



Item	Description	Report	Item taken by	Action
1	Welcome and apologies		Chair	Note
2	Declarations of interest		Chair	Note
3	Minutes 27 April 2023		Chair	Approval
4	Scrutiny 4.1 Management Accounts 4.2 Operational Issues 4.3 Performance Monitoring 4.4 Major Projects	Attached Attached Attached Attached	KL GH GH GH	Note Note Note Note
5	Governance 5.1 Policies 5.2 Annual Financial Statements 31 March 2023 5.3 Trustee Recruitment	Attached Attached Attached	KL KL SM	Approve Approve Approve
6	Strategy 6.1 Update from Stakeholders 6.2 Updated Strategic Framework	Attached Attached	GH GH	Note Approve
7	General 7.1 Key Upcoming Events	Attached	GH	Note
8	Any other business None			
9	Future SADA Board Meetings: Board Meeting Thursday 29 June 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 27th March 2023, held at 5.30pm at Mareel and by Video Conference**

Present:

Susan Mail (SM), Chair, Shetland Arts
 Michele Kerry (MK), Trustee, Shetland Arts
 Renzo Spiteri (RS), Trustee, Shetland Arts
 James Johnston (JJ), Trustee, Shetland Arts
 Kerry Larbalestier (KL), Trustee, Shetland Arts
 Malcolm Innes (MI), Trustee, Shetland Arts
 Catriona Macdonald (CM), Trustee, Shetland Arts
 Jamie Manson (JM), Proposed Trustee, Shetland Arts

In Attendance:

Graeme Howell (GH), Chief Executive, Shetland Arts
 Kerry Llewellyn (KLL), Support Lead, Shetland Arts (Minute taker)
 Irene Hambleton (IH), Partner, RSM UK

Apologies:

Chris Gadsby (CG), Trustee, Shetland Arts

Item	Topic	Action
1	Welcome and Apologies The chair welcomed everyone to the meeting. No apologies.	
2	Declarations of Interest There were no declarations of interest.	
3	Minutes of Previous Meeting The minutes of the previous meeting were approved by JJ and seconded by MI. Minutes to be amended to show that Bonhoga will be closed from 1 st October and not 1 st April.	
4.1	Management Accounts GH stated that they would be taken as read as the full finance report is in the closed session. There were no queries.	
4.2	Operational Issues GH took the trustees through the report. MI asked if the classical music is having any impact on the youths in the building? GH explained that it does seem to make them move on quicker.	

<p>4.3</p>	<p>Performance Monitoring GH took this report as read and asked if there were any questions.</p> <p>CM asked what the number of students taught across the network figure was? GH explained that this was students taught by SADA staff that but are located out with Shetland.</p>	
<p>4.4</p>	<p>Major Projects GH took the board through this report adding the following:</p> <p>The VACMA applications were great to see, its either a sign of the fund going well or that COVID funding is drying up.</p> <p>SM asked for clarification on the SCT capital grants timings. GH explained that the whole project will take 3 years, the changing places toilet at Mareel will hopefully happen in autumn.</p> <p>IH added that it may be that the full SCT capital grant may have to be recognised in the financial statements for 2022/23.</p>	
<p>5.1</p>	<p>Policies GH took the board through these policies.</p> <p>There were a number of areas where we need to ensure consistency:</p> <ul style="list-style-type: none"> • SADA or Shetland Arts • The board or Trustees <p><u>Flexible Working Policy</u> CM asked about the requirement to only being able to apply every 12 months. SM said yes this was standard and a legal requirement. GH explained that it helps to stop staff applying in short periods as the organisation has time limits for responding.</p> <p>MK asked if further requests for someone that had a change of circumstance. GH explained that it would be looked at with business need.</p> <p>The board approved this policy.</p> <p><u>Time off for Dependants</u> CM asked if the “Time off” is the standard terminology? She explained that it was personal extenuating circumstances that was used at universities. SM explained that it was the standard terms she was used for and JJ said the same.</p> <p>JM asked if this was a change for staff from what was happening currently? GH explained that this was formalising that the time off is for arranging care. As SADA is a flexible employer it is the staff here that often flex for these circumstances.</p>	

	<p>JM also asked if there was a limit going to be put on this? GH explained there would not be.</p> <p><u>Pay and pensions Policy</u> GH explained this is only updated for the new pay scales following the pay award.</p> <p>MK asked if cost of living is looked at for affordability before performance based? GH said this was the case.</p> <p>SM asked for two ands to be removed and this will be done.</p> <p>This policy was approved by the board.</p> <p><u>Health, Safety and Wellbeing</u> SM asked about the use of Law at Work. KLL explained the official change to WorkNest had only taken place after the papers were issued. This will be updated.</p> <p>SM asked about the requirements on the contractor, should they not always have to provide a method statement? GH explained that some contractors would not need this eg marketing contractors. GH said that we could add a separate consultant section and make it clearer.</p> <p>GH suggested we amended this sentence to say “Depending on the nature of work, this may”. The board agreed to this change.</p> <p>KL asked how we ensure that a first aider is on site at all times? GH explained that we currently have 22 trained and that includes all supervisors and technicians.</p> <p>RS asked what a visual inspection was for the fire evac routes and equipment. GH explained that the staff would walk around and visually check everything was as it should be and not routes blocked.</p> <p>SM asked for 4.8 to be retitled smoking and vaping and for vaping to be added to the title.</p> <p>JJ asked if the staff get manual handling training? KLL explained that this was done annually through a training platform.</p> <p>SM asked if the SARS-Cov-2 section was now required? GH explained that he felt we were still currently acting with government guidance and restrictions. KLL explained that she checked the WorkNest template and this was still included which is why it was left in. It was agreed to leave this in for this year.</p>	
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	<p>MI asked if PAT testing as done in house? GH explained yes it was done by a qualified internal staff member.</p> <p>SM asked if vibration was relevant to SADA. It was explained that due to vibration with speakers etc at music events. SM asked for it to be made clearer that this was re sound.</p> <p>The board approved this policy subject to the changes agreed above.</p> <p><u>Conflicts of Interest Policy</u> The board approved this policy</p>	
5.2	<p>Trustee Recruitment SM proposed JM to become a board member based on the report issued.</p> <p>The board unanimously appointed JM to the board.</p>	
5.3	<p>Strategic Risk Register GH took the board through the report and explained that the only one where there is has been change and that was under 7 as we have no SIC licenced staff. The risk has not changed as we are also not doing the events that required them.</p> <p>JM asked how often the risk register is reviewed by trustees? GH explained that it is updated when anything changes but it is taken to the board 6 monthly. Changes are made as required between that. If this is between reports to the board it will be taken back earlier.</p>	
6.1	<p>Update from Stakeholders GH took the report as read and had nothing else to add.</p>	
7.1	<p>Key Upcoming Events GH took the report as read.</p>	
8	<p>Any Other Business None</p>	
9	<p>Date of Next Meeting Board Meeting Thursday 29th June 2023 – 17.30.</p>	
	<p>Meeting closed at: 18:11</p>	

Minute approved:

Susan Mail
Chair, Shetland Arts Development Agency

4.1 Management Accounts

1 Month to April 2023

Profit and Loss Accounts



Shetland*arts*

	Actual	Reforecast		Variance
	£	£		£
<u>Income</u>				
Ticket Sales	31,284	33,634	-	2,350
Education and training income	6,370	8,750	-	2,380
Retail income	4,508	13,713	-	9,205
Food and beverage income	47,111	39,944		7,166
Foyer income	8,958	7,333		1,625
Box office commission income	378	500	-	122
Gallery commission income	-	8	-	8
Hire of rooms and equipment income	3,960	4,221	-	261
Screen advertising income	2,093	1,250		843
Gift Vouchers	-	692	-	692
Sponsorship income	-	758	-	758
Donations received	-	128	-	128
Grant Funding - Capital	19,740	-		19,740
Grant Funding - SIC	1,059	1,042		18
Grant Funding - SCT	59,717	59,719	-	2
Grant Funding - Creative Scotland	20,833	22,250	-	1,417
Other Grants - Trusts and foundations	8,510	3,938		4,573
Operating lease income - SIC	7,500	7,500		-
Other income	4,367	5,767	-	1,400
Memberships received	586	289		297
Interest received	807	-		807
	227,088	210,745		16,343
 <u>Purchases</u>				
Food and beverage purchases	18,249	15,112	-	3,137
Foyer purchases	4,749	3,813	-	936
Retail purchases	4,151	7,471		3,321
Direct costs	7	83		76
	27,157	26,480	-	677

Direct Costs

Gross wages and salaries - regular	85,837	87,350	1,513
Gross wages - casual	17,317	4,745	- 12,573
Employers NI	7,772	7,082	- 690
Employers pension	19,426	20,064	638
Recruitment expenses	-	250	250
Employee/Trustee expenses	-	83	83
Training and protective clothing	363	1,125	762
Programme costs - project	12,338	22,263	9,925
Marketing costs - project	1,696	1,577	- 119
Licences - PRS etc	3,356	3,790	434
Film transport	180	167	- 13
Hire of equipment	-	-	-
	<u>148,286</u>	<u>148,496</u>	<u>210</u>

Overheads

Travel and subsistence and Entertainment	1,929	3,335	1,406
Rent, Rates and Insurance	6,961	6,199	- 762
Heat and Light	11,967	8,012	- 3,954
Operating leases - Rent and Equipment	9,699	9,181	- 517
Repairs and maintenance and cleaning	38,805	10,535	- 28,270
Print, postage and stationary	343	458	115
Telephone and broadband	544	718	174
Computer costs	2,210	2,260	50
Marketing costs - strategic	593	21	- 572
Website costs	514	208	- 306
Subscriptions	497	196	- 300
Consumables	-	465	465
Sundry	-	-	-
Legal and professional fees	1,858	1,965	107
Till differences	- 87	-	87
Bank charges	1,590	1,639	49
Loan interest	572	500	- 72
	<u>77,994</u>	<u>45,693</u>	<u>- 32,302</u>
SURPLUS/DEFICIT	<u>- 26,349</u>	<u>- 9,924</u>	<u>- 16,425</u>

1 Month to April 2023

Balance Sheet



Shetlandarts

	£	£
Tangible Fixed Assets		8,544,173
<i>Current Assets</i>		
Stock	23,009	
Debtors	193,387	
Cash at Bank	515,045	
	<u>731,441</u>	
<i>Current Liabilities</i>		
Creditors	<u>642,277</u>	
Net Current Assets		89,164
<i>Long term liabilities</i>		
Loans	60,234	
Pensions liability	<u>(560,000)</u>	
		(499,766)
Net Assets		<u><u>9,133,103</u></u>
Capital and Reserves:		
Capital funds		8,470,201
Revenue funds		102,902
Pension liability		560,000
		<u><u>9,133,103</u></u>

1 Month to April 2023

Movement on Selected Funds



Shetland*arts*

Fund Name	Opening		Closing	
	Balance	Income	Expenditure	Balance
Shetland Film Club	1,705			1,705
SCT Capital Grant	39,260	19,740	- 19,740	39,260
Trad Big Band	2,435			2,435
Culture Collective	63,253		- 1,733	61,520
Recovery fund for Cultural Organisations	142,470			142,470
Corra Foundation	4,146			4,146
Robertson Trust	3,108			3,108
Xchange	12,237			12,237
Summer of Play	2,972			2,972
VACMA	1,660			1,660
Total	273,247	19,740	- 21,473	271,514

4.2 Operational Issues June 2023



INTRODUCTION

This report details the following

- Operational Issues
- Health and Safety Issues

OPERATIONAL ISSUES

Date	Issue	Staff Involved	Outcome
	N/A		

HEALTH AND SAFETY ISSUES

Date	Issue	Staff Involved	Outcome
19/05/23	Staff member burnt their hand when checking if the filter coffee had finished filtering.	Customer Service Assistant	Following discussions with the staff member following the accident it was agreed to add signage to remind staff that the filter coffee machine is hot.

4.3 Performance Monitoring June 2023



INTRODUCTION

This report details the following

- Key Performance Indicators

KEY PERFORMANCE INDICATORS

Formal Education Delivery	Applied to study at Mareel 23/24		Taught Across the Network 22/23
	Full Time	Part Time	
Vocational Pathway	-	40	-
NC	1	8	-
HNC	12	-	-
Degree	3	2	TBC
Masters	TBC	TBC	TBC

Actuals (see footnote 1)	Concerts, Screenings, Exhibition Days				Attendances				Development Sessions				Participations			
	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1
Delivered	362			362	24,168			24,168	100			100	544			544
Quarterly Target 23/24				1,022				57,569				452				3,504
% of Target Delivered				35%				42%				22%				16%
Impact (see footnote 3)	Concerts, Screenings, Exhibition Days				Attendances				Development Sessions				Participations			
	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1	Apr	May	Jun	Q1
Improved quality of life through greater access to creative and social experiences	343			343	20,936			20,936	3			3	9			9
Improved opportunities through personal and professional transferrable skills	34			34	3,863			3,863	77			77	413			413
Improved confidence to contribute positively through opportunities for self-expression and community involvement	18			18	732			732	58			58	328			328
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	16			16	275			275	0			0	0			0
Improved mental and physical health through more active involvement in creative and social experiences	232			232	11,604			11,604	15			15	113			113
Improved community resilience through a more diverse creative economy	81			81	10,926			10,926	40			40	204			204
<p>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</p> <p>2: We have profiled each quarter against data from previous years' so we can more accurately predict and analyse seasonal variances</p> <p>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</p>																

4.4 Major Projects June 2023

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
20 May 2023	Performing Arts Venue Relief Fund Rd2. CS Funded	To support creatives and reengage audiences as part of a COVID recovery strategy	5 shows and over twenty artists commissioned as part of this process
26 June 2023	Resonance	Partnership project with GSA funding by AHRC	Positive outcome of phase 1, Team including CEO presenting at AHRC conference LINK

UPDATES ON ONGOING PROJECTS

Title	Intention	Update
Culture Collective. CS funded.	Support creative practitioners to deliver wellbeing projects in Shetland, Orkney and Western Isles through small grants.	Majority of delivery complete. Some residual funding to be allocated. Completion due in October
Formal certificates for activities	Partner with Shetland UHI to offer certification for youth group and informal learning activities	Awaiting final approval from UHI and recruitment ongoing
Islands Deal Knab Project Strand	To support the development of the Cultural Hub	No update from last report.
Process Review	To ensure the organisation is working efficiently and maximising digital opportunities to manage	Paperless software installed for the purchase ledger and now in use. New EPOS systems also

	workflow	researched and proposal being reviewed by relevant teams.
Remembering Together	To deliver phase 1 of the National Covid Memorial project.	Phase 2 planning meeting 5 July 2023
SCT Capital Grant Scheme – Mareel	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Discussions with architect ongoing re Changing Places toilet at Mareel.
SCT Capital Grant Scheme - Bonhoga	Implementation of Capital Grant Works under the SCT scheme. Work will take three years.	Discussions on going with architect for works at Bonhoga.
Accessibility & Inclusion Group	Establish a forum through which people with lived experience can inform Shetland Arts on accessibility & inclusion issues	Engagement strategy agreed (quarterly survey, and response follow up). Autism Understanding Scotland to do audit of Mareel
Music Policy Resilience Lab	International policy development project for music in remote locations. 11 international partners.	BP and GH attended second round table exploring alternative finance models for musicians in remote locations including the use the NFTs
Health & Safety Review	To improve quality of operational Health and Safety information as well as accessibility for staff.	Initial work done to set up a H&S focussed channel in team with an action plan developed for remaining work.

SIGNIFICANT PROJECTS PLANNED

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

Medium/Long Term	Title	Intention
Medium	Creative Scotland Place Partnership	To successfully apply and deliver a Place Partnership.

5.1 Policies

June 2023



INTRODUCTION

This report details the following

- Policies for Approval
- Policy Register

POLICIES FOR APPROVAL

Policy Name	Appendix	Changes
Relocation Policy	1	

POLICY REGISTER

Policy Name	Date for Review	Notes
Pay and Pension Policy	27/04/2024	
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	Will be updated for the August board meeting following approval of modular strategic framework.
Absence Management	16/12/2025	
Communications	28/04/2024	
Whistleblowing	30/06/2024	

Appendix 1 Relocation Policy

Expenses	30/06/2025	
Data Protection	30/06/2023	
Alcohol and Drugs	30/06/2025	
Social Media	25/08/2024	
Environmental	25/08/2023	
Health, Safety and Welfare	27/04/2024	
Children, Young and Vulnerable Adults	03/11/2024	
Conflicts of Interest	27/04/2024	
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	
Flexible Working Policy	27/04/2026	
Time off for Dependents Policy	27/04/2026	
Breastfeeding Policy	In development	Working on amendments following staff consultation.
Relocation Policy	New Policy	Included as Appendix 1

Appendix 1 Relocation Policy

Purpose

In support of our strategic goal to attract, recruit and retain the best available Shetland Arts Development Agency (SADA) offers a relocation package to support new employees who are required to relocate to take up employment. The relocation package is offered as a contribution towards costs incurred, and is designed to be flexible, allowing staff to use the financial support available (as outlined in this Policy) in the way that will be most helpful to them.

Scope

New contracted staff at Pay Band 1 or higher will qualify for relocation assistance if they meet the eligibility criteria which will normally be as follows:

- all staff being appointed on continuing contracts, or fixed term contracts of over two years duration; and
- where new staff currently live outside of what is a reasonable travelling distance to their place of work, (for guidance purposes this would normally be more than 50 miles from either Mareel or Bonhoga)

OR

where new staff face a significant challenge in meeting required working hours due to public transport options.

Conditions

The following qualifying conditions will apply:

- employment would need to have commenced before any claim is paid;
- claims should normally be made within six months of the member of staff taking up the appointment. This may be extended in exceptional circumstances, with the approval of the Chief Executive. However the maximum time limit for claims to be made should be in accordance with the HM Revenue and Customs rules for the exemption of tax and national insurance liability;
- there is only one relocation claim permitted per household, e.g. if a husband and wife, or partners at the same address, are both to be employed only one member of staff can make a claim for reimbursement;
- eligible staff will be offered, in writing, a relocation package under the terms of this Policy and will be asked to sign to confirm their acceptance of these terms.

Financial Support for Relocation

A financial contribution towards the costs of relocation will normally be provided to members of staff as follows:

Pay Band 1	Up to £500
Pay Band 2 & 3	Up to £1,000
Pay Band 4, 5 & 6	Up to 10% of starting salary to a maximum of £5K

Special Cases for Assistance

Staff employed and funded on fixed term contracts of two years duration or under, for specific projects or pieces of work, will not be eligible to apply for the full relocation package but can apply to your line manager for a contribution of up to £300 to assist with their relocation costs.

The Relocation Claims Process

Any request for payment of expenses should be submitted via Breathe. Once submitted, this will be routed to your line manager for approval before payment is made directly to your bank account.

Appendix 1 Relocation Policy

Members of staff will be required to pay any relocation amount themselves in the first instance and then submit their relocation expenses claim for reimbursement under the terms of this Policy. Direct payment to companies such as removal firms or storage companies will not be made by SADA.

Scanned copies of receipts must be uploaded with the expenses claim to allow the claim to be paid. (Credit card receipts or bank statements are not permitted.)

Relocation Expenses

What can be claimed for

Guidance on what types of items can be claimed for reimbursement is detailed below. Within the headings below, individual may choose how they use the financial support available according to their particular needs. However all claims are subject to an overall limit as defined above. All reimbursement is made on the basis of actual costs incurred.

Removal costs

The packaging and removal of furniture and effects including insurance of goods in transit. Two competitive quotes should be submitted. Unless otherwise agreed it is expected that the company with the lowest quote will be used. If a removal company is not used, reasonable expenses for the van hire, petrol, ferry and insurance costs can be claimed.

The costs of temporary storage of personal effects, where a permanent move cannot be made immediately.

Temporary Accommodation

If new accommodation cannot immediately be purchased then temporary accommodation costs will be paid up to a maximum of 6 months. The cost of this temporary accommodation will be met from the overall contribution sum agreed for the relocation. A copy of the rental agreement will be required.

Travel Costs

If challenges with public transport cause an issue for new staff in their availability for the work of the organisation then costs relating to improving transport options for the employee could be covered. This may be driving lessons or a contribution towards the purchase of a vehicle.

Travel costs if relocating from within the UK

For staff relocating from within the UK, the cost of relocating to the new area will be paid at either one economy class or equivalent air or train fare for the member of staff, spouse/partner and children; or if moving by car, appropriate mileage (based on the SADAs mileage rate) and ferry costs can be claimed.

Professional and Legal costs – Sale of Property

Reasonable legal expenses and associated costs along with estate agents costs in connection with the sale of the former home will be reimbursed.

Professional and Legal costs – Purchase of Property

Reasonable legal expenses and associate costs in connection with the purchase of the new home will be reimbursed, as will survey/ valuation costs and stamp duty (to the value of the property being sold).

Tax Implications

Appendix 1 Relocation Policy

Full information on the tax treatment of relocation benefits is available from the UK Government website, which can be viewed here. [Expenses and benefits: relocation costs: Overview - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/expenses-and-benefits-relocation-costs-overview)

Recovery of Relocation Payments

SADA reimburses relocation expenses on the condition that the recipient does not choose to leave the SADA's employment within two years. If the recipient does leave within two years SADA will recover payments reimbursed on the following basis:

Leaving In	Payment Recovery
Within one year of appointment	100%
Within 18 months but more than one year of appointment	67%
Within two years but more than 18 months of appointment	34%

Any monies owed at the member of staff's date of leaving will be deducted from their final salary. The recipient will be asked to sign to agree to these terms as per the template letter outlined in Appendix A.

Questions on the Relocation Policy

Any questions on the application of this Relocation Policy initially be emailed to your line manager.

**Appendix 1
Relocation Policy**

**Appendix A: Outline Letter of Acceptance
Personal/Location details**

Name		Title	
Job title		Start Date	
Former Address		Present Address	
Relocation Support Offered			

I, the above named, confirm that I have read and understand the SADA's Relocation Policy and accept the relocation expenses financial support offered to me under the terms of the Policy. I confirm that if I leave SADA's employment within 2 years of appointment I will repay to SADA on demand, in line with the Policy Section 6, the expenses paid to me. I agree to the deduction by SADA of any outstanding sums due by me to it, including relocation expenses from my final salary payment.

Signature:

Date:

5.2 Annual Financial Statements 31 March 2023



INTRODUCTION

This report contains the annual financial statements to 31 March 2023 as an Appendix.

Irene Hambleton from RSM UK Audit LLP will attend the board meeting and give a presentation on the financial statements.

They are for final approval by the board.

**SHETLAND ARTS DEVELOPMENT
AGENCY**

TRUSTEES' REPORT & FINANCIAL STATEMENTS

for the year ended

31 March 2023

SHETLAND ARTS DEVELOPMENT AGENCY

CHAIRPERSON'S MESSAGE

31 MARCH 2023

Welcome to our newly formatted and designed Annual Financial Statement. We hope you will find this welcoming and readable, as well as complying with our legal and financial obligations. We have committed to reporting on the impact we have made against our Social Outcomes alongside financial information, key performance data and a commentary from our auditors.

My second year as Chair of Shetland Arts has seen the organisation continue to recover from the pandemic and put plans in place for its long-term resilience. It has been very sobering seeing the continued impact of the pandemic and the pressure the cost-of-living crisis has had across the creative industries. We continue to be grateful for the support of our users, audiences and partners.

Shetland Arts hosted several significant events during the year including *The World of Fancy Boy*, an exhibition celebrating the work of Shetlander Harry Whitham. We continued to invest in the sector, commissioning new work with funding from Creative Scotland and providing development funding for Shetland craft products.

This year saw the organisation secure the OSCR accredited Good Governance Award which is a kite mark that demonstrates exceptional charity management. It is a testament to my colleagues on the board of trustees and the work of the leadership team that this has been achieved.

As we bring this financial year to a close, my thanks go to Lynn-Sayers McHattie who stood down as a trustee in February 2023 after completing 6 years' service and I am excited to welcome Catriona MacDonald and Jamie Manson to the board of trustees. I would also like to extend my thanks to all the staff at Shetland Arts who continue to deliver an incredible range of events and opportunities.

My final thanks go to our core funders, Creative Scotland and Shetland Charitable Trust, and our other stakeholders Shetland Islands Council and Highlands and Islands Enterprise. Their continued investment in our work and the support they have made available through their expertise and willingness to discuss and challenge our plans has been nothing but positive.

I hope you enjoy the new format and we look forward to seeing you at an event soon.

Susan Mail
Chair

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES

31 MARCH 2023

The Trustees are pleased to present their annual Trustees' Report together with the financial statements of the charity for the year ending 31 March 2023.

The financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the trust deed and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (as amended for accounting periods commencing 1 January 2019) (the SORP).

OBJECTIVES AND ACTIVITIES

Shetland Arts' principal objectives are laid out in the supplementary Deed of Trust registered on 30 October 2020.

The objects of the agency are to:

- (i) advance the education of the public resident in Shetland in the Arts, in particular the Arts of Dance, Drama, Theatre, Film, Literature, Music, Crafts, Visual Arts and any new form of Media;
- (ii) advance Arts and Culture for the benefit of the public in Shetland;
- (iii) advance Citizenship and Community Development for the benefit of the public in Shetland.

In furtherance of the objects the Trustees shall seek to:

- (i) encourage and assist in promoting and advancing the creation, practice, presentation and study of all forms of art – visual, performing and creative;
- (ii) support and encourage the continual development of all art forms;
- (iii) support existing, and encourage new, work;
- (iv) improve access to the arts and create opportunities for individuals, geographical communities and communities of interest, at all levels of experience and ability, to participate in and enjoy a diverse range of arts activity through performances, exhibitions and educational activities;
- (v) create opportunities for personal development through a community development approach within the arts;
- (vi) promote a culture of lifelong learning through a community development approach within the arts;
- (vii) support professional artists through residencies, workshops and performances;
- (viii) promote excellence in artistic quality;
- (ix) develop the skills and experience of artist practitioners and participants and encourage learning; and
- (x) provide facilities to support artistic activities.

Introduction

This year continued to be a challenge for Shetland Arts due to the ongoing impact of COVID-19 but we were delighted to be able to begin delivering more events again as public health guidance was updated.

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

31 MARCH 2023

We employ a robust process of evaluation for each element of every project we deliver. Every activity is submitted to the Leadership Team on a Project Proposal Form (PPF) that contains a narrative statement and describes how the project relates to our Trust Deed, which programme area it is part of, which art forms it relates to and whether the work is contemporary, populist or traditional. This form also sets the Key Performance Indicators (KPIs) and the budget.

All elements of the activity are considered, particularly how the projects will deliver our social outcomes. The Leadership Team sets key milestones and receives regular updates, with monitoring requirements being dictated by the scale of the project.

Once an activity is completed the PPF is reviewed against actuals and lessons are learned where appropriate.

Project Managers collate monthly KPIs for each active project and every quarter a report is produced which includes KPIs, a narrative for each social outcome and several case studies which highlight particular projects. These reports are submitted to Shetland Charitable Trust, circulated to Shetland Arts' Board of Trustees and made available on the Shetland Arts website.

Social Outcomes

This was the first year we delivered our work with the objective of meeting the new social outcomes agreed by the trustees. These social outcomes will allow Shetland Arts to better target its work. The new social outcomes are:

1. Improved quality of life through greater access to creative and social experiences
2. Improved opportunities through personal and professional transferable skills
3. Improved confidence to contribute positively through opportunities for self-expression and community involvement
4. Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles
5. Improved mental and physical health through more active involvement in creative and social experiences
6. Improved community resilience through a more diverse creative economy

Although many of our activities will deliver against more than two of our social outcomes, our intention is to focus on the two that are the reason we are doing it and report against them. In our narrative reporting we acknowledge that a participant or audience member may well have experienced a different impact than we intended, and we will make every attempt to capture their story. We use a variety of methods to capture our impact including participant surveys, feedback, comments on social media and emails.

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

31 MARCH 2023

Achievements & Performance

The table below shows the key performance indicators for the year. This will be followed by highlights from the work under each social outcome during the year.

Actuals	Concerts, Screenings and Exhibition Days	Attendances	Development Sessions	Participations
Delivered	3,864	210,700	1,442	10,643
Target	4,000	140,000	1,600	14,000
% of Target Delivered	97%	151%	90%	76%
Impact	Concerts, Screenings and Exhibition Days	Attendances	Development Sessions	Participations
Improved quality of life through greater access to creative and social experiences	3,501	182,271	240	3,749
Improved opportunities through personal and professional transferrable skills	371	26,409	887	4,496
Improved confidence to contribute positively through opportunities for self-expression and community involvement	368	24,514	831	5,628
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	413	6,631	79	1,830
Improved mental and physical health through more active involvement in creative and social experiences	2,136	80,065	320	3,134
Improved community resilience through a more diverse creative economy	922	99,143	384	1,913

Notable variances between Target and Actual KPIs

The under-delivery of the participation numbers is due to under-recruitment on our formal education programmes. This has been a challenge locally and nationally across the education sector and we are planning for recovery in 2023/24.

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

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1: Improved quality of life through greater access to creative and social experiences

Cinema Programme

The cinema programme at Mareel showcased 275 different films, ranging from mainstream blockbusters to independent and foreign language cinema; from documentaries about musicians, artists and extraordinary individuals to award-winning dramas; from horror, comedy and thrillers to family animation. The films screened were from 28 countries spread over six continents, and 29% of the films screened were by women filmmakers (the percentage of these released in the UK last year was 24%). The programme included cinema from every decade since the 1940s, with film series celebrating James Bond and Audrey Hepburn, and a special season of drag movies to tie in with *The World of Fancy Boy*.

"I really appreciate [Staff Member X's] ability to bring us such a diverse menu of films every month. It's great to see the big blockbusters but her choice of the other small and beautiful movies really make for a great cinema experience for us all, here in Shetland." (Facebook comment)

Wordplay

The 2022 edition of Wordplay ran from 21st - 25th September and was delivered fully in-person. The key author events were well attended. The local writer's night featured the Shetland Library Young Writer Award, which had four categories: two age groups for English and Shetland dialect writing. Gavin Esler, presenting his book *How Britain Ends*, was very popular and attracted a number of customer comments.

"These two events were fantastic (Chitra & Gavin) thank you. Thank you for organising! Thoroughly enjoyed the events I attended." (Customer feedback)

Juan Martín

It was over 10 years since Juan Martín last performed in Shetland. Once the news got out that he was due to perform here, many people commented on how amazing the previous gig was and how much they were looking forward to seeing him again. Juan Martín wowed a close-to-capacity auditorium in February with his flamenco guitar, and everyone was on the edge of their seats in awe.

"I can safely say I have never in my life seen such an unbelievable musician. Your playing made me laugh, cry and all the emotions in between. Thank you so very much for visiting our little island. The best performance I have ever had the good fortune to witness. Absolutely remarkable. Thank you" (Facebook comment)

2: Improved opportunities through personal and professional transferrable skills

Education courses delivered on behalf of UHI Shetland.

During 2022/23 Shetland Arts, in partnership with UHI Shetland, delivered various courses in film, music, and drama. The education programme aims to teach specific creative specialisms and equip individuals with practical skills that can be transferred to both personal and professional settings. The courses emphasise core skills such as problem-solving, communication, and critical thinking. With the programme's focus on transferrable skills, participants will be able to apply what they've learned in a variety of situations, improving their chances of success in both their personal and professional lives.

"Made me find something that I was really good at and enjoy and opened up new doors for my future." (Feedback from HNC student)

Creative Labs

This year's Creative Labs have been led by Linda Newington (expressive watercolour) and Linda Richardson (printmaking). These have taken the form of four-hour long workshops in Mareel where participants can learn the basics of each technique. Linda Richardson's workshops in particular proved very popular, selling out so quickly that we added another.

"Pure therapy." *"Very inspiring."* (Feedback from participants)

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

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Shetland Young Promoters Group

Shetland Young Promoters Group (SYPG) organised a successful youth event in the Mareel Auditorium in March. The project provided practical experience to young people in various aspects of event management, and created opportunities for active engagement in creative and social experiences. Through workshops with guest speakers in the run up to the event, the group members learned to design posters, flyers, and promote the event on social media platforms. By working together, the group improved their organisational and creative skills and benefited from learning transferable skills that can be used in personal and professional settings.

"I'm less awkward and I'm more willing to speak to people to promote events." (SYPG member)

3: Improved confidence to contribute positively through opportunities for self-expression and community involvement

Film Crew

Film Crew is a project that allows young people to come together on Saturdays to express themselves creatively through film making and develop social skills as they support one another through collaboration. We have added a Creative Assistant to support the sessions which has been incredibly beneficial due to the age of participants, their individual needs and the expense of the equipment that they use.

"[Our son] really loves Film Crew and looks forward to it every week. He's made lots of new friends and he's constantly running about the house making films on my mobile phone now!" (Feedback from participant's parent)

Pollyanna Paradox

Pollyanna Paradox is an original audio play exploring the felt impact of coercive control on a family.

In collaboration with Shetland Women's Aid and The Compass Centre and supported by Shetland Arts, this play was written by local playwright Stephenie Georgia with creative input from survivors of domestic abuse in Shetland. The radio play was performed by Islesburgh Drama Group in front of a live audience in Mareel in November as part of 16 Days of Activism Against Gender Based Violence and published on Shetland Arts' website.

"We are very excited to have worked in collaboration with local partners to support this production and to give survivors a platform, a voice to participate in this fantastic project." (Laura Stronach, Shetland Women's Aid Service Manager)

"For making silent voices audible, and to shout light into the darkneses. My sincere hope is that dramas such as these enable those watching audiences to recognise how people can hide in the shade as perpetrators, but also how recognition and exposure can lead to survival and hope." (Shetland News review)

Remembering Together

Greenspace Scotland have commissioned each Scottish local authority to create a memorial for COVID-19, called Remembering Together. We are managing Shetland's project alongside Shetland Islands Council. Phase 1 of the project involved pulling together a large reference group to provide contacts and input into the consultation. The consultation showed that people were looking for a shelter space and to utilise existing spaces for Phase 2 and we are beginning to move to the next phase with the support of Greenspace Scotland and Shetland Islands Council.

"The community and people that I have met have been incredible." (Commissioned Artist)

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

31 MARCH 2023

4: Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles

The World of Fancy Boy

The World of Fancy Boy was a glittering exhibition showcasing outfits, illustrations and inspirations from costume designer (and Shetlander) Harry Whitham. Curated by Shetland Arts and coinciding with Shetland Pride 2022, the exhibition was both a celebration of Shetland's design talent and LGBTQ+ identity and culture. Harry designs and makes bespoke costumes for some of the UK's best loved drag queens and his work features regularly on RuPaul's Drag Race (BBC). The show filled the auditorium at Mareel throughout July and was accompanied by a creative workshop led by Harry, a programme of related films showing in the cinema (selected by Harry) and a series of postcards printed to accompany the show, depicting six of Harry's costume designs.

"Closeted and getting emotional in here...I have a few ideas for drag and performance but have not been brave enough to put them out into the world, thank heavens for people like you, Fancy Boy speaks volumes about the impact of this show in a place like Shetland. It felt like a safe, creative and exciting way to introduce the LGBTQ+ world to much of our audience, showing both the very serious, professional and lucrative side of a world that is not widely represented in Shetland." (Feedback from the exhibition comments book)

Shetland Youth Theatre

Shetland Youth Theatre meet weekly at the Garrison Theatre. Sessions are led by Stephenie Georgia with the support of a Creative Assistant. In April the group travelled to National Theatre's *Connections* event. They performed at The Lowry in Salford and took part in workshops aimed at developing their theatre skills. This project made a difference to the young people's lives and opened them up to a world of travel and performing in big theatres - something that certainly did not happen during the last two years. The opportunity to work with practitioners from across the UK provides them with confidence in their work and themselves, as well as the high-quality learning experience of working with different contemporary directors and writers.

"Absolute joy of the highest order." (SYT participant)

"I love SYT. I really enjoyed working on characterisation this term, thinking about how to make characters more real and working out how they see the world." (SYT participant)

6 Feet 3 shoes

6 Feet 3 Shoes by Slanjayvah Danza is a piece that combines music, dance and storytelling to make a totally new Spanish/Scottish fusion of dance theatre and joy. The performers tell a tale of the sharing of two cultures. This work has toured across Scotland thanks to The Touring Fund and they performed in Skeld, Bigton, North Unst and Vidlin halls. Each show had additional offerings attached, to be decided by the audience. These could be a ceilidh, where local musicians were invited to join in, or performers sharing their experience of their art form and in creating the production. This was a great creative insight into how the piece was made.

"Absolutely, totally amazing." (Audience feedback)

5: Improved mental and physical health through more active involvement in creative and social experiences

HIDE_OUT

With funding from The Creative Learning Network via SIC Creative Links, Shetland Arts and Shetland Islands Council delivered HIDE_OUT, a creative project in Sandwick Junior High School supporting wellbeing, art and design. Glasgow-based artist-illustrator Ursula Kam-Ling Cheng led the project via a series of creative workshops using meditation, doodling & mark-making as a starting point to create a collaborative artwork for the school bike shed. Sessions allowed pupils to experiment with materials and techniques that they had never used before. They had fun using Ursula's creative exercises to focus on mindfulness; drawing their own breathing patterns, drawing with their eyes closed and responding to their feelings and instincts rather than more traditional classroom methodologies. All pupils helped to create the final work at the school along with an additional temporary work for the façade of Mareel to acknowledge and celebrate the project.

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ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

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“Our pupils at SJHS have really enjoyed an opportunity to show off their creative side in partnership with Shetland Arts. It has been a fantastic project that has empowered the pupils to totally transform our bike shed

at the front entrance to the school whilst working with a professional artist. What was previously a fairly non-descript building is now a work of art.” (Stuart Clubb, Headteacher of Sandwick Junior High)

Winter Warmers

Thanks to support from Shetland Islands Council Winter Activities Fund, Shetland Arts were able to make a series of film screenings free to attend over the winter months, plus provide a hot drink, soup and fruit to attendees. Between December 8th and February 2nd there were two screenings per week, comprising a family film on Tuesdays after school and a film for older audiences on Thursday afternoons, attracting a total of 823 happy customers. Feedback was overwhelmingly positive, particularly from families who were delighted to be able to enjoy a free trip to the cinema in the run up to Christmas and in the middle of the cost-of-living crisis.

“Really enjoyed this today, hoping it’ll become a tradition every winter!” (Facebook comment)

“Shetland Arts really know the meaning of Christmas.” (Facebook comment)

6: Improved community resilience through a more diverse creative economy

Retail Commissions

During 2022/23 we worked on two rounds of Retail Commissions with makers based in, or connected to, Shetland. Successful applicants received £500 development funding to create prototypes of new products that could retail at between £15 - £35. The makers were supported by the Shetland Arts retail team and had the opportunity to meet as a group to discuss their specific challenges and projects. Their supported makers included Tenneka Patterson, Helen Robertson, Aimee Labourne, Helen Laurenson, Jocelyn Naquin, Allie Clubb and Jo Chapman.

“The opportunity to be a part of the Shetland Arts Retail Commissions two years ago has taught me so much about how to create a successful product. Designing and creating a prototype and then a final product can be a long and challenging process, so to receive guidance from the staff and feedback from the other participants has been invaluable. From the knowledge I’ve gained from these experiences and the money I’ve earned, I have been able to create even more products for my business.” (Retail Commission recipient)

VACMA

The Visual Arts and Crafts Makers Awards in Shetland are funded by Creative Scotland, Shetland Islands Council and Shetland Arts. The awards are aimed at providing time for artists to focus on new skills and learning as opposed to commercial factors. This year has seen our highest number of applications: 4 for round 1 and 18 for round 2. Each panel is made up of Shetland Arts employees, a Creative Scotland employee and a freelance artist. We ran developmental artist workshops specific to the VACMA application and have held one-to-one meetings providing feedback on applications. This year awards were made to Linda Newington, Julie Willmore, Shannon Leslie, Karlin Anderson, Helen Robertson, May Graham, Jane Matthews, Edina Szeles and Kirsty Smith.

“[VACMA has] been a notable support in helping me consistently continue to develop my work as a visual artist.” (VACMA recipient)

“The award allowed me to “get off the hamster wheel” of business for a week and immerse myself in my practice.” (VACMA recipient)

Performance Commissions

In December 2022, five applicants were awarded the Performing Arts Commissions fund, supported by Creative Scotland. Kathryn Spence’s *A Journey of Flight* is a dance theatre piece about the migration of birds and how it relates to human factors; Helen Robertson’s *Slew* was a 12-hour knitting performance to knit the sling of a deckchair; Renzo Spiteri teamed up with David Boyter and Sophie Wishart for *The Eyland Project*, a mixture of Mediterranean sounds that toured three venues in Shetland; Jordanna O’Neill collaborated with local comedian and performer Marjolein Robertson for comedic theatrical performance *Me, Myself & Mary* and finally Jenny Sturgeon performed *The Living Mountain Trio*, an adaptation of her solo project.

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'A wonderful production that you could lose yourself in. full of beauty, harmony and thoughtfulness. All of the features worked so well together.' (Audience feedback)

"Love how Shetland arts is more about community involvement now and less about elitism." (Award recipient)

Volunteers

With the return of in-person events the organisation was able to begin using its volunteer team again. During the year volunteers contributed 1,105 hours of their time to the organisation.

Change Management

During the year the revised organisational structure developed during 2021/22 was implemented increasing the size of the Leadership Team and allowing departments to work more closely together. This has increased the diversity of voices at leadership level which is helping the organisation to navigate the challenging times post COVID-19.

FINANCIAL REVIEW

The 2023 financial year continued to be a challenge as events returned following COVID-19. Shetland Arts' venues were open for the full year however opening hours were still affected. Mareel continues to be closed on a Monday due to difficulties in staffing; Bonhoga remained at five days per week for the full financial year. Income has not returned to pre-COVID levels which is a challenge. SADA was fortunate to receive COVID-19 relief funds to help during the financial year.

The organisation continues to produce detailed financial projections monthly as the recovery from COVID-19 continues. The trustees are confident that the organisation will remain solvent as projections to 30 June 2024 show the organisation in a suitable financial position. The Leadership Team will also review results monthly and will act quickly if cost savings are required.

The surplus on the Unrestricted Funds for the year was £20,776 (2022 - £20,207). This surplus of £20,776 in Unrestricted Funds comes after the deduction of depreciation in the year of £593,365. This depreciation is partly offset by a transfer made from the Restricted Capital Fund to Unrestricted Funds of £574,450. This transfer is done to recognise the fact that capital grants received in this year and during earlier financial periods should be amortised over the same useful lifetime as the assets to which they relate.

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31 MARCH 2023

The Total Incoming Resources for the year were £2,659,637 (2022 - £2,441,249) made up as follows:

	2023 £	2023 %	2022 £	2022 %
Revenue grants received	1,446,380	54.4%	1,623,070	66.5%
Capital grants received	155,324	5.8%	-	-
Self-generated income	1,053,778	39.6%	817,681	33.4%
Interest received	2,373	0.1%	-	-
Donations and sponsorship	1,782	0.1%	498	0.1%
TOTAL	2,462,637	100%	2,441,249	100%

We received annual revenue funding of £682,500 from Shetland Charitable Trust (SCT) and £250,000 from Creative Scotland (CS) during the year.

Project funding was received from various funders, including Creative Scotland, Shetland Islands Council and Highlands and Islands Enterprise. This funding, combined with the use of our revenue funding and generated income has allowed the range of arts activity described under "Activities, Achievements and Performance" to take place during the year.

Additional grants were received through the year as additional support due to COVID-19. The largest of these was an additional £209,826 from the Shetland Charitable Trust COVID Contingency Fund and £126,217 from Creative Scotland under the Recovery Fund for Cultural Organisations.

Total Resources Expended was £3,212,687 (2022 - £2,969,451) made up as follows:

	2023 £	2023 %	2022 £	2022 %
Stock and goods purchases	234,071	7.3%	139,940	4.7%
Charitable activities	2,978,616	92.7%	2,829,511	95.3%
TOTAL	3,212,687	100%	2,969,451	100%

Grants were given out by Shetland Arts in the year of £5,750 (2022 - £7,750). These are contained in the Charitable Activities line above and further details of the grant scheme are contained in note 7b.

All staff costs are included in charitable activities above and have increased from £1,085,703 in 2022 to £1,404,064 in 2023.

Shetland Arts is an approved member of the Shetland Islands Council Pension Scheme. The updated actuarial valuation of the pension scheme as at 31 March 2023 resulted in a movement of £2,261,000 in the Shetland Arts pension scheme provision, which is shown in the Statement of Financial Activities, creating an asset on the Shetland Arts balance sheet to a total of £560,000.

RESERVES POLICY

In April 2016 the Trustees approved a new reserves policy. SADA is working towards securing adequate reserves to meet current and potential future needs. The organisation aims to have unrestricted reserves of at least £200,000, which will allow the organisation to meet any unexpected expenditure that may arise.

Within this reserve, funds will be designated to an Asset Replacement and Repair Reserve. In any year that the organisation makes a surplus, 50% of this surplus will be designated into this fund. The fund will be used for the replacement and repair of the assets of the organisation.

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ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

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Total funds as at 31 March 2023 are £9,020,214 (2022 - £7,312,264). This is split between Restricted Funds of £8,344,009 (2022 - £8,917,835) and Unrestricted Funds of £676,205 (2022 – deficit of £1,605,571).

The trustees acknowledge the current position is challenging and they expect it to be a medium-to-long term objective to reach the position stated in the reserves policy. The staff team has been charged to increase surplus from income for us to achieve this position within the next four years.

PLANS FOR THE FUTURE

There are three key areas for development over the coming years:

- Managing the ongoing impact of COVID-19 and the cost of living crisis and building resilience into all our activity
- Implementing the modular strategic framework
- Secure the islands deal creativity strands for Shetland

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees	Chris Gadsby Malcolm Innes James Johnston Michele Kerry Kerry Larbalestier Catriona MacDonald Susan Mail Jamie Manson Lynn-Sayers McHattie Renzo Spiteri Molly Williams	<i>Appointed 22 December 2022</i> <i>Appointed 27 April 2023</i> <i>Resigned 23 February 2023</i> <i>Appointed 26 August 2021 & Resigned 28 June 2022</i>
Chief Executive	Graeme Howell	
Leadership Team	Rachel Dominy Kerry Llewellyn Bryan Peterson Esther Renwick Jonathan Ritch Wendy Tulloch	Commissioning Lead Support Lead Education and Outreach Lead Sales and Communications Lead Production and Facilities Lead Customer Experience Lead <i>Resigned 31 March 2023</i>
Address	Shetland Arts Development Agency Mareel Lerwick Shetland ZE1 0WQ	
Auditors	RSM UK Audit LLP St Olaf's Hall Church Road Lerwick Shetland ZE1 0FD	
Bankers	Clydesdale Bank plc 106 Commercial Street Lerwick Shetland ZE1 0JJ	
Solicitors	Harper Macleod St Olaf's Hall Church Road Lerwick Shetland ZE1 0FD	

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31 MARCH 2023

Founding Trust Deed Registered on 13 January 2006

Charitable Status Scottish Charity No. SC037082

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document and Organisation

Shetland Arts Development Agency is an unincorporated Registered Scottish Charity, constituted under a trust deed. The organisation is governed by a board of trustees who are responsible for long-term planning and strategic decision making, delegating the day-to-day operational decision making to the Chief Executive.

Appointment of Trustees, their Induction and Training

The trustees meet bi-monthly to administer the activities of the Agency. During the year the Trust Deed required the board to be comprised of a minimum of seven trustees, and a maximum of thirteen. Each trustee shall hold office for a period of three years with power to be re-appointed for a further period of three years. Trustees will retire on the third anniversary of their appointment. In the event of appointment for that further period, such trustees will not be eligible for appointment for a period of three years thereafter. The appointment of new trustees will be the job of a Nominations Committee constituted by three of the serving trustees. Trustees are normally recruited following public advertisement. The positions of Chair and Vice Chair are voted on by the existing trustees, and these office holders serve in accordance with the Agency's Standing Orders.

The trustees make decisions by majority vote at their meetings. The board holds meetings every two months with a more detailed information session on specific topics of interest in the months between.

New trustees receive individual induction from the Leadership Team on appointment and are encouraged to undertake training as appropriate to their role.

Pay Policy for Senior Staff

The trustees consider that the charity's trustees and Leadership Team comprise the key management personnel of the charity in charge of direction and controlling, running and operating the charity on a day-to-day basis. The Leadership Team comprises the Chief Executive, Commissioning Lead, Education and Outreach Lead, Sales and Communications Lead, Customer Experience Lead, Production and Facilities Lead and Support Lead. All trustees give their time freely and no trustee received remuneration in the year. Details of trustee's expenses are disclosed in note 19 of the accounts.

The pay of the senior staff is reviewed annually. The pay rates are benchmarked against third sector averages in Shetland. The pay of the Chief Executive is set by the trustees.

Related Parties

Shetland Arts Development Agency is funded by the Shetland Charitable Trust to deliver arts services to the community in line with the Shetland Cultural Strategy's three themes of Access: Participation and Potential; Creativity and Heritage; and Learning, Economy and Regeneration.

Shetland Arts Development Agency also receives revenue funding from Creative Scotland, dependent upon its submission to them of an annual programme of activities. This programme must meet Creative Scotland's own objectives, which are to support excellence in artistic and creative practice, to improve access to, and participation in arts and creative activity, and to develop and sustain a thriving environment for the arts, screen and creative industries.

Shetland Arts IP C.I.C., a Community Interest Company, was incorporated on 25 July 2011. The Company is wholly owned by Shetland Arts Development Agency and was set up as a means to secure the intellectual property rights over films, books, music, etc. and ensure that any profits generated in this way can be retained for the good of Shetland. During the financial year, the company's transactions were not material to the group, so consolidation of the figures was not required.

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

31 MARCH 2023

Risk Management

The Trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems are in place to mitigate our exposure to the major risks. The table below highlights the risks the board have identified as being the most significant.

Risk Title	Risk Detail	Mitigation
Leadership	Loss of key leaders or key individuals that the organisation depends upon and cannot be replaced easily	Tracking staff satisfaction Appropriate pay and terms and conditions Development opportunities Good national profile to enable recruitment Board recruitment
Lack of Governance	Governance arrangements have little or no systems in place to identify and monitor compliance	Regular board meetings with standard key reports from each member of the SMT Reviewing arrangements in line with the Scottish Governance Code and working towards achievement of the Good Governance Award
Loss of public / stakeholder confidence / trust	Risk that an incident or situation creates an environment whereby confidence is eroded or lost	Business continuity planning Access to specialist communications freelancers Reasonable relationships with journalists Good informed relationship with stakeholders
Finance	Unexpected shortfall in funding to income affecting the ability to deliver against medium-term plans	Ensuring we are fully informed about the funding landscape Ability to raise funds from alternative sources Focus on traded/commercial income Delivering on funding agreements Ensuring funding is claimed in a timely fashion
Estates	Large unexpected estates issues	Proactive asset management Regular maintenance
Legal / Regulations	Breach of legal or licencing conditions	Trained staff Use of specialist contractors Use of auditors Proactive relationship with licencing body

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (CONTINUED)

31 MARCH 2023

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the annual Trustees' Report and the financial statements 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 trustees to prepare financial statements 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 financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the charity's constitution.

They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements might differ from legislation in other jurisdictions.

Approved by the board of trustees on 29 June 2023 and signed on their behalf by:

Chairperson

SHETLAND ARTS DEVELOPMENT AGENCY

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES

31 MARCH 2023

SHETLAND ARTS DEVELOPMENT AGENCY

STATEMENT OF FINANCIAL ACTIVITIES (Incorporating Income and Expenditure Account)

for the year to 31 MARCH 2023

	Note	Unrestricted Funds £	Restricted Funds £	Restricted Capital Funds £	Total Funds £	2022 £
INCOME from:						
Donations	3	1,782	-	-	1,782	498
Charitable activities	4	252,622	1,193,758	155,324	1,601,704	1,623,070
Other trading activities	5	1,053,778	-	-	1,053,778	817,681
Investments	6	2,373	-	-	2,373	-
		<u>1,310,555</u>	<u>1,193,758</u>	<u>155,324</u>	<u>2,659,637</u>	<u>2,441,249</u>
EXPENDITURE on:						
Raising funds	7	234,071	-	-	234,071	139,940
Charitable activities	8	1,630,158	1,348,458	-	2,978,616	2,829,511
		<u>1,864,229</u>	<u>1,348,458</u>	<u>-</u>	<u>3,212,687</u>	<u>2,969,451</u>
NET INCOME/(EXPENDITURE)		(553,674)	(154,700)	155,324	(553,050)	(528,202)
Transfers between funds		574,450	-	(574,450)	-	-
		<u>20,776</u>	<u>(154,700)</u>	<u>(557,126)</u>	<u>(553,050)</u>	<u>(528,202)</u>
NET INCOME/(EXPENDITURE) BEFORE OTHER RECOGNISED GAINS AND LOSSES						
OTHER RECOGNISED GAINS AND LOSSES:						
Actuarial gains/(losses) on defined benefit pension schemes	18	2,261,000	-	-	2,261,000	635,000
		<u>2,281,776</u>	<u>(154,700)</u>	<u>(557,126)</u>	<u>1,707,950</u>	<u>106,798</u>
Net movement in funds						
Reconciliation of funds:						
Total funds brought forward		(1,605,571)	447,634	8,470,201	7,312,264	7,205,466
		<u>676,205</u>	<u>292,934</u>	<u>7,913,075</u>	<u>9,020,214</u>	<u>7,312,264</u>
Total funds carried forward		<u>676,205</u>	<u>292,934</u>	<u>7,913,075</u>	<u>9,020,214</u>	<u>7,312,264</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

SHETLAND ARTS DEVELOPMENT AGENCY

Charity Registration No. SC037082

BALANCE SHEET

31 March 2023

	<i>Note</i>	2023 £	2023 £	2022 £	2022 £
FIXED ASSETS					
Tangible assets	12		7,989,700		8,544,173
Investments	13		1		1
			<u> </u>		<u> </u>
TOTAL FIXED ASSETS			7,989,701		8,544,174
CURRENT ASSETS					
Stock	14	22,765		21,333	
Debtors	15	559,464		370,869	
Cash at bank and in hand		227,723		445,487	
		<u> </u>		<u> </u>	
TOTAL CURRENT ASSETS		809,952		837,689	
LIABILITIES					
Creditors: Amounts falling due within one year	16	(298,513)		(308,573)	
		<u> </u>		<u> </u>	
NET CURRENT ASSETS			511,439		529,116
			<u> </u>		<u> </u>
TOTAL ASSETS LESS CURRENT LIABILITIES			8,501,140		9,073,290
Creditors: Amounts falling due after more than one year	17		(40,926)		(60,026)
			<u> </u>		<u> </u>
NET ASSETS EXCLUDING PENSION ASSET/LIABILITY			8,460,214		9,013,264
Defined benefit pension scheme asset/ (liability)	18		560,000		(1,701,000)
			<u> </u>		<u> </u>
TOTAL NET ASSETS			9,020,214		7,312,264
			<u> </u>		<u> </u>
THE FUNDS OF THE CHARITY:					
Capital restricted fund	21		8,051,075		8,470,201
Restricted fund			292,934		447,634
Unrestricted funds:					
Unrestricted income funds excluding pension reserve		116,205		95,429	
Pension reserve		560,000		(1,701,000)	
		<u> </u>		<u> </u>	
Total unrestricted funds			676,205		(1,605,571)
			<u> </u>		<u> </u>
TOTAL CHARITY FUNDS			9,020,214		7,312,264
			<u> </u>		<u> </u>

These financial statements were approved by the board of trustees and authorised for issue on 29 June 2023 and are signed on their behalf by:

Trustee

Trustee

SHETLAND ARTS DEVELOPMENT AGENCY

STATEMENT OF CASH FLOWS

For the year ended 31 March 2023

	<i>Note</i>	2023 £	2022 £
Cash flows used in operating activities:	24	(158,555)	28,918
Net cash provided by operating activities		(158,555)	28,918
Cash flow from investing activities:			
Interest from investments		2,373	-
Purchase of property, plant and equipment		(38,892)	(20,345)
Net cash used in investing activities		(36,519)	(20,345)
Cash flows from financing activities:			
Repayments of borrowing		(19,580)	(28,039)
Interest paid		(3,110)	(2,956)
Net cash provided by/(used in) financing activities		(22,690)	(30,995)
Change in cash and cash equivalents in the reporting period		(217,764)	(22,422)
Cash and cash equivalents at the beginning of the reporting period		445,487	467,909
Cash and cash equivalents at the end of the reporting period		227,723	445,487
Analysis of cash and cash equivalents		2023 £	2022 £
Cash in hand		4,652	4,700
Cash at bank including overdrafts		223,071	440,787
Total cash and cash equivalents		227,723	445,487

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

1. PRINCIPAL ACCOUNTING POLICIES

Basis of Accounting

The accounts are prepared under the historical cost convention (with the exception of pianos which are included at market value and the Weisdale Mill which is included at deemed cost) and include the results of the charity's operations which are described in the Trustees' Report and all of which are continuing.

In preparing the financial statements the charity follows best practice as laid down in the Accounting and Reporting by Charities: Statement of Recommended Practice, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (as amended for accounting periods commencing 1 January 2019) (the SORP), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities and Trustee Investment (Scotland) Act 2005, and the Charities Accounts (Scotland) Regulations 2006 (as amended) except as noted below.

Shetland Arts Development Agency meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared in compliance with FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The functional currency of Shetland Arts Development Agency is considered to be pounds sterling because that is the currency of the primary economic environment in which the charity operates.

All figures within the financial statements are rounded to the nearest pound.

Consolidation

The financial statements have been prepared for Shetland Arts Development Agency as an entity and in accordance with the SORP module 24. Group accounts have not been prepared on the basis that there is no statutory requirement to prepare group accounts as the results of the subsidiary undertaking is not material to the group.

Critical Accounting Estimates and Areas of Judgement

The following judgements and estimates have had the most significant effect on the amount recognised in the financial statements.

The trust has recognised a defined benefit pension scheme asset on the balance sheet. At 31 March 2023 the gross asset was £560,000 (2022: liability £1,701,000). Changes to the actuarial assumptions could result in material changes within the next financial year.

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual value of the assets. These are re-assessed and amended when necessary.

Going Concern

The income of the organisation has not recovered to pre-COVID levels and it is felt it will not return fully. The Leadership Team have prepared cash flow projections for the next 12 months from the date of signing of the accounts and these show there will be sufficient cash, based on expected income and expenditure levels. The key assumptions underpinning these forecasts are the level of trading income earned and the receipt of funding from Shetland Charitable Trust beyond 2022/23, together with the ability to reduce costs. The anticipated level of trading income is based on industry expectations. The Shetland Charitable Trust funding is based on the indicative funding agreed by SCT to 31 March 2025.

Based on the charity's cash flow forecasts and the anticipated outcome of the matters described, the trustees have concluded that there is a reasonable expectation that the charity has adequate financial resources to operate for the foreseeable future. Accordingly, the financial statements of the charity have been prepared on a going concern basis.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

1. PRINCIPAL ACCOUNTING POLICIES (continued)

Income

Income is included in the Statement of Financial Activities when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. The following policies are applied to particular categories of income:

Donations, legacies and similar incoming resources are included in the year in which they are receivable, which is when the charity becomes entitled to the resource.

Capital Grants

Capital grants are taken into account when they become receivable.

Revenue Grants

Revenue grants are taken into account when they become receivable.

The value of volunteer help received is not included in the accounts but is described in the annual Trustees' Report.

Expenditure

All expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay for expenditure. It is probable that settlement will be required and the amount of the obligation can be measured reliably. All costs have been directly attributed to one of the functional categories of resources expended in the Statement of Financial Activities.

Support Costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include staff salaries, overheads and governance costs which support the charity's activities.

All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource.

Termination Benefits

Termination benefits are payable when employment is terminated by the charity before the normal retirement date, or whenever an employee accepts voluntary redundancy. Such benefits are recognised when the charity is demonstrably committed to terminating the employment without withdrawal or when an offer of voluntary redundancy is accepted.

Operating Lease Agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are accounted for in the Statement of Financial Activities within resources expended on a straight line basis over the period of the lease, with the exception of the rent payable to Shetland Islands Council under the sub-lease of Mareel, which is netted off against rent receivable from Shetland Islands Council under the head-lease, as explained in note 22.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

1. PRINCIPAL ACCOUNTING POLICIES (continued)

Tangible Fixed Assets

No single equipment purchase with a cost below £500 is to be capitalised. Any item of equipment costing more than £500 is initially stated at cost.

Paintings are not depreciated as they are considered to have a useful life of greater than 50 years and therefore any depreciation is considered immaterial. The trustees consider that this departure from United Kingdom Generally Accepted Accounting Practice (UK GAAP) is necessary in order to provide a true and fair view.

The pianos were re-valued on 31 March 2011. The valuations were based on a review of second-hand piano sellers' websites and were carried out by Sheila Duncan, who was an internal employee of Shetland Arts Development Agency and is not a qualified valuer.

Depreciation is provided on all other tangible fixed assets at rates calculated to write off the cost or valuation, less estimated residual value, of each asset evenly over its expected useful life. The estimated useful lifetime of assets was calculated as:

Heritable Property – Weisdale Mill – 50 years
Heritable Property – Mareel building – 24 years
Plant and Equipment – 5 to 10 years
Computer Equipment – 3 to 5 years

Residual value represents the estimated amount which would currently be obtained from disposal of an asset, after deducting estimated costs of disposal, if the asset were already of an age and in the condition expected at the end of its useful life.

Investments

Investments in subsidiary undertakings are initially capitalised at cost.

Stocks

Stocks are stated at the lower of cost and net realisable value. Net realisable value is based on estimated selling price less any further costs expected to be incurred on disposal.

Debtors

Trade and other debtors that are receivable within one year are recognised at the settlement amount due after any trade discount offered. Pre-payments are valued at the amount pre-paid net of any trade discounts.

Cash at bank and in hand

Cash at bank and in hand is held to meet the short-term commitments as they fall due rather than for any investment purposes.

Liabilities

Liabilities arise from legal or constructive obligations that commit the charity to expenditure. A liability and related expenditure is recognised when all of the following criteria are met:

- Obligation – a present legal or constructive obligation exists at the reporting date as a result of a past event;
- Probable – it is more likely than not that a transfer of economic benefits, often cash, will be required in settlement; and
- Measurement – the amount of the obligation can be measured or estimated reliably.

Liabilities that are classified as payable within one year on initial recognition are measured at the undiscounted amount of cash or other consideration expected to be paid. Amounts are included in liabilities when authorised and committed.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

1. PRINCIPAL ACCOUNTING POLICIES (continued)

Value Added Tax

Irrecoverable value added tax is written off when the expenditure to which it relates is incurred.

Retirement Benefits

Eligible employees of the Shetland Arts Development Agency are members of the Local Government Pension Scheme, a multi-employer defined benefit statutory scheme, administered by Shetland Islands Council in accordance with the Local Government Pension Scheme (Scotland) Regulations 1998 as amended. The contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over the service lives of employees.

Funds

With the adoption of the statement of recommended practice, funds require to be classified between restricted funds which are subject to specific terms as to their use laid down by the donor, and unrestricted funds which can be used at the discretion of the trustees in the furtherance of the objectives of the trust.

Restricted Capital Funds are grant funding that has been received in respect of specific capital expenditure. A transfer is made from this fund to show the amortisation of this funding over the useful estimated lifetime of the assets to which the funding applied. This transfer is made to unrestricted reserves as the depreciation of assets is recorded here.

Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. LEGAL STATUS OF THE CHARITY

Shetland Arts Development Agency is an unincorporated registered Scottish charity constituted by its trust deed. The charity's address and details of its operations and principal activities are detailed within the Trustees' Report.

3. DONATIONS

	Unrestricted Funds £	Restricted Funds £	Restricted Capital Funds £	Total Funds £	2022 £
Donations	1,782	-	-	1,782	498
	-----	-----	-----	-----	-----
	1,782	-	-	1,782	498
	=====	=====	=====	=====	=====

Donations of £498 were included in unrestricted funds in 2022.

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in the Trustees' Report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the financial statements.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

4. CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Restricted Capital Funds £	Total Funds £	2022 £
Shetland Charitable Trust	-	951,326	143,460	1,094,786	775,000
Creative Scotland revenue funding	250,000	154,858	-	404,858	416,085
Creative Scotland project funding	-	7,371	-	7,371	356,754
Local Authority – COVID funding	-	-	-	-	52,650
Local Authority – project funding	-	44,475	-	44,475	2,377
Other public funds	2,622	35,728	11,864	50,214	20,204
	<u>252,622</u>	<u>1,193,758</u>	<u>155,324</u>	<u>1,601,704</u>	<u>1,623,070</u>
	=====	=====	=====	=====	=====

Creative Scotland funding of £416,085, Local Authority funding of £52,650 and other public funding of £3,423 were unrestricted in 2022. All other charitable activities income in 2022 was restricted.

5. OTHER TRADING ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Restricted Capital Funds £	Total Funds £	2022 £
Business sponsorships	2,950	-	-	2,950	250
Box office/programme	359,055	-	-	359,055	266,020
Ancillary earned income	521,949	-	-	521,949	336,941
Other income	169,824	-	-	169,824	214,470
	<u>1,053,778</u>	<u>-</u>	<u>-</u>	<u>1,053,778</u>	<u>817,681</u>
	=====	=====	=====	=====	=====

Other income of £817,681 was included in unrestricted funds in 2022.

6. INVESTMENTS

All the charity's investment income arises from money held in interest bearing deposit accounts.

7. RAISING FUNDS

	Unrestricted Funds £	Restricted Funds £	Restricted Capital Funds £	Total Funds £	2022 £
Catering stock purchases	192,134	-	-	192,134	104,682
Shop and gallery stock purchases	41,937	-	-	41,937	35,258
	<u>234,071</u>	<u>-</u>	<u>-</u>	<u>234,071</u>	<u>139,940</u>
	=====	=====	=====	=====	=====

All raising funds expenditure in 2022 was unrestricted.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

8. CHARITABLE ACTIVITIES

		Unrestricted Funds	Restricted Funds	Capital Funds	Total Funds	2022
	Notes	£	£	£	£	£
Direct service provision	8a	827,986	748,371	-	1,576,357	1,392,200
Grant funding	8b	-	5,750	-	5,750	7,750
Support costs	8c	802,172	594,337	-	1,396,509	1,429,561
		1,630,158	1,348,458	-	2,978,616	2,829,511
		=====	=====	=====	=====	=====
a. Direct Service Provision						
Development expenditure		310,729	326,658	-	637,387	670,317
Operations expenditure		512,136	421,713	-	933,849	720,459
Strategic marketing		5,121	-	-	5,121	1,424
		827,986	748,371	-	1,576,357	1,392,200
		=====	=====	=====	=====	=====
b. Grant Funding						
Grants paid to individuals		-	5,750	-	5,750	7,750
		=====	=====	=====	=====	=====
<p>The grants made during the year relate to the Visual Arts and Craft Award Scheme. This scheme is made possible through funding from Creative Scotland and Shetland Islands Council.</p>						
c. Support Costs						
Support staff salaries and other staffing costs		16,136	324,621	-	340,757	270,423
Overheads		786,036	256,166	-	1,042,202	1,145,883
Governance costs		-	13,550	-	13,550	13,255
		802,172	594,337	-	1,396,509	1,429,561
		=====	=====	=====	=====	=====

Of the total Charitable Activities expenditure of £2,829,511 in 2022, £1,071,149 was restricted and £1,758,362 was unrestricted.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

9. ANALYSIS OF GOVERNANCE COSTS

	2023 £	2022 £
<i>Auditor remuneration:</i>		
Audit	11,900	10,900
Accounting services	-	-
<i>Non auditor fee:</i>		
Accounting services	1,650	-
	-----	-----
	13,550	10,900
	=====	=====

10. ANALYSIS OF STAFF COSTS

	2023 £	2022 £
Salaries and wages	1,112,157	876,045
Social security costs	82,774	61,891
Pension costs	209,133	147,767
	-----	-----
Total	1,404,064	1,085,703
	=====	=====

One employee received emoluments of over £60,000 during the year (2022: one)

The average number of staff was:

2023	2022
73	61
====	====

The charity operated a defined contribution pension scheme during the year as well as the defined benefit pension scheme referenced in note 17. Total amounts of £3,916 (2022 - £1,647) were recognised in the Statement of Financial Activities in the year. The expense and liability is allocated in line with the activities of those staff members contributions relate to.

11. ANALYSIS OF MOVEMENT IN DEFERRED INCOMING RESOURCES

	Opening Balance £	Deferred in Year £	Released in Year £	Closing Balance £
Advance sales	8,887	30,909	(8,887)	30,909
Screenplay and Wordplay	1,500	-	(1,500)	-
Travel contributions	900	-	(900)	-
Living Lerwick	15,530	-	(15,530)	-
Shetland Amenity Trust	-	3,000	-	3,000
Shetland Islands Council	-	1,250	-	1,250
	-----	-----	-----	-----
	26,817	35,159	(26,817)	35,159
	=====	=====	=====	=====

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

12. TANGIBLE FIXED ASSETS

	Heritable Property £	Equipment £	Pianos £	Paintings £	Total £
Cost/valuation					
As at 1 April 2022	13,191,816	1,268,488	42,800	2,862	14,505,966
Additions	-	38,892	-	-	38,892
Disposals	-	(34,205)	-	-	(34,205)
As at 31 March 2023	13,191,816	1,273,175	42,800	2,862	14,510,653
Depreciation					
As at 1 April 2022	4,843,458	1,118,335	-	-	5,961,793
Charge for year	543,745	49,620	-	-	593,365
Disposals	-	(34,205)	-	-	(34,205)
As at 31 March 2023	5,387,203	1,133,750	-	-	6,520,953
Net book amount					
31 March 2023	7,804,613	139,425	42,800	2,862	7,989,700
31 March 2022	8,348,358	150,153	42,800	2,862	8,544,173

The pianos were re-valued on 31 March 2011. The valuations were based on a review of second-hand piano sellers' websites and were carried out by Sheila Duncan, who was an internal employee of Shetland Arts Development Agency and is not a qualified valuer. The trustees are not aware of any material changes since the last valuation of pianos.

The historic cost of the pianos was £44,255.

Included within the net book value of Heritable Property of £7,804,613 (2022 - £8,348,358) are assets with restricted title or pledged as security for liabilities. The Mareel building, with a net book value of £7,581,857 (2022 - £8,120,213) has been granted as security over a 99-year grant, the conditions of which are discussed further in note 22. The Weisdale Mill building, with a net book value of £220,950 (2022 - £226,338) has been granted as security over the bank loan included in Creditors.

13. INVESTMENTS

	Investment in Subsidiary £
Cost	
As at 1 April 2022 and 31 March 2023	1

On 25 July 2011, Shetland Arts Development Agency purchased 1 ordinary share of £1 in Shetland Arts IP C.I.C. (company number: SC404044), representing a 100% interest. Shetland Arts IP C.I.C. is a community interest company which was set up as a means of securing intellectual property rights over films, books, music, etc. pertaining to Shetland in order to ensure that any profits generated therefrom can be retained for the good of Shetland.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

13. INVESTMENTS (Continued)

As at 31 March 2023, Shetland Arts IP C.I.C. had not yet commenced its activities. At 31 March 2023 the aggregate reserves of Shetland Arts IP C.I.C. amounted to a net deficit of £2,558 (2022 – net deficit of £2,558) and the loss for the year to that date was nil (2022 – nil).

14. STOCK

	2023 £	2022 £
Goods for resale	22,765 =====	21,333 =====

15. DEBTORS

	2023 £	2022 £
Trade debtors	32,524	47,773
Amount due by subsidiary undertaking	3,509	3,168
Other debtors	4,250	4,250
Pre-payments and accrued income	519,181	311,121
VAT	-	4,557
	-----	-----
	559,464 =====	370,869 =====

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Trade creditors	118,835	67,190
Other creditors	47,568	48,025
Accruals	57,353	131,171
Deferred income	35,159	26,817
Bank loans	19,637	20,117
PAYE & NIC	19,943	15,253
VAT	18	-
	-----	-----
	298,513 =====	308,573 =====

Deferred income is recognised in circumstances where the charity is not yet entitled to the income. A reconciliation of this balance can be seen at note 11.

17. CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	2023 £	2022 £
Bank loans (falling due in less than 5 years)	40,926	60,026
Bank loans (falling due after 5 years)	-	-
	-----	-----
	40,926 =====	60,026 =====

The bank loan is secured on the Weisdale Mill building.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

18. PENSION SCHEME

Shetland Arts Development Agency provides pension arrangements to eligible employees through a multi-employer defined benefit statutory scheme and the related costs are assessed in accordance with the advice of Hymans Robertson, Independent Qualified Actuaries.

The latest formal valuation of the Fund was at 31 March 2020 and this is updated on a triennial basis. A summary of the membership data used and the benefits valued at the latest formal valuation are set out in the formal valuation report. Hymans Robertson has reviewed the most recent full actuarial valuation at 31 March 2020 and has updated it annually at the charity's balance sheet date to reflect current conditions.

Assumptions as at	2023	2022
Inflation/pension increase rate	2.95%	3.15%
Salary increases	3.05%	3.15%
Discount rate	4.75%	2.75%

The discount rate used to place a value on the liabilities is determined by reference to market yields on high quality corporate bonds at the reporting date. The approach adopted by Hymans Robertson to setting the discount rate involved constructing a corporate bond yield curve based on the constituents of the iBoxx AA corporate bond index.

Mortality Assumptions	2023 Years	2022 Years
Longevity at age 65 for current pensioners		
Men	20.3	20.7
Women	22.7	22.9
Longevity at age 65 for future pensioners		
Men	21.6	22.1
Women	24.8	25.1

Assets (Employer Share)

	Percentage 2023	Fund value at 2023 £ 000	Percentage 2022	Fund value at 2022 £ 000
Equities	86%	4,041	81%	3,687
Bonds	3%	141	7%	319
Property	10%	470	11%	501
Cash	1%	47	1%	45
	-----	-----	-----	-----
Total	100%	4,699	100%	4,552
	=====	=====	=====	=====

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

18. PENSION SCHEME (Continued)

Net Pension Liability as at	2023 £ 000	2022 £ 000
Fair value of employer assets	4,699	4,552
Present value of funded liabilities	(3,951)	(6,018)
	-----	-----
Net under funding in funded plans	748	(1,466)
Present value of unfunded liabilities	(188)	(235)
Unrecognised past service cost	-	-
	-----	-----
Net asset/(liability)	560	(1,701)
	=====	=====
Amount in the balance sheet		
Liabilities	-	(1,701)
Assets	560	-
	-----	-----
Net Pension asset/(liability)	560	(1,701)
	=====	=====
Amounts recognised in the SOFA	2023 £ 000	2022 £ 000
Current service cost	(421)	(443)
Net interest cost	(50)	(50)
Plan introductions, changes, curtailments and settlements	208	146
Remeasurements:		
Changes in demographic assumptions	42	34
Changes in financial assumptions	3,041	580
Other experience	(410)	(15)
Return on assets excluding amounts included in net interest	(149)	383
	-----	-----
	2,261	635
	=====	=====
Actual return on plan assets	2023 £ 000	2022 £ 000
Return on assets excluding amounts included in net interest	(149)	383
Interest income on plan assets included in net interest	127	83
	-----	-----
Return on plan assets	(22)	466
	=====	=====

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

18. PENSION SCHEME (Continued)

	2023	2022
	£ 000	£000
Reconciliation of defined benefit obligation		
Opening defined benefit obligation	6,253	6,312
Current service cost	421	443
Past service cost (including curtailments)	-	-
Interest cost	177	133
Member contributions	58	47
Actuarial losses/(gains)	(2,673)	(599)
Unfunded benefits paid	(10)	(9)
Benefits paid	(87)	(74)
	=====	=====
Closing defined benefit obligation	4,139	6,253
	=====	=====
Reconciliation of fair value of employer assets		
Opening fair value of employer assets	4,552	3,976
Interest income	127	83
Contributions by members	58	47
Contributions by the employer	198	137
Contributions in respect of unfunded benefits	10	9
Return on assets excluding amounts included in net interest	(149)	383
Unfunded benefits paid	(10)	(9)
Benefits paid	(87)	(74)
	=====	=====
Closing fair value of employer assets	4,699	4,552
	=====	=====

Shetland Arts Development Agency estimates that employer's contributions for the year to 31 March 2024 will be approximately £228,000.

Hymans Robertson confirm the figures presented above are prepared only for the purposes of Financial Reporting Standard 102 and have no validity in other circumstances. In particular, they are not relevant for calculations undertaken for funding purposes, for accounting under the International Accounting Standard IAS 19, for bulk transfers or for other statutory purposes under LGPS Regulations.

19. RELATED PARTY TRANSACTIONS

No trustees received a salary or remuneration during the year (2022 - £nil). No travelling expenses were claimed by trustees in the year (2022 - £nil). Trustees were paid £5,601 (2022 - £6,000) during the year for performances and commissioned work. As at 31 March 2022, a balance of £nil (2022 - £nil) was owed to trustees.

During the year, Shetland Arts Development Agency paid expenses of £208 (2022 - £235) on behalf of its subsidiary, Shetland Arts IP C.I.C. As at 31 March 2023 a balance of £3,094 (2022 - £2,886) was owed to Shetland Arts Development Agency. No interest is being accrued on this loan. It will be repaid when income is generated in the Community Interest Company.

During the year, Shetland Arts Development Agency paid expenses of £133 (2022 - £151) on behalf of its subsidiary, Shetland Weathers LLP. As at 31 March 2023 a balance of £435 (2022 - £302) was owed to Shetland Arts Development Agency.

The trustees consider that the charity's trustees and Leadership Team comprise the key management personnel of the charity in charge of direction and controlling, running and operating the charity on a day-to-day basis. The Leadership Team comprises the Chief Executive, Commissioning Lead, Education and Outreach Lead, Sales and Communications Lead, Customer Experience Lead, Production and Facilities Lead and Support Lead. The total employee benefits of the key management personnel were £402,124 (2022 - £278,580).

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

20. ANALYSIS OF MOVEMENTS BETWEEN FUNDS

	Funds as at 1 April 22 £	Incoming Resources £	Resources Expended £	Other gains and losses £	Transfers	Funds as at 31 March 23 £
Unrestricted funds:						
General	47,715	1,310,555	(1,864,229)	-	574,450	68,491
Designated	47,714	-	-	-	-	47,714
Pension reserve	(1,701,000)	-	-	2,261,000	-	560,000
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total unrestricted funds	(1,605,571)	1,310,555	(1,864,229)	2,261,000	574,450	676,205
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Restricted funds:						
Shetland Film Club	1,705	-	-	-	-	1,705
Shetland Charitable Trust	-	682,500	(682,554)	-	-	(54)
Shetland Charitable Trust – COVID Recovery	-	209,826	(209,826)	-	-	-
Shetland Charitable Trust – Capital Grant Scheme	-	59,000	-	-	-	59,000
Trad Big Band	2,435	-	-	-	-	2,435
Culture Collective	252,074	-	(188,822)	-	-	63,252
Youth Arts	55	1,370	(1,425)	-	-	-
Corra Foundation	4,146	-	-	-	-	4,146
Robertson Trust	11,719	-	(8,610)	-	-	3,109
BFI FAN	1,980	-	(1,980)	-	-	-
Xchange	16,509	-	(4,272)	-	-	12,237
Visual Arts and Craft Makers Awards	-	7,860	(6,200)	-	-	1,660
Independent Cinema Recovery Fund	26,114	33,641	(59,755)	-	-	-
Recovery Fund for Cultural Organisations	121,217	121,217	(99,962)	-	-	142,472
Bike Shed	975	3,000	(3,975)	-	-	-
Summer of Play	2,972	-	-	-	-	2,972
Cultural Bridge	5,733	-	(5,733)	-	-	-
Remembering Together	-	18,000	(18,000)	-	-	-
Knab Creative Project Officer	-	26,851	(26,851)	-	-	-
Winter Warmers	-	4,381	(4,381)	-	-	-
Sustainable Creative Futures	-	21,225	(21,225)	-	-	-
Business Development	-	4,887	(4,887)	-	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total restricted funds	447,634	1,193,758	(1,348,458)	-	-	292,934
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Restricted capital fund	8,470,201	155,324	-	-	(574,450)	8,051,075
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total Funds as at 31 March 2023	7,312,264	2,659,637	(3,212,687)	2,261,000	-	9,020,214
	=====	=====	=====	=====	=====	=====

With the adoption of the statement of recommended practice, funds require to be classified between restricted funds which are subject to specific terms as to their use laid down by the donor, and unrestricted funds which can be used at the discretion of the trustees in the furtherance of the objectives of the trust.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

20. ANALYSIS OF MOVEMENTS BETWEEN FUNDS (continued)

Restricted Capital Funds are grant funding that has been received in respect of specific capital expenditure. A transfer is made from this fund to show the amortisation of this funding over the useful estimated lifetime of the assets to which the funding applied. This transfer is made to unrestricted reserves as the depreciation of assets is recorded here.

The Shetland Film Club restricted fund was created from a donation from the Shetland Film Club on its wind up. The funds are restricted for use on the rural touring of film. Due to COVID-19 no rural film touring was undertaken in the year meaning there was no movement on this fund.

The Shetland Charitable Trust fund directly relates to the annual core funding received from Shetland Charitable Trust and was fully utilised in the year. This reserve was negative in at the year end due to an over allocation of costs but will this will be rectified in the coming year.

The Shetland Charitable Trust COVID-19 fund relates to COVID recovery funding received and utilised.

The Shetland Charitable Trust Capital Grant Scheme fund relates to funding agreed with the Shetland Charitable Trust for maintenance works that are yet to take place. The works will be completed during 2023/24 and 2024/25.

The Trad Big Band restricted fund relates directly to the Trad Big Band project. Due to changes to the project to fit with COVID-19 guidelines the project costs were less than expected leaving a balance on the fund.

The Culture Collective fund relates to the Culture Collective Project. This project was initially run throughout the 2021/22 financial year however an extension to this fund was agreed in March 2022 which will see the project continue for the 2022/23 financial year.

The Youth Arts fund was used to fund the Youth Arts project throughout the financial year.

The Corra Foundation reserve was created due to a grant being received from this foundation for COVID wellbeing projects. The full grant has yet to be spent and the Corra Foundation has not asked for this to be repaid.

The Robertson Trust restricted reserve relates to funding received towards the organisation's Youth Arts and Wellbeing projects. This fund will be used towards Youth Arts and Wellbeing activity until it is fully utilised.

The BFI FAN funding was received to support the continuation of specialised cinema screenings while there is reduced capacity due to COVID-19 guidelines. This funding was used during the year to cover the costs of these specialised screenings.

The Xchange restricted fund has been created from funding received from the British Council and Arts Curator fund for an artist's exchange and residency between Shetland and Texas. Due to COVID related travel restrictions this project has been significantly delayed meaning the full fund is yet to be used.

The Visual Arts and Craft Makers Awards restricted fund was spent out during the financial year. The negative income line was caused due to the full budget expenditure not being met and therefore the full income not received.

The Independent Cinema Recovery fund was created by funding from Creative Scotland to support the reopening of cinemas and encourage audiences back. The funds will be used to run a marketing campaign.

The Recovery Fund for Cultural Organisations was created by funding from Creative Scotland to support the organisation in its recovery from COVID-19. The funding will be used to significantly increase marketing expenditure on commercial operations as well as underwrite the reopening of Mareel on a Tuesday.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

20. ANALYSIS OF MOVEMENTS BETWEEN FUNDS (continued)

The Bike Shed reserve is to support the Bike Shed project which is being funded by Shetland Islands Council and was ongoing at the financial year end.

The Summer of Play reserve was created through funding received to encourage children to take part in activity in summer 2021. The project expenses were not as great as anticipated and no reclaim has been sought from the funder.

The Cultural Bridge reserve was created to support the Cultural Bridge project where SADA is working with a partner in Germany. The project was ongoing at the financial year end.

The Remembering Together reserve was created to support the delivery of phase one of the COVID memorial for Shetland. Phase one of the project was complete at the year end.

The Winter Warmer reserve was created to deliver free cinema screenings under the Winter Activities Fund set up by Shetland Islands Council. This project was complete at the year end.

The Sustainable Creative Futures reserve was set up to deliver a project funded by Shetland Islands Council to develop a Dye Garden, Tool Library and Paint Recycling Scheme. This project was complete at the year end.

The Knab Creative Project Officer reserve was set up to support the secondment of a staff member to work as the Knab Creative Project Officer. This secondment is for two years and is due to be completed in March 2024.

As per the reserves policy of the organisation, in prior years, 50% of the unrestricted operating surplus after the deficit on unrestricted funds was cleared has been designated to a new Assets Replacement and Repair Reserve. These funds will be used in conjunction with the SCT Capital Grant Funding to undertake repairs to SADA venues.

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Unrestricted Pension Funds £	Restricted Funds £	Restricted Capital Funds £	Total Funds £
<u>2023</u>					
Fixed Assets	76,626	-	-	7,913,075	7,989,701
Current Assets	379,018	-	292,934	138,000	809,952
Current Liabilities	(298,513)	-	-	-	(298,513)
Long-Term Liabilities	(40,926)	-	-	-	(40,926)
Provisions	-	560,000	-	-	560,000
	_____	_____	_____	_____	_____
Total Net Assets	116,205	560,000	292,934	8,051,075	9,020,214
	=====	=====	=====	=====	=====
<u>2022</u>					
Fixed Assets	73,973	-	-	8,470,201	8,544,174
Current Assets	303,239	-	534,450	-	837,689
Current Liabilities	(221,757)	-	(86,816)	-	(308,573)
Long-Term Liabilities	(60,026)	-	-	-	(60,026)
Provisions	-	(1,701,000)	-	-	(1,701,000)
	_____	_____	_____	_____	_____
Total Net Assets	95,429	(1,701,000)	447,634	8,470,201	7,312,264
	=====	=====	=====	=====	=====

Included within restricted capital funds are amounts of £645,486 (2022 - £691,319) relating to the lease premium received from Shetland Islands Council during the year ended 31 March 2014.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

22. OPERATING LEASES

At 31 March 2023 the charity had total future commitments under non-cancellable operating leases as set out below:

	2023	Other	2022	
	Land &	items	Land &	Other
	Buildings		Buildings	items
	£	£	£	£
Operating leases which expire:				
Within 1 year	-	14,375	-	13,387
Within 2 to 5 years	-	31,089	-	41,897
	-----	-----	-----	-----
	-	45,465	-	55,284
	=====	=====	=====	=====
	2023	Other	2022	
	Plant &	items	Plant &	Other
	Machinery		Machinery	items
Operating lease payment made				
in the year	14,643	-	14,843	-
	-----	-----	-----	-----
	14,643	-	14,843	-
	=====	=====	=====	=====

On 27 May 2013, a lease was granted by Shetland Arts Development Agency to Shetland Islands Council (SIC) over the subjects at Mareel. The Lease term is 99 years with the tenant being the SIC. A premium of £1,100,000 (plus VAT) was payable with an annual rent being £90,000 (this will be reviewed every five years). The SIC has the option to buy Mareel for £1 after 1 May 2037 when the grant conditions for Creative Scotland expire. This option is secured. Further to this, a sub-lease has been granted by the SIC back to Shetland Arts Development Agency for 24 years to 1 May 2037, with rent being the same as the head lease. There is an option to terminate this sub-lease on six months' notice.

23. FINANCIAL INSTRUMENTS

The carrying amount for each category of financial instrument, measured at amortised cost, is as follows:

	2023	2022
	£	£
Financial liabilities		
Loan payable falling due within 1 year	19,637	20,117
Loan payable falling due between 2 – 5 years	40,926	60,026
	-----	-----
	60,463	80,143
	=====	=====

The loan financing is in the form of one secured loan and one unsecured loan. The secured loan has a variable interest rate (being 4% per annum over the Bank's base rate) and is due to finish in November 2025. The unsecured loan has a fixed interest rate of 2.5% and is due to finish in May 2026. The total interest paid during the year was £3,110 (2022 - £2,956).

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

24. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(553,050)	(528,202)
Adjustments for:		
Interest received	(2,373)	-
Interest paid	3,110	2,956
Depreciation charges	593,365	650,879
Loss on sale of fixed assets	-	-
(Increase)/decrease in stocks	(1,432)	1,287
(Increase)/decrease in debtors	(188,595)	(161,354)
Increase/(decrease) in creditors	(9,580)	63,352
	<hr/>	<hr/>
Net cash provided by (used in) operating activities	(158,555) =====	28,918 =====

	2022 £	Cash flows £	Non cash movements £	2023 £
Cash and cash equivalents	445,487	(217,764)	-	227,723
Bank borrowings due within one year	(20,117)	20,117	(19,637)	(19,637)
Bank borrowings due after one year	(60,026)		19,637	(40,389)
	<hr/>	<hr/>	<hr/>	<hr/>
	365,344 =====	(197,647) =====	- =====	167,697 =====

25. CAPITAL COMMITMENTS

Prior to the year end the charity had entered into an agreement to upgrade the Building Management System at Mareel but the works were not completed until post year end. The cost of these works was £19,740.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

The following pages do not form part of the statutory financial statements
which are part of the independent auditor's report on pages 15-17.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

	£	2023 £	£	2022 £
INCOME				
Donations and business sponsorships		4,732		748
Revenue grants received		1,446,380		1,623,070
Interest received		2,373		-
Box office/programme				
Box office income	276,870		225,993	
Hire of rooms	67,915		30,320	
Membership sales	14,270		9,707	
Total		359,055		266,020
Ancillary Earned income				
Food and beverage	359,328		212,574	
Foyer	74,896		53,833	
Retail	68,659		60,158	
Box Office commission	2,819		1,054	
Exhibition sales commission	2,139		4,455	
Screen advertising	14,108		4,867	
Total		521,949		336,941
Other Earned income				
Education and training income	102,378		134,359	
Miscellaneous	67,446		58,129	
Coronavirus job retention scheme	-		21,982	
Total		169,824		214,470
TOTAL INCOME FOR YEAR		2,504,313		2,441,249
LESS:				
Catering purchases	192,134		104,682	
Shop and gallery purchases	41,937		35,258	
		234,071		139,940
Development expenditure:				
Programme	313,093		439,752	
Travel and subsistence	32,615		18,992	
Salaries and NIC	291,479		211,573	
Marketing	200		-	
		637,387		670,317
Surplus carried forward to next page		1,632,855		1,630,992

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

Surplus brought forward from previous page	1,632,855	1,630,992
Operations expenditure:		
Programme	109,172	94,598
Travel and subsistence	6,617	5,116
Marketing	30,096	8,716
Salaries and NIC	787,964	612,029
	<u>933,849</u>	<u>720,459</u>
Strategic marketing	5,121	1,424
Grants paid to individuals	5,750	7,750
Support staff salaries	324,621	262,100
Other staffing costs	16,136	8,323
	<u>340,757</u>	<u>270,423</u>
Print, postage and stationery	4,228	2,663
Small equipment purchases and hire	10,601	17,184
ICT	27,165	26,937
Operating lease - equipment	19,271	19,210
Electricity	102,160	89,879
Telephone and fax	7,914	8,065
Cleaning	54,256	48,240
Legal and professional fees	38,537	32,943
Bank charges	18,902	12,954
Publications and subscriptions	5,227	3,731
Licences	42,481	29,594
Rates	15,346	15,353
Rent	834	1,074
Repairs and maintenance	57,510	58,189
General overheads	22	(29)
Insurance	40,455	35,387
Website costs	1,086	2,238
Trustees expenses	285	-
SCT grant repayment	-	86,816
Depreciation	593,365	650,879
Loan interest	3,110	2,956
Bad Debts written off	(553)	1,620
	<u>1,042,202</u>	<u>1,145,883</u>
Amortisation	(574,450)	(628,172)
Governance costs	13,550	13,255
	<u>(560,899)</u>	<u>(614,917)</u>
SURPLUS FOR THE YEAR	(133,924)	99,970
	=====	=====

5.3 Trustee Recruitment June 2023



INTRODUCTION

This report details the following

- Individuals proposed for appointment for a second term as Trustee.

PROPOSED NEW TRUSTEES

Name	Details	Recommendation
Renzo Spiteri	Renzo reaches the end of his first term as a Trustee on 27 July 2023 and the Trustees are required to reappoint him for his second term.	Reappoint

6.1 Updates from Stakeholders

June 2023



INTRODUCTION

This report details the following

- Updates from key stakeholders

UPDATES FROM KEY STAKEHOLDERS

Creative Scotland	Awaiting more details on the multi year funding framework.
Shetland Charitable Trust	None
Highlands and Islands Enterprise	None
Shetlands Islands Council	None

6.2 Updated Strategic Framework June 2023



INTRODUCTION

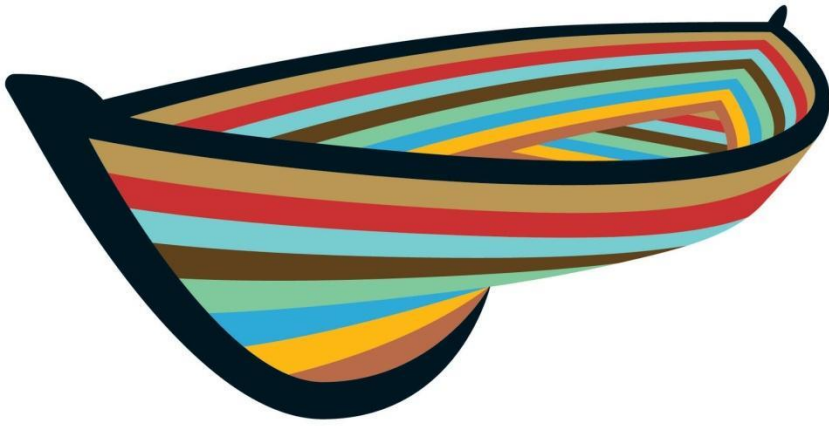
This report contains the updated Modular Strategic Framework for 2023/24 for approval by the board.

KEY CHANGES

The key changes that have been made to the Framework for this year are:

- 2023/24 Budget as agreed by the Board
- Updated Risk Register as agreed by the Board
- Updated Equalities, Diversity and Inclusivity Action Plan
- Updated 2023/24 Workplan
- Updated 2nd paragraph of introduction

The full plan is included as Appendix 1.



Shetland *arts*

Business Plan

2023 – 2024

Includes
Introduction
Modular Strategic Framework
Facilities
Structure
2023 – 24 Budget
2023 – 24 Workplan
2022 – 25 Equalities, Diversity and Inclusivity Action Plan

Business Plan Introduction

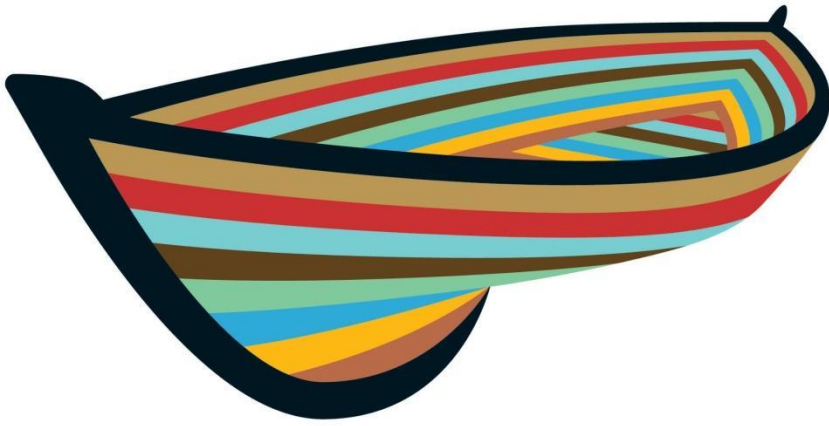
Shetland Arts (SADA) is a diverse and complex social enterprise located in one of the United Kingdom's most remote communities. It is a multi art form, multi venue, development agency that works across the sixteen inhabited islands that make up the archipelago of Shetland.

In 2022 the SADA Board committed to a flexible approach to business planning that is able to adjust as the situation requires, where sections can be rewritten and reviewed as our context changes and that doesn't commit the organisation to a direction of travel without continual review.

This document includes	Page
• The Modular Strategic Framework	3
○ Relevant external reports and policy documents	4
○ Vision	5
○ Mission	5
○ Purpose of the Trust	5
○ Social Outcomes	5
○ Values	6
○ Equality, Diversity and Inclusivity Strategy	7
○ Arts Strategy	8
○ Asset Management Strategy	9
○ Partnership Strategy	11
○ Commercial Strategy	12
○ Sales and Communication Strategy	13
○ Pricing Strategy	16
○ Financial Strategy	17
○ Environmental Strategy	18
○ Operational Strategy	19
○ Evaluation Strategy	20
○ SWOT	21
○ Strategic Risk Register	23
• Details of SADA owned and/or managed facilities	25
• Organisational Structure	27
• The 2022 – 23 Budget	29
• The 2022 – 23 Workplan	32
• The 2022 – 25 Equalities, Diversity and Inclusivity Action Plan	39

The Modular Strategic Framework is interconnected and contains some long terms goals, the Asset Management Strategy has a target of being Net Zero by 2030, but in the main it is a series of aims and objectives with some statements of how we will achieve those objectives.

The Business Plan sits alongside SADA's internal policies and procedures which are reviewed by the board of Trustees as appropriate.



Shetland *arts*

Modular Strategic Framework

Relevant external reports and policy documents

Local

SIC – Shetland’s Partnership Plan 2018 – 2028 [LINK](#)
SIC – Economic Development Plan 2018 - 2022 [LINK](#)
HIE – Shetland Area Profile 2020 [LINK](#)
HIE – Occupational Segregation in Shetland 2017 [LINK](#)
SCT – Strategy 2020 – 2025 [LINK](#)
Safer Shetland Child Protection Policy [LINK](#)
Safer Shetland Adult Protection Policy [LINK](#)

Regional / National

Scot Gov – National Islands Plan [LINK](#)
Scot Gov – A Culture Strategy for Scotland [LINK](#)
Scot Gov – Creative Industries Policy Statement [LINK](#)
Creative Scotland – 2022 – 2023 Annual Plan [LINK](#)
Creative Scotland – Strategic Framework [LINK](#)
Scottish Credit and Qualifications Framework [LINK](#)
Fair Work Convention [LINK](#)
UHI – Academic Standards and Quality Regulations [LINK](#)

Vision – The future we are working to create

A creative, connected Shetland that values art and culture and the transformative impact it has; a Shetland that nurtures its own creative talents whilst celebrating all cultures and lifestyles; a Shetland where no one feels isolated and where art and culture is core to ensuring the economic and social wellbeing of all its residents.

Mission – How are we going to contribute to that future

Through Arts and Culture ensure that everyone in Shetland can thrive and live well in strong resilient communities.

Purpose of the Trust

The objects of SADA shall be;

- To advance the education of the public resident in Shetland in the Arts, in particular the Arts of Dance, Drama, Theatre, Film, Literature, Music, Crafts, Visual Arts and any new form of Media.
- The advancement of Arts and Culture for the benefit of the public in Shetland;
- The advancement of Citizenship and Community Development for the benefit of the public in Shetland.

Social Outcomes – The impact we will have

- Improved quality of life through greater access to creative and social experiences
- Improved opportunities through personal and professional transferrable skills
- Improved confidence to contribute positively through greater confidence and opportunities for self-expression
- Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles
- Improved mental and physical health through active engagement in creative and social experiences
- Improved community resilience through a more diverse and sustainable creative economy

Equality, Diversity and Inclusivity Strategy

Scope

The EDI Strategy will apply to all areas of SADA's work including, but not limited to

- Arts activity
- Commercial activity
- Recruitment
- Workforce planning
- Training and Development
- Volunteering including Trustees

Aims & Objectives

- To create a safe welcoming environment for all
- To challenge discrimination
- To be a safe space for difficult conversations
- To provide equality of outcome across all our activity
- To have a diverse workforce

To deliver these aims & objectives we will

- Provide EDI training to all staff and trustees
- Monitor and report on Gender Balance in relation to the Arts Strategy and across employed, zero hours and freelance roles
- Monitor and report on protected characteristics in relation to the Arts Strategy and across employed, zero hours and freelance roles
- Expand the payment of relocation expenses to all levels in the organisation
- Proactively target recruitment and volunteering opportunities to a diverse range of people removing biases and barriers using open and inclusive language, interview opportunities and expectations of the roles
- Provide flexible and work from home arrangements in line with business need nb
- Pay the Real Living Wage and expect contractors to do the same
- Engage with local groups to inform our approach (e.g. Ability Shetland)
- Monitor and report on market penetration and associated groups
- Adopt an accessible pricing policy for all SADA events
- Fairly represent the accessibility of our buildings in literature and online

Arts Strategy

Scope

The Arts Strategy will apply to the following areas of work

- Programming, including but not limited to, Concerts, Screenings and Exhibitions
- Outreach and Education
- Commissioning
- Sector Support

The following areas of work will apply the Arts Strategy when appropriate

- Retail
- External promoters hire of SADA venues
- Sub-contracting and sales of services

The final decision of whether the Arts Strategy should apply will sit with the Chief Executive.

Aims & Objectives

- Deliver on the SADA's Social Outcomes
- Provide a diverse programme of activity including local, national and international work
- Be populist and/or specialist
- Promote Shetland's creative talent locally, nationally, and internationally
- Provide opportunity for creatives living in or with a close connection to Shetland
- Be accessible and promote understanding
- Provide opportunities for artistic and practice development

To deliver these aims & objectives we will

- Develop detailed annual workplans
- Raise additional funding, either through grants or sponsorship, as and when appropriate
- Operate within available budgets
- Engage in feedback with audiences, participants, creatives, and stakeholders
- Evaluate every project
- Develop tools to enable the reporting against the arts strategy
- Annually publish diversity information in relation to the Arts Strategy

Asset Management Strategy

Scope

In accordance with the guidance from the Institute of Asset Management the following assets are in scope:

Infrastructure	Systems
Civil	Buildings Slip roads Car parks
Fabric/Architectural Finishes	All fixtures and fittings inc. passive fire protection All wall and ceiling surfaces All flooring All auditorium seating
Electrical	LV power distribution 415v & 240v Lighting sound Controls Portable Appliances Radio
Mechanical	Heating & Ventilation Water inc. hot and chilled Heat rejection Public health Lifts/winches/rigging
Safety	Fire alarm Access control/protection CCTV Active fire protection (wet & dry) Fire extraction
Software/Network	Building management systems cabling Access Control Asset management software Wi/Fi and internet access

Locations

The Booth, New Street, Scalloway, Shetland, ZE1 0TQ

Weisdale Mill, Weisdale ZE2 9LW

Mareel, Lerwick, Shetland, ZE1 0WQ

Aims & Objectives

- To provide good quality, safe, facilities that support SADA's business plan and ambition
- To ensure clarity to SADA management, trustees and stakeholders over the lifecycle of existing assets and their replacement strategy
- To enable the procurement of new assets in line with the business plan and trust deed
- To enable the sale of existing assets in line with the business plan and trust deed
- To ensure that SADA's assets are managed efficiently and in line with current statutory and regulatory obligations
- To deliver a Net Zero Carbon operation by 2030

To deliver these aims & objectives we will

- Maintain an Asset Management Plan which is reviewed regularly
- Engage with staff, customers, students, participants and stakeholders as appropriate to understand what outcomes they value and their views on how to achieve this
- Ensure our plans reflect the needs of all our stakeholders and meet statutory requirements while providing value for money, cost-effective, professional and sustainable solutions
- Improve the performance of our assets whilst managing costs appropriately
- Ensure our preventive planned maintenance is current and relevant
- Assess the condition of our assets as appropriate and implement improvements when required

Partnership Strategy

Scope

The Partnership Strategy will apply to the following areas of work

- Arts activity
- Commercial activity

Aims & Objectives

- To strengthen our offer
- To deepen our connection with customers and audiences
- To broaden our connection with artists and arts organisations
- To provide expertise
- To generate efficiencies
- To further our social outcomes

To deliver these aims & objectives we will

- Seek out appropriate partnerships
- To ensure our expectation of partners and their expectation of us is clearly defined
- Use Letters of Agreement, Memorandum of Understanding and Contracts as appropriate
- Review all partnerships on an appropriate timescale, no less than annually
- Agree quantitative and qualitative evaluation methods of the partnership
- Treat all partners as equals

Commercial Strategy

Scope

The Commercial Strategy will apply to the following areas of work

- Retail
- B2B
- Hiring's
- Food and Beverage
- Ancillary Income

Aims & Objectives

- To generate income and surplus
- To enhance the SADA experience
- To delivery ancillary services in support of our charitable purposes
- To provide a diverse range of commercial opportunities
- To support suppliers in Shetland or connected with Shetland when appropriate

To deliver these aims & objectives we will

- Be appropriately competitive
- Be clear about why
- Be aware of our marketplace
- Listen to our customer
- Continually develop new opportunities

Sales and Communication Strategy

Scope

The Sales and Communication Strategy will apply to the following areas of work

- Arts activity
- Commercial activity
- Recruitment
- Strategic Messaging
- Internal Comms

Aims & Objectives

- Maximise reach and engagement
- Maximise income
- Ensure that SADA is represented positively

To deliver these aims & objectives we will

- Understand and listen to our audiences through research and feedback
- Use appropriate channels
- Use sales and marketing information to inform programming and commercial decisions
- Produce an audience development plan that aligns with the Arts Strategy annual Workplan including the dissemination of digital and interpretive content
- Cultivate appropriate local, national and international partnerships
- Develop suitable event, strand and strategic branding

Audience Profiles

Due to the small size of the Shetland population the audiences overlap perhaps more than may be commonly found on the mainland.

Enthusiast practitioners are defined as those who have no ambition to earn or supplement a living through creative practice, but who engage with their artforms for personal development, recreational and/or social purposes.

Emerging practitioners are defined as those practitioners not currently making a living from their creative practice, but who are seeking development opportunities to do so. Shetland has many 'living room' practitioners currently running small creative business, often supplemented by work in other sectors.

Established practitioners are defined as those who currently make or significantly subsidise their living through their creative practice, and who have an established name and reputation as a creative practitioner. This segment is typically more confident and proactive

than the Emerging Practitioners and will engage with SADA seeking platforms to promote their work and find new audiences through performance, exhibition or retail opportunities.

Formal education students are defined as those primarily interested in gaining skills or qualifications. This audience engages with us throughout the formal education programme, delivering recognised qualifications with clear development pathways towards careers in the creative industries.

Informal lifelong learners engage with Shetland Arts education and development programme in many different ways - there is significant crossover with this sector and **Enthusiast and Emerging Practitioners**. Learners are often interested in personal development, learning new skills and the social element of learning. They may engage with talks, workshops, festivals, and evening classes. This category would also encompass young people engaged in our youth arts development programme.

Cultural Enthusiasts are already supportive of, and engaged with, the arts. There may be a strong overlap with **Enthusiast Practitioners**, however a Cultural Enthusiast may be a keen consumer of the arts without necessarily being a practitioner. The Cultural Enthusiast may have one or more art forms they are particularly interested in and are often actively seeking opportunities to engage with their chosen artforms (for example concerts, screenings, talks or exhibitions) and are particularly interested in being involved in the development of the artform.

Young People are defined as those between 11 and 24 years old and may also overlap with our formal education and lifelong learning segments. As with education, engaging parents and guardians is a key facet of communicating with the younger end of this segment, as they are likely to be the ones making the decisions about what the young person attends or be the ones funding and supporting their practice. For parents it is important to emphasise the developmental aspect of the activity, both personally, artistically, and socially.

Families come in all shapes and sizes, from nuclear families, through single parents to extended kinship groups. Shetland Arts seeks to provide a space where families can share artistic experiences and spend quality recreational time together. Families engage with our programme across the breadth of our offering, from family-friendly cinema screenings, through our exhibition programme, to events and workshops targeted at young people. Value is particularly key for this audience group, and it is important to communicate the financial, time and developmental value of the product.

Special Interest Groups

These audiences are diverse in their interest groups and access requirements, so communication with them is tailored to their specific requirements. In each of these cases Shetland Arts works closely with the specialist interest group in question, often with local charities, support, or development groups to ensure that the programme meets the audience's requirements.

Social/Recreational Users

This group makes up a significant part of the audience for our cinema and populist music programming. Communicating value in terms of social engagement, and maximisation of financial value is key. Social media is particularly important for this group, as they are likely to rely on social groups for reinforcement, and the ability to share content and activity increases likelihood of engagement. Timing messages around events such as payday and avoiding clashes with other large social events is also key, this group is likely to make decisions at the last moment before an event.

Vulnerable Groups

Shetland Arts works with vulnerable groups through our Arts and Wellbeing programme, although they may well also overlap into other segments. These groups often have significant barriers to engagement and/or attendance, and we work closely with local support groups and service providers to communicate appropriate events with the individual groups and members.

Remote and Rural Communities

Shetland Arts faces significant geographical challenges in engaging all areas of Shetland in its work. This is particularly the case in small communities where travel represents a barrier to engagement, due to excess travel times, or restrictions around public transport and ferry timetables. For these communities, their main concern is that Shetland Arts programmes content that is accessible to them, either through consideration of ferry and bus timetables for event start & end times, or through the delivery of product in remote locations through our rural touring network. The growth of digital confidence and accessibility during 2020 has meant that SADA has been reaching further than was previously possible and this will be a key aspect of remote and rural engagement going forward.

Corporate

Corporate customers represent a small but growing audience for Shetland Arts. These audiences consist of hirers, sponsors, and partners. The requirements of these audiences vary depending on the organisation and the type of interaction they are looking for, from the smooth and efficient delivery of an event to profile raising activities through sponsorship and events support.

Pricing Strategy

Scope

The Pricing Strategy will apply to the following areas of work

- Arts activity – where SADA controls the entry price
- Commercial activity – Where appropriate
- B2B activity

Aims & Objectives

- To maximise income
- Ensure accessibility

To deliver these aims & objectives

- All products will be priced at the most efficient price point taking into account the following factors
 - Unit Cost Price
 - Similar product pricing in Shetland
 - The price of the product elsewhere in UK
 - Level of investment/income budgeted for area of work
- Discounts will be offered on the following basis
 - Where customers can demonstrate that they are in receipt of specific financial support through UK, Scottish or Local government
 - Where the size of the discount is significant enough to have an impact upon access
 - Where the product is experiential
- Variable pricing will be used when
 - The same experience is available at multiple points during a specified time period
 - Where SADA wishes to influence customer behaviour

Financial Strategy

Scope

The Financial Strategy will apply to the following areas of work:

- Arts activity
- Commercial activity

Aims & Objectives

- To ensure the continued operation of SADA
- To ensure funds remain available to undertake the charitable objectives and deliver our social outcomes
- To ensure sufficient funds are available to maintain the assets of the organisation

To deliver these aims & objectives we will:

- Work towards meeting the reserves policy of the organisation through the generation of operating surplus
- Produce an annual budget for agreement with the Trustees before the start of the financial year
- Ensure robust financial controls and budgeting procedures are in place
- Aim to generate a sufficient operational surplus of at least 2.5% of budget
- Monitor cash flow and where there is a business case source overdraft or loan funds.
- Report monthly to Trustees
- Work closely with our auditors
- Report as required to funders
- Support grant/funding/sponsorship applications as appropriate
- To be as transparent as appropriate regarding the financial position of the organisation with staff, funders and the public

Environmental Strategy

Scope

The Environmental Strategy will apply to the following areas of work:

- All Activity

Aims & Objectives

- To deliver a Net Zero Carbon operation by 2030

To deliver these aims & objectives we will:

- Monitor our Carbon Footprint and report to the Trustees
- Work with Creative Carbon in line with our RFO agreement
- Promote environmental awareness in creative Sector in Shetland
- Introduce Carbon budgeting
- Continue to make incremental improvements on our 2015 baseline

Operational Strategy

Scope

The Financial Strategy will apply to the following areas of work:

- Arts activity
- Commercial activity
- Major Projects

Aims & Objectives

- To ensure the smooth running of the organisation
- To ensure an overview of all activity
- To be cost effective
- To manage staffing requirements and development
- To provide opportunities for training and staff development in line with organisational need

To deliver these aims & objectives we will:

- Develop detailed annual workplans
- Produce an organisational training plan
- Monitor major projects
- Review the organisational structure
- Review reporting and monitoring and ensure that they feedback into decision making
- Deliver Fair Work principles
- Expect clear and timely communication from all staff

Evaluation Strategy

Scope

The Evaluation Strategy will apply to the following areas of work

- Artists, Performers and Practitioners
- Audiences
- Students
- Participants
- Arts Activity
- Commercial Activity
- Communication Activity

Aims & Objectives

- To enable SADA to understand the impact of the work
- To report to funders
- To inform future development and improvements
- To encourage feedback
- To capture agreed Key Performance Indicators (KPIs)

To deliver these aims & objectives we will

- Run biannual customer satisfaction survey
- Agree the evaluation process at the point of Project Proposal approval
- Use appropriate evaluations processes
 - Current SADA KPIs
 - Data from partner organisations
 - Participant feedback forms
 - Conversations with artists
 - Focus groups
 - Narrative reporting / case studies
 - Media feedback and coverage
 - Festival feedback – creative method?
 - Evaluation / reflection sessions at end of project
 - Video / photo documentation as an aide memoire for reflection and for reporting
 - Suggestion's box / wall etc
- Report to the Trustees key areas of feedback
- Use any formal evaluation process we are part of e.g. SQA

SWOT

Internal	
Strengths	Weaknesses
<p>Audiences and Participants</p> <ul style="list-style-type: none"> • Loyal customer base • Community is emotionally connected • Respect of community <p>Activity</p> <ul style="list-style-type: none"> • Partnership working (we are good at it when do it) • Variety, lots of disparate things • Varied programme of delivery <p>People</p> <ul style="list-style-type: none"> • Collective experience • Staff loyalty (colleagues within groups) • Staff loyalty to organisation and the cause • Passionate staff • Considerate Staff • Board • Volunteers • Talented can-do team <p>Organisation</p> <ul style="list-style-type: none"> • Resilient • Flexible structure • Venues (Good facilities) • Location of organisation • Financial management • Well run organisation • Calm • Progressive dialogue • Robust management structure • Flexible working • Relationship with stakeholders • Diversity of revenue 	<p>Audiences and Participants</p> <ul style="list-style-type: none"> • Historic grudges (partners) • Perception of being a Clique • Community is emotionally connected <p>Activity</p> <ul style="list-style-type: none"> • Partnership Working (We don't do enough) • Partnership Working (Over exposing eg big takeover) • Responsiveness vs agreed activity • Uneven spread of arts activity • Lack of early career development work (VACMA, Curated Retail) across all art forms • Lack of support for makers • Challenge of rural program (expense etc) • Diversity of CI sector (what are we doing to fix) <p>People</p> <ul style="list-style-type: none"> • Staff cohesion • Staff tolerance of colleague's opinions • Collaboration by staff • Not many entry level roles • Lack of churn • Staff Training • Not enough creative development time • Lack of engagement in the staff team in the work of the organisation • Skills specialisation/lack of redundancy/backup <p>Organisation</p> <ul style="list-style-type: none"> • Venues (maintenance burden) • Location – expensive for activity • Over commit to projects • Limitations to see and explore stuff • Disconnect between planning and execution • Diversity (as broad as possible)

EXTERNAL Political, Economic, Sociological, Technological, Legal and Environmental	
Opportunities	Threats
<p>Audiences and Participants</p> <ul style="list-style-type: none"> • New arrivals – how do we engage <p>Activity</p> <ul style="list-style-type: none"> • Partnership Working (Do more!) • Online activity • B2B and commercial to develop • Creative Apprenticeships • Expand education offer • More rural activity • National/international work and recognition • Commissioning • Digital work (VR and AR) • Use online to bring more people into Shetland • Working with schools (schools' engagement) • Developing CI sector in Shetland • Expanding the offer – The institute • Islands Deal (CI and Knab) • Sub regional opportunities (CC) • Represent/promote Shetland creative talent <p>People</p> <ul style="list-style-type: none"> • Working with freelancers • Continuation of flexible working • Re mote staff more easy • Widen the freelancer team • Staff exchanges (development opportunities) • Volunteers <p>Organisation</p> <ul style="list-style-type: none"> • Additional funding • Sponsorship • Sell our skills (consultancy) eg programme a cinema • More opportunities to be environmentally sustainable 	<p>Audiences and Participants</p> <ul style="list-style-type: none"> • Disposable income decrease • Low student numbers • Depopulation – particularly young people <p>Activity</p> <ul style="list-style-type: none"> • Competition from local freelancers and businesses • Competition from international online events • Developing CI sector in Shetland • Too many opportunities <p>People</p> <ul style="list-style-type: none"> • Continuation of flexible working • Staff burnout • Limited staff pool • Island wide recruitment challenge • Over reliance on small team of freelancers • Limited pool of local talent. <p>Organisation</p> <ul style="list-style-type: none"> • External funders • Unexpected worldwide events eg COVID • Slow recovery of events industry • Unfavourable salary comparisons • Environmental concerns

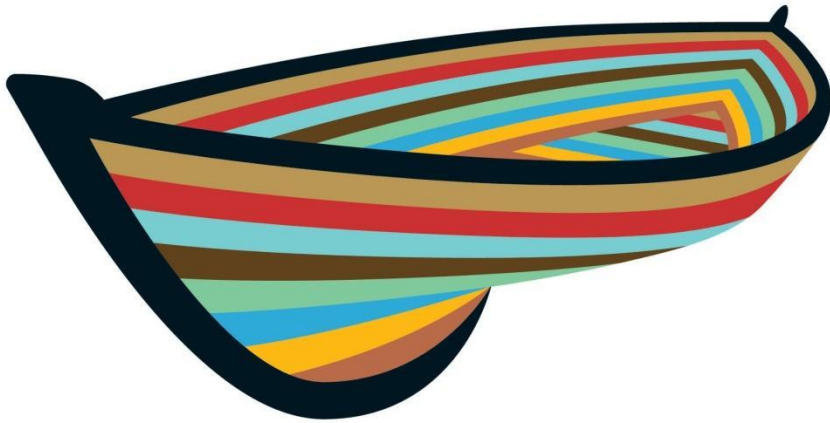
Risk Register

No.	Strategic Risk	Frequency	Severity	Risk Profile	No.	Mitigation	Evidence	Revised Frequency	Revised Severity	Revised Risk Profile	Rationale
		(1-5)		(FxS)				(1-5)	(1-5)	(RFxRS)	
1	Leadership Loss of key leaders or key individuals that the organisation depends upon and cannot be replaced easily.	3	4	12	1.1	Track Staff Satisfaction	Annual Staff Satisfaction Survey	2	2	4	Frequency has reduced because of 1.1, 1.2 & 1.3 Severity has reduced because of 1.2 & 1.4
					1.2	Appropriate Pay and T&Cs	Benchmarking				
					1.3	Development Opportunities	Performance Development Reviews				
					1.4	Good national profile to enable recruitment	Quality of applicants				
					1.5	Board Recruitment	Quality of applicants				
2	Lack of Governance With little or no systems in place to identify & monitor compliance	2	4	8	2.1	Regular meetings with key reports	Board Agenda, Minutes of Meetings	1	2	2	Frequency has reduced because of 2.1 Severity has reduced because of 2.2 & 2.3
					2.2	Work through Scottish Governance Code	Task lists generated				
					2.3	Working towards achievement of Good Governance Award	Gathering of evidence				
3	Loss of public / stakeholder confidence / trust Risk that an incident or situation creates an environment that confidence is eroded or lost.	3	4	12	3.1	Business Continuity Planning	BCP plans	1	4	4	Frequency has reduced because of 3.1, 3.2, 3.3 & 3.4 Severity has not been reduced
					3.2	Access to specialist comms freelancers	have one during the pandemic				
					3.3	Reasonable relationship with journalists	Positive coverage of activity				
					3.4	Good, informed relationship with stakeholders	Resilience plans				
4	External Impacts Being unable to manage and adapt to societal shocks. e.g. Pandemics	2	5	10	4.1	Ensure staff structure is flexible	Staff planning	2	3	6	Frequency has not been reduced Severity has been reduced because of 4.1, 4.2, 4.3 & 4.4
					4.2	Ensure staff are current in training	Performance Development Reviews				
					4.3	Business Planning	Business Plan				
					4.4	Relationship with stakeholders	Resilience plans				

5	Finance Unexpected shortfall in funding or income to deliver against medium term plans	3	5	15	5.1	Be informed about funding landscape	Communications with CS , SIC and SCT	2	3	6	Frequency has been reduced because of 5.1, 5.4 & 5.5 Severity has been reduced because of 5.2 & 5.3
					5.2	Able to raise funds from alternative sources	Successful funding applications				
					5.3	Focus on traded/commercial income	Minutes from Commercial meetings				
					5.4	Deliver on funding agreements	Reporting				
					5.5	Ensure funding is claimed in a timely fashion	Minutes from quarterly funding reviews with managers				
6	Estates Large unexpected estates issues	2	5	10	6.1	Proactive Asset Management	Asset Management Plan	1	5	5	Frequency has been reduced because of 6.1 & 6.2 Severity has not been reduced
					6.2	Regular Maintenance	Various Maintenance Contracts (eg Ness and Kone)				
7	Legal/Regulations Breach of legal or licencing conditions	3	5	15	7.1	Trained Staff	Personal and SIA licence holders	2	5	10	Frequency has been reduced because of 7.2, 7.3 & 7.4 Severity has not been reduced 7.1 is currently not relevant
					7.2	Use of specialist contractors	Law at Work contractors				
					7.3	Use of auditors	RSM				
					7.4	Proactive relationship with licencing body	Communications with SIC				

Frequency		
Score	Descriptor	Guidance
5	Extremely Likely	Is expected to happen in most circumstances. 80-100% likely to happen in the next five years.
4	Very Likely	Will probably happen at some time. 60-79% likely to happen in the next five years.
3	Likely	Might happen at some time. 40-59% likely to happen in the next five years
2	Unlikely	Conceivable it could happen. 20-39% likely to happen in the next five years.
1	Extremely Unlikely	Could happen in exceptional circumstances. 0-19% likely to happen in the next five years/

Severity		
Score	Descriptor	Guidance
5	Extremely Severe	Organisation will fail 100% of the time
4	Very Severe	Organisation will fail without proper management 70% of the time
3	Severe	Organisation will fail without proper management 35% of the time
2	Minor	Organisation will fail without proper management 10% of the time
1	Extremely Minor	Organisation unlikely to fail



Shetland *arts*

Details of SADA owned and/or
managed facilities

Bonhoga Owned and Managed

Bonhoga Gallery, a craft centre with exhibition space, retail and café provision. Situated in Weisdale Mill, on land cleared for large-scale sheep farming in the 19th Century. It was a meal and barley mill from 1855 until the early 1900s, then used as a butchery and tannery before falling into dereliction in the middle of the 20th century. The building was renovated and opened as Bonhoga Gallery in 1994.



The Booth Owned

Located in Scalloway, the ancient capital of Shetland, The Booth is a purpose built live-work space for visiting artists. Managed by Wasps Artist Studios until March 2022, the future of the facility is currently being reviewed by SADA.



The Garrison Theatre - Managed

Built in 1903/4 and originally called *Lerwick Drill Hall and Gymnasium*, it was converted to a theatre by ENSA in 1942 and during the 2nd World War it served as a theatre to entertain the thousands of troops stationed in Shetland.

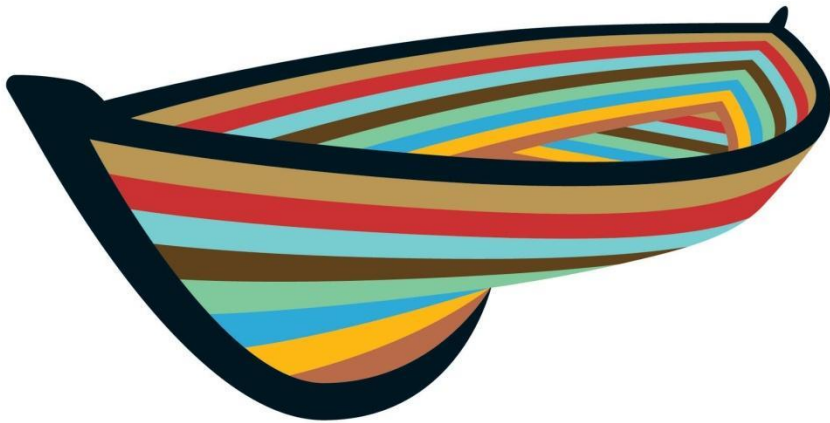
The building is owned by Shetland Charitable Trust.



Mareel – Owned and Managed

Sited right on the edge of the North Sea on the historic Hay's Dock quayside in Lerwick beside Mareel is an art centre that comprises of two cinema screens, mixed use auditorium and supporting spaces, recording studio, education facilities, exhibition space, retail and café bar provision.





Shetland *arts*

Organisational Structure

Chief Executive Officer

Engagement

Advocacy
Reporting
Outreach
Workplan
Fundraising

Commissioning Lead

Functions

Cultural Tourism
Grant Applications – Projects
Producing/Commissioning/
Presentation of

- Applied Art
- Visual Art,
- Performance
- Film
- Festivals

Outreach & Learning Lead

Formal Education
Informal Education
Arts and Wellbeing
Youth Arts
Professional Development
Sector Support
Grant Applications – Projects
PVG Lead

Audiences and Participants

Pricing
Website/Online
Box Office
Customer Journey/Satisfaction

Sales and Communication Lead

Functions

Design
Brand Development
Customer Data Analysis
GDPR
Internal Communication
Marketing
Audience Development
PR
Pricing
Sales
Sponsorship

Customer Experience Lead

Functions

Café/Bars/Kiosk
Event Catering
Food Safety
Commercial Retail
Curated Retail
Event Catering
Event Management FoH
Ticketing
EPOS systems
Cleaning
Event Safety (SIA)
Volunteering

Core Services

Health and Safety
Carbon Management
Risk Assessments
Licensing
IT Infrastructure and Systems

Support Lead

Functions

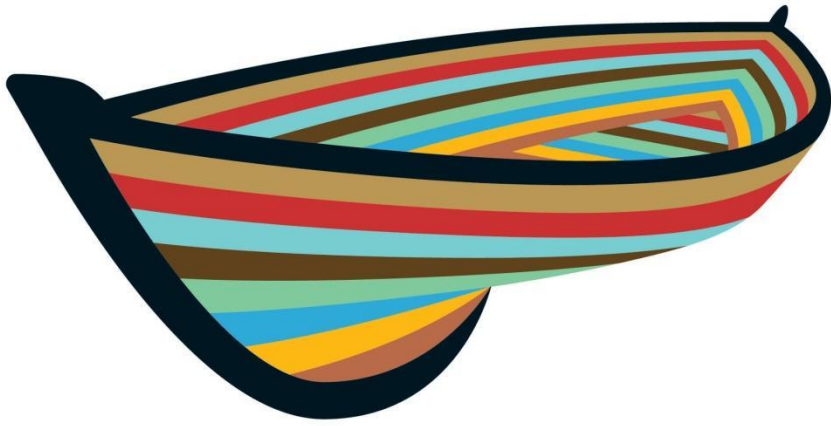
Administration
Finance
Payroll
Contracts
Evaluation
Governance
Grant Applications - Core
Legal
Human Resources
Organisation Business
Continuity Plan
Logistics
Quality Assurance
Training
Venue Hire

- B2B
- C2B
- Touring
- Promoters

Production and Facilities Lead

Functions

Asset Management
Equipment Hire
Event Management BoH
Health and Safety
Fire Safety
Building Security, Alarms and
Pass Systems
Maintenance, planned and
unplanned
Event and Exhibition
Production
Film Screening Delivery and
Services
Recording Studio and
Services
Rural Tour Support

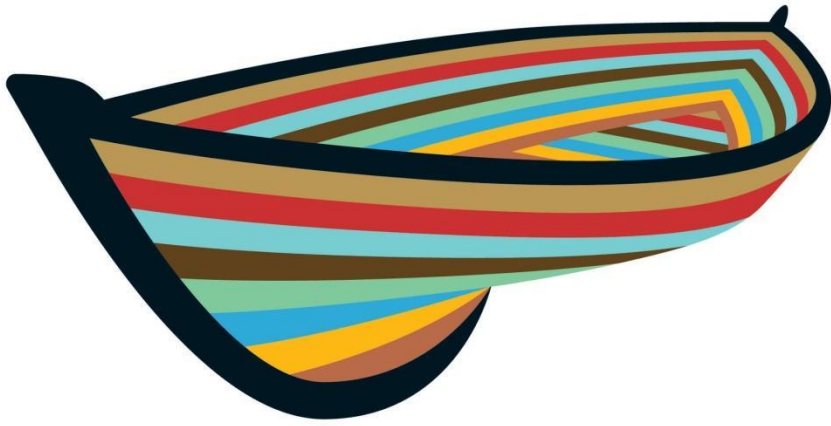


Shetland *arts*

2023 – 2024 Budget

	Budget 2023/24	Budget 2022/23	Change	
Income				
Ticket Sales	444,869.60	428,275.00	16,594.60	3.87%
Education and training income	128,000.00	130,000.00	(2,000.00)	-1.54%
Retail income	100,062.42	110,018.75	(9,956.33)	-9.05%
Food and beverage income	453,895.71	395,000.00	58,895.71	14.91%
Foyer income	88,000.00	75,300.00	12,700.00	16.87%
Box office commission income	40,916.67	1,750.00	39,166.67	2238.10%
Gallery commission income	100.00	2,382.00	(2,282.00)	-95.80%
Hire of rooms and equipment income	78,856.33	60,120.00	18,736.33	31.16%
Screen advertising income	10,000.00	10,000.00	0.00	0.00%
Sponsorship income	12,600.00	1,900.00	10,700.00	563.16%
Donations received	1,536.00	0.00	1,536.00	0.00%
Grant Funding - SIC	14,315.00	17,022.00	(2,707.00)	-15.90%
Grant Funding - SCT	716,625.00	774,500.00	(57,875.00)	-7.47%
Grant Funding - Creative Scotland	270,535.50	305,772.00	(35,236.50)	-11.52%
Other Grants - Trusts and foundations	114,900.00	56,250.00	58,650.00	104.27%
Operating lease income - SIC	90,000.00	90,000.00	0.00	0.00%
Other income	71,300.00	13,200.00	58,100.00	440.15%
Memberships received	3,473.00	5,625.00	(2,152.00)	-38.26%
	2,639,985.23	2,477,114.75	162,870.48	6.58%
Purchases				
Food and beverage purchases	184,034.01	139,817.50	44,216.51	31.62%
Foyer purchases	45,760.00	37,500.00	8,260.00	22.03%
Retail purchases	53,954.40	59,897.00	(5,942.60)	-9.92%
Direct costs	500.00	500.00	0.00	0.00%
	284,248.41	237,714.50	46,533.91	19.58%
Direct Costs				
Gross wages and salaries - regular	995,541.89	926,851.72	68,690.18	7.41%
Gross wages - casual	61,439.53	61,124.92	314.61	0.51%
Employers NI	86,896.82	79,809.83	7,086.99	8.88%
Employers pension	234,009.59	198,838.46	35,171.12	17.69%
Recruitment expenses	3,000.00	5,000.00	(2,000.00)	-40.00%
Trustee expenses	1,000.00	1,000.00	0.00	0.00%
Training costs	13,500.00	15,000.00	(1,500.00)	-10.00%
Protective clothing	0.00	0.00	0.00	0.00%
Programme costs - project	345,765.61	326,868.24	18,897.36	5.78%
Marketing costs - project	19,975.00	21,280.00	(1,305.00)	-6.13%
Licences - PRS etc	45,476.13	45,422.97	53.16	0.12%
Film transport	2,000.00	2,000.00	0.00	0.00%
Hire of equipment	0.00	0.00	0.00	0.00%
	1,808,604.56	1,683,196.15	125,408.42	7.45%

<u>Overheads</u>				
Travel and subsistence	64,067.00	64,991.00	(924.00)	-1.42%
Motor expenses	250.00	650.00	(400.00)	-61.54%
Rent	0.00	1,360.00	(1,360.00)	-100.00%
Rates	16,485.00	17,904.00	(1,419.00)	-7.93%
Insurance	42,670.75	38,983.40	3,687.35	9.46%
Heat and Light	96,145.07	107,790.99	(11,645.92)	-10.80%
Operating leases - Rent	90,000.00	90,000.00	0.00	0.00%
Operating leases - Equipment	20,177.28	20,177.28	0.00	0.00%
Repairs and maintenance	49,338.69	54,068.41	(4,729.72)	-8.75%
Equipment purchases < £500	9,479.99	10,347.82	(867.83)	-8.39%
Equipment purchases > £500	7,760.00	18,200.00	(10,440.00)	-57.36%
Cleaning	50,465.00	54,035.20	(3,570.20)	-6.61%
Print, postage and stationary	5,200.00	5,100.00	100.00	1.96%
Telephone and broadband	8,615.00	8,860.00	(245.00)	-2.77%
Computer costs	27,115.20	26,615.20	500.00	1.88%
Marketing costs - strategic	250.00	1,300.00	(1,050.00)	-80.77%
Website costs	2,500.00	1,500.00	1,000.00	66.67%
Subscriptions	2,356.20	6,240.20	(3,884.00)	-62.24%
Consumables	7,575.00	12,375.00	(4,800.00)	-38.79%
Sundry	0.00	0.00	0.00	0.00%
Legal and professional fees	12,575.00	27,575.00	(15,000.00)	-54.40%
Audit Fees	11,000.00	11,000.00	0.00	0.00%
Bank charges	19,668.00	19,668.00	0.00	0.00%
Loan interest	6,000.00	6,000.00	0.00	0.00%
	549,693.18	604,741.50	(55,048.33)	-9.10%
TOTAL COSTS	2,642,546.15	2,525,652.15		
SURPLUS/DEFICIT	(2,560.92)	(48,537.40)	45,976.47	-94.72%



Shetland *arts*

2022 – 2023 Workplan

Summary

This workplan integrates the social outcomes into our activity. It maps our forty-one agreed work areas against the social outcomes and contains specific targets against the eight key performance indicators that we track. Where the activity takes place has also been mapped.

Each work area has been assigned two social outcomes, not every event/workshop etc will necessarily deliver against those two social outcomes and not every customer will be impacted in the same way.

Social Outcomes	Improved quality of life through greater access to creative and social experiences	Improved opportunities through personal and professional transferrable skills	Improved confidence to contribute positively through opportunities for self-expression and community involvement	Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	Improved mental and physical health through more active involvement in creative and social experiences	Improved community resilience through a more diverse creative economy
Count	15	11	21	4	18	13
Percentage	18%	13%	26%	5%	22%	16%

Key Performance Indicators	Concerts, Screenings, Exhibitions Days	Audience Attendances	Development Sessions	Participations
Total	4,086	230,275	1,807	14,017
Target	4,000	180,000	1,600	14,000
Difference	86	50,275	207	17

Key Performance Indicators	Instances of Practitioners Supported	Instances of Groups Supported	Instances of Micro Business Supported	Volunteer Hours
Total	1,452	152	133	1,001
Target	1,500	150	65	1,000
Difference	-48	2	68	1

Location	Lerwick Mareel	Lerwick Garrison	Lerwick Non SADA	Central Bonhoga	Central Non SADA
Percentage	62%	8%	7%	12%	2%

Location	Mainland	Bressay, Unst, Yell, Fetlar and Whalsay	Skerries, Foula, Fair Isle and Papa Stour	Outwith Shetland	Online
Percentage	2%	2%	1%	0%	5%

Planned Activity by Social Outcome

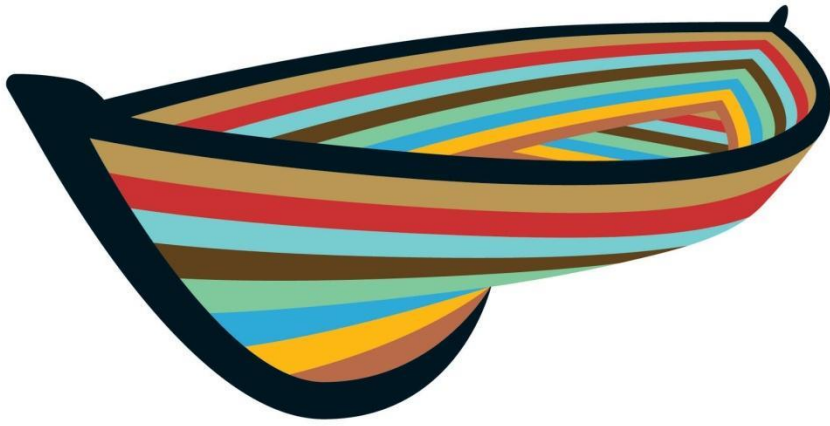
Social Outcomes	Overview of Planned Activity	Development Goals	Milestones	Creative Scotland Priorities					
				Quality and Ambition	Engagement	Equalities, Diversity & Inclusion	Sustainability	Fair Work	International
Improved quality of life through greater access to creative and social experiences	Customer Services - Food & Beverage Sector Support - Commissioned & Curated Retail Sector Support - Research Partnerships Bonhoga - Non Core Garrison - Non Core Mareel - Non Core Craft/Applied Art Exhibitions - Established Dance Performances - Professional Drama Performances - Professional Film Screenings - Independent Film Screenings - Mainstream Literature Performances - Professional Music Performances - Professional Visual Art Exhibitions - Established Public Art	Increase levels of awareness of how creative experiences improve quality of life Increase the geographical reach of creative and social experiences Increase levels of activity in line with recovery expectations Maintain levels of online engagement Increase social media conversations of program Engage new and reactivate existing audiences Present high quality professional performances Develop remote and rural touring opportunities Present high quality exhibitions Continue the development of the Garrison Theatre Deliver phase 1 of the Creative Hub at the Knab Provide an extensive range of mainstream and specialist film programming Provide a comprehensive programme of contemporary, traditional and populist music	Concerts, Screenings and Exhibition Days - 4,000 Audience Attendances - 180,000	X	X			x	X
Improved opportunities through personal and professional transferrable skills	Sector Support - Funding Sector Support - Recording/Production Sector Support - Professional Development Sector Support - Creative Circular Economy Education & Learning - Postgraduate Education (Masters) Education & Learning - Higher Education (Degrees) Education & Learning - Further Education (NC &HNC) Education & Learning - Secondary Education (Skills for Work) Education & Learning - Secondary Education (Senior Phase) Education & Learning - Creative Labs Education & Learning - Schools Activities	Ensure participants can demonstrate employability skills Deliver a high quality of output from the planned activity Numbers going into training/jobs/Volunteering Enable People to change profession and direction Enable people to acquire qualifications Increase the development of participants communication skills Increase the development of participants Social skills Ensure participants earning potential improves Support creative practitioners with access to facilities and professional development opportunities	Development Sessions - 1,600 Participations - 14,000		X		X	X	

Social Outcomes	Overview of Planned Activity	Development Goals	Milestones	Creative Scotland Priorities					
				Quality and Ambition	Engagement	Equalities, Diversity & Inclusion	Sustainability	Fair Work	International
Improved confidence to contribute positively through opportunities for self-expression and community involvement	<p>Arts & Wellbeing - Arts in Care Arts & Wellbeing - Sessions Education & Learning - Postgraduate Education (Masters) Education & Learning - Higher Education (Degrees) Education & Learning - Further Education (NC &HNC) Education & Learning - Secondary Education (Skills for Work) Education & Learning - Secondary Education (Senior Phase) Education & Learning - Creative Labs Craft/Applied Art Exhibitions - Emerging Dance Performances - Community Groups/Students Drama Performances - Community Groups/Students Festivals - Screenplay/Wordplay/Folk Frenzy Film Screenings - Relaxed Screenings Film Screenings - Community Groups/Students Literature Performances - Community Groups/Students Music Performances - Community Groups/Students Visual Art Exhibitions - Emerging Youth Arts - Groups Youth Arts - Intensive Youth Arts - Sessions Education & Learning - Schools Activities</p>	<p>Increase participants confidence to show their work Equip people to succeed Encourage participants to engage in new things People offer their opinion People feel they have a voice People get involved in local democracy People take up art in some form People use arts to express themselves People break free from stereotypes Ensure arts and creativity is seen as a vehicle to personal wellbeing and community development Support community, student and emerging practitioners with access to facilities and appropriate development opportunities</p>	<p>Concerts, Screenings and Exhibition Days - 4000 Audience Attendances - 180,000 Development Sessions - 1,600 Participations - 14,000</p>		x	x		x	
Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles	<p>Customer Services - Tourism Sector Support - Research Partnerships Festivals - Screenplay/Wordplay/Folk Frenzy Film Screenings - Independent</p>	<p>Ensure people have confidence to take action People learn and change their views Increase levels of diversity – audience and participation Ensure a diversity of professional performances Encourage a greater acceptance of diversity in the Shetland community Level of cross-cultural projects and collaborations Foster opportunities for collective creation across artforms, across geographic boundaries and across mediums</p>	<p>Concerts, Screenings and Exhibition Days - 4,000 Audience Attendances - 180,000</p>	x	x	x			x

Social Outcomes	Overview of Planned Activity	Development Goals	Milestones	Creative Scotland Priorities					
				Quality and Ambition	Engagement	Equalities, Diversity & Inclusion	Sustainability	Fair Work	International
Improved mental and physical health through more active involvement in creative and social experiences	Arts & Wellbeing - Arts in Care Arts & Wellbeing - Sessions Customer Services - Food & Beverage Dance Performances - Professional Dance Performances - Community Groups/Students Drama Performances - Professional Film Screenings - Mainstream Film Screenings - Relaxed Screenings Film Screenings - Community Groups/Students Literature Performances - Professional Literature Performances - Community Groups/Students Music Performances - Professional Music Performances - Community Groups/Students Visual Art Exhibitions - Established Public Art Youth Arts - Groups Youth Arts - Intensive Youth Arts - Sessions	Increase awareness of benefits of physical elements of arts Provide opportunities for people talk about mental health Engage Shetland NHS on the positive impact of creativity on wellbeing Encourage people to make new social connections Observed improvements in motor skills People have a better quality of day (e.g. dementia) People more aware of selves and others People tell us they feel happier / less anxious Ensure the arts is seen as a vehicle to personal wellbeing and community development by local policy makers	Groups Supported - 150		x	x	x		
Improved community resilience through a more diverse creative economy	Customer Services - Tourism Sector Support - Commissioned & Curated Retail Sector Support - Funding Sector Support - Recording/Production Sector Support - Professional Development Sector Support - Creative Circular Economy Bonhoga - Non Core Garrison - Non Core Mareel - Non Core Craft/Applied Art Exhibitions - Emerging Craft/Applied Art Exhibitions - Established Drama Performances - Community Groups/Students Visual Art Exhibitions - Emerging	An increase in the number of creative products An increase in the level of export An increase in the level of inward investment An increase in the no of creative businesses People relocate/visit Shetland to pursue arts career Retention of arts practitioners Increase the level of awareness of Shetland arts nationally & internationally Local resources used (shop local) An increased diversity of new businesses	Practitioners Supported - 1,500 Micro Businesses Supported - 65	x			x	x	

Overview of Planned Activity	Key Performance Indicators							
	Performances, Screenings, Exhibitions Days	Audience Attendances	Development Sessions	Participations	Instances of Practitioners Supported	Instances of Groups Supported	Instances of Micro Business Supported	Volunteer Hours
Arts & Wellbeing - Arts in Care	-	-	15	100	15	-	-	-
Arts & Wellbeing - Sessions	1	30	30	250	30	5	-	-
Customer Services - Food & Beverage	-	-	100	300	-	52	-	-
Customer Services - Tourism	120	1,200	-	-	-	-	-	-
Sector Support - Commissioned & Curated Retail	450	15,000	-	-	450	3	72	-
Sector Support - Funding	-	-	2	20	16	-	-	-
Sector Support - Research Partnerships	-	-	5	50	10	-	-	-
Sector Support - Recording/Production	-	-	102	306	100	2	15	-
Sector Support - Professional Development	-	-	10	-	200	-	-	-
Sector Support - Creative Circular Economy	-	-	10	250	10	-	-	-
Education & Learning - Postgraduate Education (Masters)	-	-	32	500	-	-	-	-
Education & Learning - Higher Education (Degrees)	1	120	92	560	-	-	-	-
Education & Learning - Further Education (NC &HNC)	2	240	864	5,184	-	-	-	-
Education & Learning - Secondary Education (Skills for Work)	1	120	180	2,000	-	-	-	-
Education & Learning - Secondary Education (Senior Phase)	-	-	64	384	-	-	-	-
Education & Learning - Creative Labs	-	-	10	76	10	-	-	-
Bonhoga - Non Core	1	100	-	-	-	-	-	-
Garrison - Non Core	-	-	-	-	-	-	-	-
Mareel - Non Core	15	400	-	-	-	-	-	-
Craft/Applied Art Exhibitions - Emerging	100	10,000	2	2	20	1	1	-
Craft/Applied Art Exhibitions - Established	150	15,000	2	100	30	1	3	-
Dance Performances - Professional	10	250	5	40	25	4	4	-
Dance Performances - Community Groups/Students	5	500	-	-	5	2	-	-
Drama Performances - Professional	3	300	5	40	12	3	12	-
Drama Performances - Community Groups/Students	24	3,840	15	300	-	5	-	-
Festivals - Screenplay/Wordplay/Folk Frenzy	62	3,417	23	760	27	5	-	1,001
Film Screenings - Independent	204	4,080	-	-	-	-	-	-
Film Screenings - Mainstream	1,533	50,056	-	-	-	-	-	-
Film Screenings - Relaxed Screenings	52	364	-	-	-	-	-	-
Film Screenings - Community Groups/Students	10	500	-	-	-	-	-	-
Literature Performances - Professional	43	700	40	400	6	-	2	-
Literature Performances - Community Groups/Students	1	150	-	-	2	2	-	-
Music Performances - Professional	18	2,180	4	100	154	16	24	-
Music Performances - Community Groups/Students	12	300	12	144	144	48	-	-
Visual Art Exhibitions - Emerging	304	16,099	-	-	5	-	-	-
Visual Art Exhibitions - Established	590	31,251	19	211	9	-	-	-
Public Art	365	73,788	-	-	-	-	-	-
Youth Arts - Groups	4	170	80	1,000	82	3	-	-
Youth Arts - Intensive	3	80	45	550	60	-	-	-
Youth Arts - Sessions	2	40	30	300	30	-	-	-
Education & Learning - Schools Activities	-	-	9	90	-	-	-	-
23 - 24 Target	4,086	230,275	1,807	14,017	1,452	152	133	1,001
SCT Target	4,000	180,000	1,600	14,000	1,500	150	65	1,000
Difference	86	50,275	207	17	-48	2	68	1

Overview of Planned Activity	Locations (%)									
	Lerwick Mareel	Lerwick Garrison	Lerwick Non SADA	Central Bonhoga	Central Non SADA	Mainland	Bressay, Unst, Yell, Fetlar and Whalsay	Skerries, Foula, Fair Isle and Papa Stour	Outwith Shetland	Online
Arts & Wellbeing - Arts in Care	-	-	50%	-	15%	15%	20%	-	-	-
Arts & Wellbeing - Sessions	85%	-	-	5%	5%	5%	-	-	-	-
Customer Services - Food & Beverage	75%	-	-	25%	-	-	-	-	-	-
Customer Services - Tourism	60%	10%	-	30%	-	-	-	-	-	-
Sector Support - Commissioned & Curated Retail	50%	-	-	50%	-	-	-	-	-	-
Sector Support - Funding	100%	-	-	-	-	-	-	-	-	-
Sector Support - Research Partnerships	50%	-	10%	-	10%	10%	10%	10%	-	-
Sector Support - Recording/Production	90%	-	-	-	10%	-	-	-	-	-
Sector Support - Professional Development	80%	-	-	20%	-	-	-	-	-	-
Sector Support - Creative Circular Economy	30%	-	70%	-	-	-	-	-	-	-
Education & Learning - Postgraduate Education (Masters)	-	-	-	-	-	-	-	-	-	100%
Education & Learning - Higher Education (Degrees)	10%	-	-	-	-	-	-	-	-	90%
Education & Learning - Further Education (NC &HNC)	100%	-	-	-	-	-	-	-	-	-
Education & Learning - Secondary Education (Skills for Work)	100%	-	-	-	-	-	-	-	-	-
Education & Learning - Secondary Education (Senior Phase)	100%	-	-	-	-	-	-	-	-	-
Education & Learning - Creative Labs	80%	-	-	10%	-	-	-	-	-	10%
Bonhoga - Non Core	-	-	-	100%	-	-	-	-	-	-
Garrison - Non Core	-	100%	-	-	-	-	-	-	-	-
Mareel - Non Core	100%	-	-	-	-	-	-	-	-	-
Craft/Applied Art Exhibitions - Emerging	-	-	-	100%	-	-	-	-	-	-
Craft/Applied Art Exhibitions - Established	-	-	-	100%	-	-	-	-	-	-
Dance Performances - Professional	60%	-	-	-	10%	10%	10%	10%	-	-
Dance Performances - Community Groups/Students	-	100%	-	-	-	-	-	-	-	-
Drama Performances - Professional	40%	20%	-	-	10%	10%	10%	10%	-	-
Drama Performances - Community Groups/Students	-	100%	-	-	-	-	-	-	-	-
Festivals - Screenplay/Wordplay/Folk Frenzy	80%	-	-	-	5%	5%	5%	5%	-	-
Film Screenings - Independent	100%	-	-	-	-	-	-	-	-	-
Film Screenings - Mainstream	100%	-	-	-	-	-	-	-	-	-
Film Screenings - Relaxed Screenings	100%	-	-	-	-	-	-	-	-	-
Film Screenings - Community Groups/Students	100%	-	-	-	-	-	-	-	-	-
Literature Performances - Professional	100%	-	-	-	-	-	-	-	-	-
Literature Performances - Community Groups/Students	100%	-	-	-	-	-	-	-	-	-
Music Performances - Professional	80%	-	-	-	5%	5%	5%	5%	-	-
Music Performances - Community Groups/Students	100%	-	-	-	-	-	-	-	-	-
Visual Art Exhibitions - Emerging	50%	-	30%	20%	-	-	-	-	-	-
Visual Art Exhibitions - Established	50%	-	30%	20%	-	-	-	-	-	-
Public Art	10%	-	90%	-	-	-	-	-	-	-
Youth Arts - Groups	100%	-	-	-	-	-	-	-	-	-
Youth Arts - Intensive	100%	-	-	-	-	-	-	-	-	-
Youth Arts - Sessions	100%	-	-	-	-	-	-	-	-	-
Education & Learning - Schools Activities	50%	-	10%	-	10%	10%	10%	10%	-	-
Count	41	41	41	41	41	41	41	41	41	41
Percentage	62%	8%	7%	12%	2%	2%	2%	1%	0%	5%



Shetland *arts*

**Equality, Diversity and
Inclusivity Action Plan
2022 – 2025**

Equality, Diversity and Inclusivity Action Plan 2022 – 2025 (to be reviewed annually)

Objective	Rationale	2022 - 23			2023 - 24			2024 - 25			Social Outcome
		Activity	Owner	Delivered	Activity	Owner	Delivered	Activity	Owner	Delivered	
To ensure access to a range of appropriate Concerts, Screenings, Exhibitions and Development Sessions across Shetland	Geographic isolationism is a key priority area for the Shetland Partnership. Culture has a large role to play in combating isolationism	Arrange a series of consultations in areas identified as remote and rural to establish how best to support their development ambitions. (Northmavine, Unst, Fetlar, Yell, Fair Isle, Foula, Whalsay)	Bryan Peterson	Consultations ongoing via informal interviews with: audiences, hall committees, & performers at SADA rural events; SIC Cllrs, Community Cllrs, & Development Officers representing rural areas; Culture Collective practitioners. Consultations planned for Craft Fair event in Nov.	Design and present activity that responds to local need and continue consultation in remaining areas.	Bryan Peterson		Design and present activity that responds to local need.	TBC		Improved quality of life through greater access to creative and social experiences
		Deliver Phase 2 of Culture Collective ensuring broad geographic spread of activity	Bryan Peterson	Culture Collective activity is taking place in all remote areas and inhabited islands	N/A	Bryan Peterson		N/A	N/A		
To ensure a culturally diverse range of activities for audiences and participants	Shetland is majority monocultural and the arts can provide a platform for minority groups to feel proud as well as ensuring a diversity of cultures are represented.	Measure and report on all activity with the intention of delivering SOC 4.	Bryan Peterson	Audiences gain insight into other languages, cultures, and lifestyles, with a broad range of international programming as part of our Screen Horizons strand, and commissioned Theatre pieces exploring minority issues. Activity, measuring & reporting ongoing.	Continue to report on all activity. Analyse and respond to gaps in provision.	Bryan Peterson		Continue to report on all activity. Analyse and respond to gaps in provision.	TBC		Improved feeling of inclusion and equality through greater understanding of other cultures and lifestyles
To ensure everyone has the financial choice to access our activities	Economic isolationism is a key priority area for the Shetland Partnership. Culture has a large role to play in combating isolationism	Further develop pricing strategy, secure partner, for introduction from 2023	Graeme Howell	Pricing Structure agreed, not rolled out till impact better understood	Implement Pricing strategy, monitor impact and revise.	Graeme Howell		Implement Pricing strategy, monitor impact and revise.	TBC		Improved quality of life through greater access to creative and social experiences

Objective	Rationale	2022 - 23			2023 - 24			2024 - 25			Social Outcome
		Activity	Owner	Delivered	Activity	Owner	Delivered	Activity	Owner	Delivered	
To ensure gender equality across all our activities	The gender imbalance in the creative industries is an sectorial issue that needs addressing	Measure and report on gender identity for - Staff - Students - Performers - Freelancers - Volunteers - Trustees - Directors by Film and Screening Undertake relevant training	Kerry Eunson	Data not processed due to staffing issues. Appropriate systems in place for 23/24	Continue to measure and report on areas. Identify where gender inequality is an issue and we can have an impact.	Kerry Eunson		Continue to measure and report on areas. Identify where gender inequality is an issue and we can have an impact.	TBC		Improved community resilience through a more diverse creative economy
To ensure a diverse range of groups access and use our facilities	Social isolationism is a key priority area for the Shetland Partnership. Culture has a large role to play in combating isolationism	30 group meetings for 300 participants in Mareel or Bonhoga Café. Review and consult on obstacles and put plans in place to remove them	Wendy Tulloch	55 Groups Supported 518 Participants	40 group meetings for 400 participants in Mareel or Bonhoga Café.	Wendy Tulloch		40 group meetings for 400 participants in Mareel or Bonhoga Café.	Wendy Tulloch		Improved mental and physical health through more active involvement in creative and social experiences
To ensure that job roles in Shetland Arts are accessible to all	Diversity in the work force is an issue in the Creative industries and in Shetland	Introduce an appropriate level of relocation expenses for grade 2 and upwards roles. Monitor impact on applications and employment.	Kerry Eunson	This has been delayed till 2023	Introduce an appropriate level of relocation expenses for grade 2 and upwards roles. Monitor impact on applications and employment.	Kerry Eunson		Introduce an appropriate level of relocation expenses for grade 2 and upwards roles. Monitor impact on applications and employment.	Kerry Eunson		Improved community resilience through a more diverse creative economy

7.1 Key Upcoming Events June 2023



EVENT DETAILS

Date	Title	Venue
10:00am 1 July 2023	Papercut Lampshade making with Gilly B	Mareel
21 st June – 23 rd July	Gilly B, Red Houss, Paparwark & Hilary Grant	Bonhoga
7:30pm 11 August 2023	The Big Gig with Haltadans	Mareel
6:30pm 14 September 2023	Burnt Out	Mareel