
Sundry	0.00	0.00	0.00	0.00%
Legal and professional fees	37,575.00	23,050.00	14,525.00	63.02%
Audit Fees	11,000.00	10,000.00	1,000.00	10.00%
Bank charges	20,040.00	19,940.00	100.00	0.50%
Loan interest	6,000.00	4,500.00	1,500.00	33.33%
	<u>624,280.12</u>	<u>586,355.60</u>	<u>37,924.52</u>	<u>6.47%</u>

TOTAL COSTS 2,520,386.07 2,413,300.13

**SURPLUS/DEFICIT**

**19,862.11**

**(24,613.83)**

**44,475.94**

**180.69%**

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