

Shetland Arts Development Agency
 Board of Trustees Meeting
 Thursday 22 December 2022 at 5.30pm
 Venue: Mareel/Teams



Item	Description	Report	Item taken by	Action
1	Welcome and apologies		Chair	Note
2	Declarations of interest		Chair	Note
3	Minutes 3 November 2022		Chair	Approval
4	Scrutiny 4.1 Management Accounts 4.2 Operational Issues 4.3 Performance Monitoring 4.4 Major Projects	Attached Attached Attached Attached	KE GH GH GH	Note Note Note Note
5	Governance 5.1 Policies 5.2 Trustee Recruitment	Attached Attached	KE SM	Note Approve
6	Strategy 6.1 Update from Stakeholders	Attached	GH	Note
7	General 7.1 Key Upcoming Events	Attached	GH	Note
8	Any other business None			
9	Future SADA Board Meetings: Board Meeting Thursday 23 February 2023 – 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

**Minutes of Meeting of Shetland Arts Development Agency Board of Trustees,
Thursday 3rd November 2022, held at 5.30pm at Mareel and by Video
Conference**

Present:

Chris Gadsby (CG), Trustee, Shetland Arts (acting Chair)
Michele Kerry (MK), Trustee, Shetland Arts
Renzo Spiteri (RS), Trustee, Shetland Arts
James Johnston (JJ), Trustee, Shetland Arts
Lynn McHattie (LM), Trustee, Shetland Arts
Kerry Larbalestier (KL), Trustee, Shetland Arts

In Attendance:

Graeme Howell (GH), Chief Executive, Shetland Arts
Kerry Llewellyn (KLL), Support Lead, Shetland Arts
Chloe Mackie (CM), Admin Manager, Shetland Arts (Minute taker)

Apologies:

Susan Mail (SM), Chair, Shetland Arts
Malcolm Innes (MI), Trustee, Shetland Arts

Item	Topic	Action
1	<p>Welcome and Apologies The chair welcomed everyone to the meeting.</p> <p>CG is chairing the meeting in SM's absence.</p> <p>The change of the meeting date from 22nd October 2022 was noted.</p>	
2	<p>Declarations of Interest There were no declarations of interest.</p>	
3	<p>Minutes of Previous Meeting The minutes of the previous meeting (25 August 2022) were approved by JJ and seconded by LM.</p>	
4.1	<p>Management Accounts KLL talked through the management accounts.</p> <p>No questions were raised.</p>	
4.2	<p>Operational Issues GH briefly took the board through this report and added that recruitment for Bonhoga has been successful and it now back to full opening hours.</p> <p>The Christmas Show is now on display and some items have already been sold.</p>	

4.3	<p>Performance Monitoring KPIs were approved.</p>	
4.4	<p>Major Projects</p> <p><u>Competencies</u> These have been approved and implemented. It was noted that it will be interesting to see how these are delivered and monitored.</p> <p><u>Good Governance</u> There is no current update, currently waiting to hear back.</p> <p><u>Remembering Together</u> The COVID Memorial Project has been extended to the end of December and then will move to phase 2.</p> <p><u>The Booth</u> The refurbishment is progressing, and additional funds have been allocated for work beyond the original scope. The rent will increase to £1,000 per month.</p> <p>Further exploration with WASPS and SADA to encourage mid-career artists to make use of the facility.</p> <p><u>SCT & Capital Grants</u> CG is assisting in how to commission this type of work. GH explained that he was noting his as it was brought to his attention during his 1-1 meetings with Trustees it was not always clear when Trustees were helping with projects.</p> <p>There were no further comments.</p>	
4.5	<p>Digital Process Review The Digital Review Survey has been completed and there is another meeting on Monday 7th November with survey respondents to further discuss the results.</p> <p>The digital consultant will be feeding back on the results.</p> <p>Discussion around a ‘hack’ day and the purpose of these. They can help to improve digital systems – the example of gradient maps which were extracted from google maps was used to explain this.</p> <p>No questions were raised.</p>	
4.6	<p>Restructure GH said this has now completed and in Appendix 2. CG keen to see the impact of this and how engagement progresses within the organisation.</p>	

	<p>GH says investment in people and new jobs will benefit the organisation. It was agreed that this will need to be monitored closely in the current climate.</p> <p>A discussion around the situation of the closing of Centre for Moving Images was used as an example. Audiences only recovered at 57% while SADA has recovered to 80% of audiences.</p> <p>We seem to be doing better and this is a positive result post-COVID, with more people returning with higher spends.</p>	
<p>4.7</p>	<p>Competency Framework A discussion was held around the purpose of a competency framework and it was summarised as a document of behaviours to expect at different levels within the organisation.</p> <p>Originally implemented in 2017, it had 10 competencies with around 5 statements each. This meant there were a significant number in total.</p> <p>It was decided it was time for a refresh and the process was rerun, with good engagement from all. It meant the total numbers dropped down to 6 competencies with 3 statements each – with each being a clear call to action. Leadership Team will review again in January. It is thought that it will be particularly good for junior staff. Interesting to see how it will contribute in PDRs. It shows a clear structure and ownership as you move through the organisation. LM proposed closing the loop after the performance assessment to see how it works with an update to be brought back to the meeting in February. More acceptance in the sector of bureaucracy – ‘professionalising’ – putting a framework around the organisation.</p> <p>All agreed it was good for the organisation.</p> <p>No further comments were made.</p>	<p>KLL</p>
<p>4.8</p>	<p>Warmspaces GH introduced this new initiative.</p> <p>KL was thanked for assistance with the funding application for Warmspaces.</p> <p>KL said that Anchor, who had been delivering food parcels, are now unable to do this and they must be collected now.</p> <p>A sustainable delivery system seems to be the challenge and funding is all very short term.</p>	

	<p>GH explained that Winter activities funding applied for covered two social screenings a week including soup and a warm drink, and fruit available too.</p> <p>Expect update next week on success of application.</p> <p>Costs will be very variable for the initiative as demand is unknown.</p> <p>The funding applied for covers up to the end of January and SADA may submit another application if it proves popular.</p> <p>From SADA's point of view this will increase traffic to Mareel overall which will potentially benefit other areas of the business.</p>	
5.1	<p>Policies KLL introduced the policies and those which had changes/new were discussed:</p> <p>Smoke Free Policy No comments. Approved</p> <p>Children, Young and Vulnerable Adults Approved subject to updating job titles to reflect the new structure within the document which had been raised by SM in advance of the meeting.</p> <p>Procurement Policy KLL explained issues around 3 quotes in Shetland and how this is not always possible.</p> <p>Any variations to above will be approved by trustees at next board meeting.</p> <p>JJ suggested a Statement of Value for Money could be added.</p> <p>All policies approved unanimously with changes to job titles as discussed.</p>	KLL
5.2	<p>Authority Schedule Changes No changes to levels of authority other than increasing supervisors from £250 to £500 for purchases.</p> <p>No comments. Approved</p>	
6.1	<p>Update from Stakeholders <u>Creative Scotland</u> GH had been away and met with Ian Munro from Creative Scotland.</p>	

	<p>Ian Munro discussed the importance of sector support organisations and said we would need to be in about 8 of them as a multi-art organisation.</p> <p>SADA is reviewing the sector support organisations it works with and new memberships will be allocated to a member of the Leadership team to be responsible for managing.</p> <p>Ian Munro said that 30% of the RFO network is expected to go bankrupt this coming year.</p> <p>Creative Scotland have said standstill funding for the coming year. As this has remained the same for 9 years at £250,000, this means a decreasing allocation that would need to be £400,000 to deliver the same value in today's terms.</p> <p>SADA has repaid £86,000 to the SCT.</p> <p>GH attended HIE meeting which had useful information.</p> <p>No further comments were made.</p>	
7.1	<p>Key Upcoming Events</p> <p>GH took the board through this report noting that Worn is now cancelled.</p>	
8	<p>Any Other Business</p> <p><u>Youth Issues</u> Issues with Young Peoples behaviour have become increasingly difficult for staff to manage at Mareel. There are issues with vaping, swearing and aggressive behaviour which need to be dealt with and this can be challenging for staff.</p> <p>It was noted that this had been an issue pre-COVID as well. It is anticipated that this winter will be even more difficult.</p> <p>A meeting is being planned with youth services and other stakeholders to discuss a solution.</p> <p>There are discussions around a minimum standard of behaviour. Seen as failures elsewhere in the system and not considered the responsibility of SADA to resolve.</p> <p>CG said that the SIC have significant resources to deal with youth issues and a solution could be pursued with relevant people there. This is to be explored further by SADA.</p> <p>GH said we have to be aware of staff health and safety and other customers who are affected when it comes to handling the situation.</p>	GH

9	Date of Next Meeting Board Meeting Thursday 22 nd December 2022 – 17.30.	
	Meeting closed at: 18:15	

Minute approved:

Susan Mail
Chair, Shetland Arts Development Agency

4.1 Management Accounts 7 Months to October 2022 Profit and Loss Accounts



Shetland*arts*

	Actual £	Reforecast £	Variance £
<u>Income</u>			
Ticket Sales	183,375	184,886	- 1,511
Education and training income	77,790	77,790	-
Retail income	49,127	49,076	51
Food and beverage income	226,502	226,024	478
Foyer income	47,295	47,295	0
Box office commission income	809	1,139	- 330
Gallery commission income	1,744	1,571	174
Hire of rooms and equipment income	38,244	37,900	344
Screen advertising income	8,187	8,419	- 232
Gift Vouchers	- 699	- 615	- 85
Sponsorship income	2,950	3,067	- 117
Donations received	1,736	826	911
Grant Funding - Capital	-	-	-
Grant Funding - SIC	11,929	4,125	7,804
Grant Funding - SCT	398,125	398,125	-
Grant Funding - Creative Scotland	306,562	306,562	- 0
Other Grants - Trusts and foundations	22,557	16,179	6,378
Operating lease income - SIC	52,500	52,500	-
Other income	23,713	23,188	525
Memberships received	4,334	3,928	407
	<u>1,456,782</u>	<u>1,441,985</u>	<u>14,797</u>
<u>Purchases</u>			
Food and beverage purchases	87,687	85,131	- 2,556
Foyer purchases	24,307	24,288	- 19
Retail purchases	30,636	31,294	657
Direct costs	156	198	42
	<u>142,787</u>	<u>140,911</u>	<u>- 1,876</u>

Direct Costs

Gross wages and salaries - regular	519,361	520,400	1,039
Gross wages - casual	94,562	93,032	- 1,529
Employers NI	47,495	47,064	- 431
Employers pension	114,469	112,950	- 1,519
Recruitment expenses	3,898	3,189	- 709
Employee/Trustee expenses	-	83	83
Training and protective clothing	3,654	4,043	389
Programme costs - project	244,452	258,039	13,587
Marketing costs - project	5,606	7,950	2,344
Licences - PRS etc	24,514	22,193	- 2,321
Film transport	-	167	167
Hire of equipment	200	200	-
	<u>1,058,211</u>	<u>1,069,310</u>	<u>11,099</u>

Overheads

Travel and subsistence and Entertainment	28,040	29,896	1,856
Rent, Rates and Insurance	33,612	35,365	1,753
Heat and Light	53,361	53,942	581
Operating leases - Rent and Equipment	64,098	64,075	- 23
Repairs and maintenance and cleaning	63,140	63,780	639
Print, postage and stationary	3,098	3,120	22
Telephone and broadband	4,519	4,707	188
Computer costs	15,470	15,478	8
Marketing costs - strategic	2,111	1,730	- 381
Website costs	688	762	74
Subscriptions	1,124	3,059	1,936
Consumables	1,117	1,897	780
Sundry			-
Legal and professional fees	34,864	29,470	- 5,394
Till differences	- 179	- 173	6
Bank charges	11,464	11,548	84
Loan interest	1,626	1,898	272
	<u>318,153</u>	<u>320,554</u>	<u>2,402</u>
SURPLUS/DEFICIT	<u>- 62,368</u>	<u>- 88,790</u>	<u>26,422</u>

7 Months to October 2022

Balance Sheet



Shetlandarts

	£	£
Tangible Fixed Assets		8,544,173
<i>Current Assets</i>		
Stock	22,630	
Debtors	272,769	
Cash at Bank	819,949	
	<u>1,115,349</u>	
<i>Current Liabilities</i>		
Creditors	<u>640,126</u>	
Net Current Assets		475,223
<i>Long term liabilities</i>		
Loans	68,501	
Pensions liability	<u>1,701,000</u>	
		1,769,501
Net Assets		<u><u>7,249,896</u></u>
Capital and Reserves:		
Capital funds		8,470,201
Revenue funds		480,694
Pension liability		<u>(1,701,000)</u>
		<u><u>7,249,896</u></u>

7 Months to October 2022 Movement on Selected Funds



Shetlandarts

Fund Name	Opening		Expenditure	Closing	
	Balance	Income		Balance	
Shetland Film Club	1,705			1,705	
Trad Big Band	2,435			2,435	
Culture Collective	252,074		- 117,200	134,874	
Independent cinema recovery fund	26,114	33,641	- 50,000	9,755	
Recovery fund for Cultural Organisations	121,217	121,217	- 20,000	222,434	
Youth Arts	55	1,371		1,426	
Corra Foundation	4,146			4,146	
Robertson Trust	11,719		- 7,450	4,269	
BFI FAN	1,980			1,980	
Xchange	16,509		- 1,272	15,237	
Summer of Play	2,972			2,972	
Cultural Bridge	5,733		- 1,000	4,733	
Remembering Together	-	14,400	- 4,000	10,400	
Bike Shed	975	3,000	- 3,975	0	
Total	447,634	173,629	- 204,896	416,367	

4.2 Operational Issues December 2022



INTRODUCTION

This report details the following

- Operational Issues
- Health and Safety Issues

OPERATIONAL ISSUES

Date	Issue	Staff Involved	Outcome
Ongoing	Shortage SIA trained door staff	Customer Experience – Lead, CEO	Meetings continue with partners and the council.
Ongoing	Behaviour of a very small number of young people in and around Mareel	Operations Manager, Customer Experience – Lead, CEO	Meeting with Council and Open Project to seek support, training implemented for customer service team with youth workers.

HEALTH AND SAFETY ISSUES

Date	Issue	Staff Involved	Outcome
30/10/22	Staff member slipped on steps outside the Booth	Admin Manager	Steps have been pressure washed and signage placed.

4.3 Performance Monitoring December 2022



INTRODUCTION

This report details the following

- Key Performance Indicators

KEY PERFORMANCE INDICATORS

Formal Education Delivery	Applied to Study at Mareel 22/23		Taught Across the Network 22/23
	Full Time	Part Time	
Vocational Pathway	-	37	-
NC	1	1	-
HNC	2	0	-
Degree	4	2	11
Masters	-	-	7 (semester 1)

Actuals (see footnote 1)	Concerts, Screenings, Exhibition Days			Attendances			Development Sessions			Participations		
	Q1	Q2	Oct	Q1	Q2	Oct	Q1	Q2	Oct	Q1	Q2	Oct
Delivered	924	1,065	318	54,984	61,260	14,667	325	289	82	2,600	2,905	463
Profiled Quarterly Target 22/23 (see footnote 2)	1,068	1,120		38,370	42,538		380	328		3,291	3,389	
% of Target Delivered	87%	95%		143%	144%		85%	88%		79%	86%	
Impact (see footnote 3)	Concerts, Screenings, Exhibition Days			Attendances			Development Sessions			Participations		
	Q1	Q2	Oct	Q1	Q2	Oct	Q1	Q2	Oct	Q1	Q2	Oct
Improved quality of life through greater access to creative and social experiences	806	951	301	46,398	53,615	13,819	65	55	2	986	1,625	26
Improved opportunities through personal and professional transferrable skills	129	116	10	8,763	6,762	500	220	148	64	1,145	695	334
Improved confidence to contribute positively through opportunities for self-expression and community involvement	101	92	16	7,635	5,935	688	204	148	57	1,364	933	319
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	139	174	17	1,093	3,988	234	1	37	1	22	1,474	16
Improved mental and physical health through more active involvement in creative and social experiences	474	561	205	17,088	27,815	4,561	102	70	6	1,186	735	163
Improved community resilience through a more diverse creative economy	194	230	85	28,634	23,495	9,332	74	74	18	737	238	37

1: Attendances are the number of people who attend concerts, screenings or exhibitions. Participations are the number of times people take part in development sessions
2: We have profiled each quarter against data from previous years' so we can more accurately predict and analyse seasonal variances
3: Our activity is planned and measured against the 'Social Outcomes' (SOs) listed under the Impact heading - each event, session or project has two priority SO, and the table above cumulatively captures these priority SOs

4.4 Major Projects December 2022



INTRODUCTION

This report details the following

- Significant projects completed
- Updates on short term projects
- Listing of medium and long term projects

SIGNIFICANT PROJECTS COMPLETED

Date	Title	Intention	Outcome
Oct-Nov 22	Pollyanna Paradox	Support a practitioner and local support organisations to produce radio play highlighting domestic abuse	Successful partnership and critically acclaimed play performed in front of a live audience in Mareel. Broadcast did not go ahead, SADA hosted on our website.
Sep-Oct 22	Exhibition of Wonders	Support partnership of local artists to deliver Bonhoga exhibition based on work undertaken in schools and care homes	Well received exhibition. Professional development opportunity for practitioners and personal development for participants

UPDATES ON ONGOING PROJECTS

Title	Intention	Update
Good Governance Award	To work towards receiving the good governance award as recommended by OSCR.	Internal verification by GGA nearly complete. Then external verification to be done.
Culture Collective. CS funded.	Support creative practitioners to deliver wellbeing projects in Shetland, Orkney and Western Isles	Activity ongoing. Discussions underway with CS about potential funding for 23/24

	through small grants.	
Certificated activities	Partner with Shetland UHI to offer certification for youth group and informal learning activities	'Creative Practitioner Upskilling' course certified. Shetland Young Promoters Group in process
VACMA 21/22 round 1. CS, SIC, SADA funded.	Bursaries for Visual Artists and Craft makers.	4 awards made from 1 st deadline. 2 nd deadline set for 7 th February 2023
Performing Arts Venue Relief Fund Rd2. CS Funded	To support creatives and reengage audiences as part of a COVID recovery strategy	Commissioning Shortlisting is underway
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	Occupancy still targeted for April 23, CLLD funding securing for workshop, tool library and dye garden.
Resonance	Partnership project with GSA funding by AHRC	Final sessions of activity planned for February 2023
Process Review	To ensure the organisation is working efficiently and maximising digital opportunities to manage workflow	Data being collated and systems requirements being specified.
Remembering Together	To deliver phase 1 of the National Covid Memorial project.	Phase 1 of project extended till January, nationally
Booth Works	Internal redecoration, lighting upgrade and new kitchen install	SADA managed works now completed. Awaiting furniture deliveries and WASPS staff visit in January 2023.
SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	First work under the scheme complete with installation of Air Conditioning in Mareel Kitchen. Architect Brief for Changing Places Toilet issued.
SCT Capital Grant Scheme - Bonhoga	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Architects brief for the works at Bonhoga issued.

SIGNIFICANT PROJECTS PLANNED

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

Medium/Long Term	Title	Intention
Medium	Risk Assessment Review	To improve the quality of operational risk assessments, training delivered in September.
Short	Mareel Building Management System work	To arrange a maintenance visit for the Mareel BMS.
Medium	Cultural Bridge	Funding Application rejected, other options being explored.
Medium	Arts activity certification	Work with Shetland UHI to provide formal accreditation for several of our ongoing development projects
Medium	Creative Scotland Place Partnership	To successfully apply and deliver a Place Partnership.
Long	Accessibility & Inclusion Group	Establish a forum through which people with lived experience can inform Shetland Arts on accessibility & inclusion issues

5.1 Policies

December 2022



INTRODUCTION

This report details the following

- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
None		

POLICY REGISTER

Policy Name	Date for Review	Notes
Pay and Pension Policy	28/04/2023	
Sick Pay	16/12/2024	
Adoption, Maternity and Paternity	16/12/2024	
Statutory Right to Time Off	16/12/2025	
Training and Trips	24/02/2025	
Disciplinary	24/02/2024	
Capability	24/02/2024	
Anti- Harassment, Bullying and Victimisation	28/04/2024	
Equality, Inclusion and Diversity	28/04/2023	
Absence Management	16/12/2025	
Communications	28/04/2024	

Whistleblowing	30/06/2024	
Expenses	30/06/2023	
Data Protection	30/06/2023	
Alcohol and Drugs	30/06/2025	
Social Media	25/08/2024	
Environmental	25/08/2023	
Health, Safety and Welfare	28/10/2022	
Children, Young and Vulnerable Adults	03/11/2022	
Conflicts of Interest	29/04/2023	
Smoke Free Policy	03/11/2024	
Volunteering Policy	24/02/2024	
Menopause Policy	29/04/2024	
Portable IT Policy	In development	
Procurement Policy	03/11/2025	
Recruitment Policy	24/04/2025	
Lone Working Policy	In development	
Appraisal Policy	24/02/2024	

5.3 Trustee Recruitment December 2022



INTRODUCTION

This report details the following

- Individuals proposed for appointment as a Trustee

PROPOSED NEW TRUSTEES

Name	Interview Panel	Panel Feedback	Recommendation
Catriona Macdonald	Susan Mail (Chair) Malcolm Innes Kerry LARBalestier	The panel felt that Catriona's experience in the Creative Sector would be an invaluable addition to the board of SADA.	Appoint

6.1 Updates from Stakeholders

December 2022



INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	Met with CS lead officer 14/12/22. No real updates but always good to catch up.
Shetland Charitable Trust	No updates
Highlands and Islands Enterprise	Useful conversations around the accelerator programme, CLLD funding and their support for the systems review.
Shetlands Islands Council	

7.1 Key Upcoming Events December 2022



EVENT DETAILS

Date	Title	Venue
29 October to 24 December 2022	Bonhoga Christmas	Bonhoga
28 December 2022	Young Musicians Showcase	Mareel
31 December	Variety Concert and Bells in the Bar	Mareel