

Shetland Arts Development Agency
Board of Trustees Meeting
Thursday 20 December 2018 5.30pm
Venue: Mareel



Shetland *arts*

| Item | Description | Report | Item taken by | ACTION |
|------|---|----------|---------------|----------------------------------|
| 1 | Welcome, apologies, and declarations of interest | | Chair | Note |
| 2 | Minutes 25 October 2018 | | Chair | Approval |
| 3 | Finance Management Accounts – October 2018 | Attached | KE | Note |
| 4 | Head of Creative Opportunities Report | Attached | BP | Note |
| 5 | Head of Production Report | Attached | JR | Note |
| 6 | Chief Executive Report Board Decisions Operations Key Dates for Trustees Funding | Attached | GH | Approval Note Note Note |
| 7 | Board Recruitment & Training | | Chair | Note |
| 8 | Any Other Business as agreed by the Chair at the start of the meeting | | Chair | |
| 9 | Date/time of future meetings | | | Note |
| 9a | Future SADA Board Meetings: Thursday 28 February 2019 – 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



Supported by



Minute of Meeting of Shetland Arts Development Agency Board of Trustees, Thursday 25 October 2018, held at 5.30pm at Mareel Meeting Room, Lerwick

Present:

Lorraine Hall (LH), Chair, Shetland Arts
 Ryan Stevenson (RSt), Vice Chair, Shetland Arts
 Olive Macleod (OM), Trustee, Shetland Arts
 Sophie Whitehead (SW), Trustee, Shetland Arts

In Attendance:

Graeme Howell (GH), General Manager, Shetland Arts
 Kerry Eunson (KE), Head of Organisational Support, Shetland Arts
 Bryan Peterson (BP), Head of Creative Opportunities, Shetland Arts
 Jonathan Ritch (JR), Head of Production, Shetland Arts
 Lois Sutherland (LS), Trainee Administrator, Shetland Arts (Minute Taker)

Apologies:

Louise Garriock (LG), Trustee, Shetland Arts
 Lynne McHattie (LM) Trustee, Shetland Arts (Skype)
 Robin Sandison (RS), Trustee, Shetland Arts

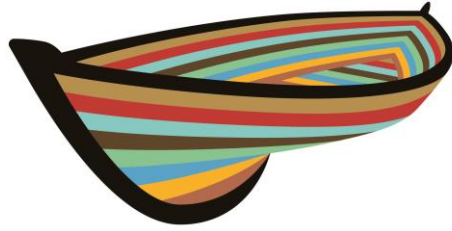
| Item | Topic | Action |
|------|---|--------|
| 1 | Welcome, Apologies & Declaration of Interest The Chair welcomed everyone to the meeting. There were no declarations of interest expressed. | |
| 2. | Matters Arising The minutes of the last meeting were read and approved by Rst and seconded by OM | |
| 3. | Finance KE went through the Management Accounts report providing further details noted below. The income for the Cinema and Foyer was slightly down, but the Cinema is expected to do better at the end of the year. Although there was lower sponsorship for Screenplay than budgeted it still came in almost bang on budget due to high ticket sales. The surplus for the year to date is £13,000. | |
| Item | Topic | Action |
| 4. | Head of Creative Opportunities Report BP took the board over his report providing further details noted below. The KPI's are currently above the budgeted position. | |

| Item | Topic | Action |
|------|---|--------|
| | <p>There is a slight dip in September due to The Amanda Welch exhibition ending in Bressay and due to a hanging week at Bonhoga.</p> <p>There has been a rise in development sessions due to the start of the academic year.</p> <p>There has been a 22% increase in students compared to last year</p> | |
| 5. | <p>Head of Production Report</p> <p>JR took the board over the estates report providing further details noted below.</p> <p>Estates Bonhoga There is maintenance planned for Bonhoga during the low season including the heating in the café.</p> <p>Mareel We are looking to get 4 new printers and the prices we have found are much better than expected. It is expected that the cost of the new printers will be made back within 18 months due to the smaller tickets being cheaper to purchase than the current ones.</p> <p>The Screens at Front of House can now be updated from the Marketing departments computers instead of having to use pen drives.</p> <p>Measures have been put into place for the box office so that there is a back up if the council internet goes down again.</p> <p>Garrison The meter issue has been resolved and SSE have given us a small rebate.</p> <p>Operations We are currently doing a review of the new venue management system, Yesplan, as it has now been in place for 6 months.</p> <p>There is to be a recording studio open day on the 3rd November as part of the marketing push for the studio.</p> | |
| 6. | <p>Chief Executive Report</p> <p>GH took the board through the CE report providing further details noted below.</p> <p>There has been a request to introduce gender-neutral toilet facilities in Mareel. The upper café may be converted and the rest left as normal.</p> <p>GH explained there would be clear signage near the door and on the door and that we make people aware of this when we first change the toilet block to gender-neutral.</p> | |

| Item | Topic | Action |
|------------|---|--------|
| 6. Cont | <p>The board approved the proposal by GH to change the upper café toilets to be Gender Neutral.</p> <p>It has been identified where the changing places toilet can go and the plans of the building has been sent to the national organisation running the scheme to provide a plan for the potential toilet. Once the plans have been received a further meeting will be held with the group in Shetland who are keen for the toilet to be developed to discuss fundraising.</p> | |
| 7. | <p>Board Recruitment and Training</p> <p>The board formally approved the appointment of Sophie Whitehead to the board.</p> | |
| 8. | <p>Any Other Business as Agreed by the Chair at the start of the meeting.</p> <p>None</p> | |
| 8. | <p>Next meeting to be held on 20th December 2018 at 5.30pm</p> <p>Meeting closed at 6.09pm.</p> | |

Minute approved:

Lorraine Hall
Chair, Shetland Arts Development Agency



Shetland *arts*

MANAGEMENT ACCOUNTS REPORT

OCTOBER 2018

INTRODUCTION

This report includes details the following:

- Management accounts for October 2018 together with the year to date.

MANAGEMENT ACCOUNTS

The management accounts for October 2018 are included as Appendix 1. This report shows the results for October as well as the year to date compared to the same period in the prior year. Appendix 2 shows the results for October 2018 against budget.

The key points from October 2018 are:

- Retail income was £6,243 behind budget. This is mainly due to the expected Bonhoga figures for the year not being achieved. This is being looked at as part of the budgeting process for the next financial year and a reduction has been made in the reforecast.
- Food and Beverage income is £13,469 behind budget. This is due to there being no evening openings at Bonhoga and also the Mareel café income being low for October. Both of these have been taken into account in the reforecasts. A short term 1 day a week social media post has been recruited internally in the marketing department and this role will focus on the commercial departments.
- The hire of rooms and equipment is £5,143 behind budget due to the profiling of the budgets. In the prior year there were 3 big gigs by Beyond in October but in the current year there were none. This is expected to even out through the rest of the year.
- There was no SIC funding received in the month as the majority of the Visual Arts and Craft Awards are still to be paid out through November and in February.
- Programme costs were £14,075 under budget for the month. This is mostly due to the delay in the Visual Arts and Craft Awards. This expenditure will take place later in the year.

Appendix 1

Date: 12/12/2018

Time: 12:17:04

Shetland Arts Development Agency

Page: 1

Prior Year Report

From: Month 7, October 2018

To: Month 7, October 2018

Chart of Accounts:

SADA Default Layout of Accounts

| | Period | | | | Year to Date | | | |
|---------------------------------------|------------|--------|------------|------------|--------------|--------|--------------|-------------|
| | Actual | Ratio | Prior Yr | Variance | Actual | Ratio | Prior Yr | Variance |
| Sales | | | | | | | | |
| Ticket Sales | 35,074.48 | 18.70 | 30,714.87 | 4,359.61 | 243,869.15 | 16.92 | 281,092.07 | (37,222.92) |
| Education and Training | 11,477.56 | 6.12 | 7,666.67 | 3,810.89 | 75,610.25 | 5.25 | 59,594.17 | 16,016.08 |
| Retail | 5,122.63 | 2.73 | 8,468.57 | (3,345.94) | 70,040.01 | 4.86 | 57,286.65 | 12,753.36 |
| Food and Beverage | 35,284.00 | 18.82 | 44,623.71 | (9,339.71) | 325,154.92 | 22.56 | 333,116.12 | (7,961.20) |
| Foyer | 9,610.44 | 5.13 | 7,804.53 | 1,805.91 | 65,460.52 | 4.54 | 59,747.99 | 5,712.53 |
| Box Office Commission | 692.59 | 0.37 | 681.25 | 11.34 | 4,109.31 | 0.29 | 5,252.26 | (1,142.95) |
| Gallery Commission | 402.50 | 0.21 | 708.05 | (305.55) | 2,694.13 | 0.19 | 2,220.26 | 473.87 |
| Hire of Rooms and Equipment | 2,288.57 | 1.22 | 8,816.49 | (6,527.92) | 42,694.64 | 2.96 | 34,439.66 | 8,254.98 |
| Screen Advertising Income | 2,154.96 | 1.15 | 731.21 | 1,423.75 | 9,985.15 | 0.69 | 9,473.80 | 511.35 |
| Gift Vouchers | (323.63) | (0.17) | (279.75) | (43.88) | (1,291.65) | (0.09) | (1,607.20) | 315.55 |
| Sponsorship | 0.00 | 0.00 | 0.00 | 0.00 | 4,526.07 | 0.31 | 500.00 | 4,026.07 |
| Donations | 0.00 | 0.00 | 0.00 | 0.00 | 994.21 | 0.07 | 1,344.19 | (349.98) |
| Grant Funding - Capital | 0.00 | 0.00 | 0.00 | 0.00 | 210.00 | 0.01 | 0.00 | 210.00 |
| Grant Funding - SIC | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3,000.00 | (3,000.00) |
| Grant Funding - SCT | 52,831.17 | 28.17 | 55,368.83 | (2,537.66) | 369,818.17 | 25.66 | 387,581.83 | (17,763.66) |
| Grant Funding - Creative Scotland | 23,983.33 | 12.79 | 20,666.67 | 3,316.66 | 148,983.33 | 10.34 | 151,721.67 | (2,738.34) |
| Other Grants - Trusts and Foundations | 150.00 | 0.08 | 306.19 | (156.19) | 4,716.66 | 0.33 | 12,717.63 | (8,000.97) |
| Operating Lease Income - SIC | 7,500.00 | 4.00 | 7,500.00 | 0.00 | 52,500.00 | 3.64 | 52,500.00 | 0.00 |
| Other Income | 101.25 | 0.05 | 100.39 | 0.86 | 14,284.63 | 0.99 | 3,836.57 | 10,448.06 |
| Memberships Received | 1,168.74 | 0.62 | 1,350.00 | (181.26) | 7,119.16 | 0.49 | 6,738.75 | 380.41 |
| | 187,518.59 | 100.00 | 195,227.68 | (7,709.09) | 1,441,478.66 | 100.00 | 1,460,556.42 | (19,077.76) |
| Purchases | | | | | | | | |
| Food and Beverage Purchases | 15,463.35 | 8.25 | 17,567.39 | (2,104.04) | 119,491.28 | 8.29 | 121,132.05 | (1,640.77) |
| Foyer Purchases | 4,360.93 | 2.33 | 4,526.78 | (165.85) | 32,875.86 | 2.28 | 29,156.46 | 3,719.40 |
| Retail Purchases | 2,696.70 | 1.44 | 276.03 | 2,420.67 | 44,607.37 | 3.09 | 29,327.65 | 15,279.72 |
| Direct Costs | 187.53 | 0.10 | 621.38 | (433.85) | 3,736.90 | 0.26 | 5,164.87 | (1,427.97) |
| | 22,708.51 | 12.11 | 22,991.58 | (283.07) | 200,711.41 | 13.92 | 184,781.03 | 15,930.38 |
| Direct Expenses | | | | | | | | |
| Gross Salaries and Wages - Regular | 63,345.40 | 33.78 | 63,171.39 | 174.01 | 459,485.39 | 31.88 | 461,861.92 | (2,376.53) |
| Gross Wages - Casual | 16,646.17 | 8.88 | 17,334.16 | (687.99) | 131,531.98 | 9.12 | 113,242.66 | 18,289.32 |
| Employers NI | 4,979.18 | 2.66 | 5,461.35 | (482.17) | 33,082.53 | 2.30 | 35,368.97 | (2,286.44) |
| Employers Pensions | 11,303.55 | 6.03 | 12,111.89 | (808.34) | 80,606.71 | 5.59 | 74,373.28 | 6,233.43 |
| Recruitment Expenses | 356.00 | 0.19 | 125.00 | 231.00 | 2,369.35 | 0.16 | 1,608.50 | 760.85 |
| Employee Expenses | 262.40 | 0.14 | 564.59 | (302.19) | 2,226.31 | 0.15 | 2,544.87 | (318.56) |
| Training and Protective Clothing | 352.00 | 0.19 | 598.50 | (246.50) | 546.23 | 0.04 | 12,558.47 | (12,012.24) |
| Programme Costs - Project | 19,420.46 | 10.36 | 20,814.00 | (1,393.54) | 166,871.83 | 11.58 | 233,032.66 | (66,160.83) |
| Marketing Costs - Project | 2,761.30 | 1.47 | 2,567.02 | 194.28 | 12,813.99 | 0.89 | 14,392.89 | (1,578.9 |

Overheads

Time: 12:17:04

Prior Year Report

From: Month 7, October 2018

To: Month 7, October 2018

Chart of Accounts:

SADA Default Layout of Accounts

| | <u>Period</u> | | | | <u>Year to Date</u> | | | |
|---------------------------------------|------------------|--------------|-------------------|-------------------|---------------------|--------------|-------------------|------------------|
| | <u>Actual</u> | <u>Ratio</u> | <u>Prior Yr</u> | <u>Variance</u> | <u>Actual</u> | <u>Ratio</u> | <u>Prior Yr</u> | <u>Variance</u> |
| Travel, Subsistence and Entertainment | 887.12 | 0.47 | 1,269.63 | (382.51) | 37,471.59 | 2.60 | 30,333.84 | 7,137.75 |
| Rent, Rates and Insurance | 4,188.47 | 2.23 | 4,092.32 | 96.15 | 28,205.48 | 1.96 | 28,629.36 | (423.88) |
| Heat and Light | 8,332.41 | 4.44 | 7,925.22 | 407.19 | 41,161.13 | 2.86 | 45,560.18 | (4,399.05) |
| Operating Leases - Rent and Equipment | 8,105.67 | 4.32 | 8,801.60 | (695.93) | 60,359.29 | 4.19 | 62,064.13 | (1,704.84) |
| Repairs and Maintenance and Cleaning | 11,100.58 | 5.92 | 13,047.25 | (1,946.67) | 81,012.65 | 5.62 | 62,098.64 | 18,914.01 |
| Print, Postage and Stationery | 519.91 | 0.28 | 330.44 | 189.47 | 2,433.99 | 0.17 | 2,974.06 | (540.07) |
| Telephone | 729.86 | 0.39 | 813.72 | (83.86) | 5,115.11 | 0.35 | 5,588.58 | (473.47) |
| Computer Costs | 2,032.67 | 1.08 | 2,590.67 | (558.00) | 12,158.13 | 0.84 | 17,210.67 | (5,052.54) |
| Marketing Costs - Strategic | 440.76 | 0.24 | 1,020.92 | (580.16) | 5,873.60 | 0.41 | 6,972.34 | (1,098.74) |
| Website Costs | 250.00 | 0.13 | 1,247.50 | (997.50) | 2,233.90 | 0.15 | 4,106.79 | (1,872.89) |
| Subscriptions | 99.53 | 0.05 | 98.22 | 1.31 | 647.35 | 0.04 | 1,481.04 | (833.69) |
| Consumables | 2,303.78 | 1.23 | 1,817.79 | 485.99 | 8,445.73 | 0.59 | 6,739.24 | 1,706.49 |
| Sundry | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 25.00 | (25.00) |
| Legal and Professional Fees | 858.33 | 0.46 | 3,962.83 | (3,104.50) | 10,810.33 | 0.75 | 12,367.83 | (1,557.50) |
| Till Differences | 10.66 | 0.01 | 47.32 | (36.66) | (184.13) | (0.01) | (76.10) | (108.03) |
| Bank Charges and Interest | 1,702.04 | 0.91 | 1,462.13 | 239.91 | 10,716.77 | 0.74 | 8,744.51 | 1,972.26 |
| Loan Interest | 412.12 | 0.22 | 496.49 | (84.37) | 3,012.43 | 0.21 | 3,460.79 | (448.36) |
| | <u>41,973.91</u> | <u>22.38</u> | <u>49,024.05</u> | <u>(7,050.14)</u> | <u>309,473.35</u> | <u>21.47</u> | <u>298,280.90</u> | <u>11,192.45</u> |
| Net Profit/(Loss): | <u>677.71</u> | <u>0.36</u> | <u>(2,474.37)</u> | <u>3,152.08</u> | <u>18,847.40</u> | <u>1.31</u> | <u>6,364.37</u> | <u>12,483.03</u> |

Date: 17/12/2018
Time: 09:36:32

Shetland Arts Development Agency
Balance Sheet

Page: 1

From: Month 7, October 2018
To: Month 7, October 2018

Chart of Accounts:

SADA Default Layout of Accounts

| | <u>Period</u> | <u>Year to Date</u> | |
|--|---------------|---------------------|---------------|
| Fixed Assets | | | |
| Property | 0.00 | 10,525,980.30 | |
| Office Equipment | 0.00 | 240,336.18 | |
| Furniture and Fixtures | 0.00 | 122,988.36 | |
| Investments | 0.00 | 1.00 | |
| Pianos | 0.00 | 42,800.00 | |
| Artwork | 0.00 | 2,862.00 | |
| | | 0.00 | 10,934,967.84 |
| Current Assets | | | |
| Stock | (1,911.42) | 39,931.52 | |
| Debtors | (28,476.04) | 118,416.93 | |
| Deposits and Cash | 7,797.15 | 6,887.77 | |
| Bank Account | 290,522.96 | 302,884.22 | |
| VAT Liability | 2,813.97 | 0.00 | |
| | | 270,746.62 | 468,120.44 |
| Current Liabilities | | | |
| Creditors : Short Term | 269,704.19 | 582,034.47 | |
| Payroll Taxation | 3,343.89 | 16,230.60 | |
| Wages | 431.75 | 13,086.00 | |
| VAT Liability | 0.00 | 25,120.89 | |
| | | 273,479.83 | 636,471.96 |
| Current Assets less Current Liabilities: | (2,733.21) | | (168,351.52) |
| Total Assets less Current Liabilities: | (2,733.21) | | 10,766,616.32 |
| Long Term Liabilities | | | |
| Creditors : Long Term | (3,410.92) | 104,624.60 | |
| Pension Liability | 0.00 | 1,228,000.00 | |
| | | (3,410.92) | 1,332,624.60 |
| Total Assets less Total Liabilities: | | 677.71 | 9,433,991.72 |
| Capital & Reserves | | | |
| Capital & Reserves | 0.00 | 10,869,194.01 | |
| Funds | 0.00 | (226,049.69) | |
| Defined benefit pension fund | 0.00 | (1,228,000.00) | |
| P & L Account | 677.71 | 18,847.40 | |
| | | 677.71 | 9,433,991.72 |

Shetland Arts Development AgencyProfit & Loss by Department (Advanced Budget and Variance)

Period From: Month 7, October Year: 2019

Department: All

Period To: Month 7, October

Chart of Accounts: SADA Default Layout of Accounts

| | <u>Actual</u> | <u>Budget</u> | <u>Variance</u> |
|----------------------------|-------------------|-------------------|--------------------|
| Sales | | | |
| Ticket Sales | 35,074.48 | 34,749.00 | 325.48 |
| Education and Training | 11,477.56 | 8,475.83 | 3,001.73 |
| Retail | 5,122.63 | 11,365.87 | (6,243.24) |
| Food and Beverage | 35,284.00 | 48,753.37 | (13,469.37) |
| Foyer | 9,610.44 | 9,676.27 | (65.83) |
| Box Office Commission | 692.59 | 750.00 | (57.41) |
| Gallery Commission | 402.50 | 29.17 | 373.33 |
| Hire of Rooms and | 2,288.57 | 7,432.20 | (5,143.63) |
| Screen Advertising Income | 2,154.96 | 1,250.00 | 904.96 |
| Gift Vouchers | (323.63) | 0.00 | (323.63) |
| Sponsorship | 0.00 | 916.66 | (916.66) |
| Grant Funding - SIC | 0.00 | 4,295.61 | (4,295.61) |
| Grant Funding - SCT | 52,831.17 | 52,831.17 | 0.00 |
| Grant Funding - Creative | 23,983.33 | 24,833.33 | (850.00) |
| Other Grants - Trusts and | 150.00 | 5,000.00 | (4,850.00) |
| Operating Lease Income - | 7,500.00 | 7,500.00 | 0.00 |
| Other Income | 101.25 | 3,277.78 | (3,176.53) |
| Memberships Received | 1,168.74 | 833.33 | 335.41 |
| Internal Recharges | 0.00 | 85.94 | (85.94) |
| | <u>187,518.59</u> | <u>222,055.53</u> | <u>(34,536.94)</u> |
| Purchases | | | |
| Food and Beverage | 15,463.35 | 17,975.12 | 2,511.77 |
| Foyer Purchases | 4,360.93 | 4,838.13 | 477.20 |
| Retail Purchases | 2,696.70 | 5,878.18 | 3,181.48 |
| Direct Costs | 187.53 | 48.85 | (138.68) |
| | <u>22,708.51</u> | <u>28,740.28</u> | <u>6,031.77</u> |
| Direct Expenses | | | |
| Gross Salaries and Wages - | 63,345.40 | 69,367.63 | 6,022.23 |
| Gross Wages - Casual | 16,646.17 | 17,395.63 | 749.46 |
| Employers NI | 4,979.18 | 5,523.86 | 544.68 |
| Employers Pensions | 11,303.55 | 13,467.53 | 2,163.98 |
| Recruitment Expenses | 356.00 | 237.50 | (118.50) |
| Employee Expenses | 262.40 | 0.00 | (262.40) |
| Training and Protective | 352.00 | 750.00 | 398.00 |
| Trustee Expenses | 0.00 | 83.33 | 83.33 |
| Programme Costs - Project | 19,420.46 | 33,496.24 | 14,075.78 |
| Marketing Costs - Project | 2,761.30 | 3,131.04 | 369.74 |
| Licences | 2,712.92 | 2,972.20 | 259.28 |
| Film Transport | 19.08 | 175.00 | 155.92 |
| Hire of Equipment | 0.00 | 179.17 | 179.17 |
| | <u>122,158.46</u> | <u>146,779.13</u> | <u>24,620.67</u> |
| Gross Profit (Loss): | <u>42,651.62</u> | <u>46,536.12</u> | <u>(3,884.50)</u> |

Overheads

Shetland Arts Development AgencyProfit & Loss by Department (Advanced Budget and Variance)

Period From: Month 7, October Year: 2019

Department: All

Period To: Month 7, October

Chart of Accounts: SADA Default Layout of Accounts

| | <u>Actual</u> | <u>Budget</u> | <u>Variance</u> |
|---|------------------|--------------------|------------------|
| Travel, Subsistence and Motor Expenses | 887.12 | 2,915.55 | 2,028.43 |
| Rent, Rates and Insurance | 0.00 | 83.33 | 83.33 |
| Heat and Light | 4,188.47 | 4,535.72 | 347.25 |
| Operating Leases - Rent and Repairs and Maintenance | 8,332.41 | 8,459.70 | 127.29 |
| Print, Postage and Stationery | 8,105.67 | 8,772.28 | 666.61 |
| Telephone | 11,100.58 | 19,550.59 | 8,450.01 |
| Computer Costs | 519.91 | 586.25 | 66.34 |
| Marketing Costs - Strategic | 729.86 | 403.33 | (326.53) |
| Website Costs | 2,032.67 | 2,701.33 | 668.66 |
| Subscriptions | 440.76 | 411.67 | (29.09) |
| Consumables | 250.00 | 514.58 | 264.58 |
| Sundry | 99.53 | 234.26 | 134.73 |
| Legal and Professional Fees | 2,303.78 | 2,299.99 | (3.79) |
| Till Differences | 0.00 | 41.67 | 41.67 |
| Bank Charges and Interest | 858.33 | 3,279.16 | 2,420.83 |
| Loan Interest | 10.66 | 0.00 | (10.66) |
| | 1,702.04 | 1,370.00 | (332.04) |
| | 412.12 | 550.00 | 137.88 |
| | <u>41,973.91</u> | <u>56,709.41</u> | <u>14,735.50</u> |
| Net Profit (Loss): | <u>677.71</u> | <u>(10,173.29)</u> | <u>10,851.00</u> |

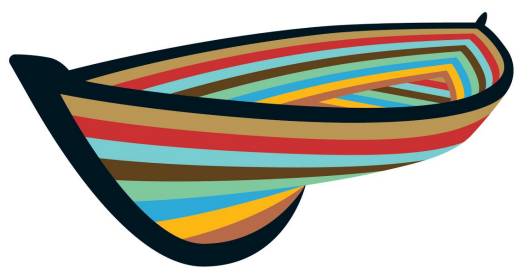
Head of Creative Opportunities Report

Date 19/10/2018

Key Performance Indicators

| | Q2 | | | Q3 | | |
|--|--------|--------|--------|--------|--------|-----|
| | July | Aug | Sep | Oct | Nov | Dec |
| Concerts, Screenings, Exhibition Days | 410 | 476 | 338 | 368 | 349 | -- |
| Audience attendances | 21,043 | 23,704 | 11,675 | 12,511 | 16,132 | -- |
| Development Sessions | 89 | 95 | 293 | 128 | 165 | -- |
| Participations | 667 | 1204 | 2784 | 654 | 1,120 | -- |

Q2 report contained as Appendix 4



Shetland *arts*

2018 - 2019: Quarter 2

Report of activity relating to Priority Areas of Activity Statements

Case Studies: ShetlandMade, The Big Takeover

Interim Key Performance Indicator Statistics (appendix)



Supported by



Priority Area: Youth Arts

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

Q2 in numbers

17 Concerts / Screenings / Exhibition days
2,134 Audience attendances
60 Development Sessions
507 Participations

Shetland Arts had a busy summer of Youth Arts activity. We held our annual **Summer Dance Intensive** for secondary age participants, with Shetland-born choreographer **Kathryn Spence** leading a week of workshops. The participants performed at the **Just Dance** celebration alongside professional dancers and local dance groups.

We also launched a new strand of **Youth Arts Intensives** with the **Summer Film Intensive**. This is part of our three-year plan to expand our youth arts provision. Local filmmaker **Liz Musser** led this week, along with three student volunteers to support the participants. This culminated in a sharing for family and friends called “Fright Club”, where participants presented the films they had created. The theme for the week was ‘horror’, and so the participants studied different horror tropes, and then used these to create new scenes and add to classic horror films.

We also had a raucous week-long **Creativity Camp**, led by **Jacqui Clark** and supported by other local freelancers across artforms. Participants from P5 - P7 learned new skills in visual art and craft, music, film, drama and dance, and created a 20 minute play performed for family and friends at the end of the week.

We finished off the summer with **The Big Takeover**, an Event Scotland signature event for the Year of Young People 2018. Young people including members of **Shetland Young Promoters Group** and **Maddrim Media** programmed seven venues across Lerwick, and the event was a huge success (see Case Study).

Priority Area: Education & Learning

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

Q2 in numbers

1 Concerts / Screenings / Exhibition days
25 Audience attendances
223 Development Sessions
1,712 Participations



Screenplay's Education Programme was a hit again this year, with more than a thousand participants over the festival either travelling to Mareel or attending a screening at their school. With age groups starting at P1 all the way up to S6, pupils got to view their selected film, then participate in a workshop related to the film. This encourages learning not only for the pupils, but also helps teachers to feel more confident using film in the classroom. Our partnership with **Dundee's Discovery Film Festival** was a success again, as they supported us with guidance on the films to choose, as well as providing resources for the workshop leaders and for teachers to use in preparation for their visit to Screenplay, or afterwards as part of the curriculum.

Throughout the summer holidays we ran two creative workshops at Islesburgh Out of School Club and two public workshops in the Lerwick Flower Park, to create work for our **Blooming Youth Art Takeover**, funded by SIC, as part of **The Big Takeover**. Lead artists **Kristi Cumming** and **Maya Darrell Hewins** worked with bairns of all ages to create new and wonderful flora and fauna for the takeover exhibition (see Programming). They also devised fabric kits, templates and instruction sheets for young people to make their own objects at home over the summer, for submission to the project.

Meanwhile, the final year of our **Start Bonhoga Education Programme** (funded by SADA & **Children & the Arts** with support from **SIC**) began with a visit from the mobile contemporary art bus **Travelling Gallery** with their exhibition **Black Box Take Stock** by Glasgow-based performance artist **Gordon Douglas**. 493 pupils visited the show on its tour of the five participating schools (**Fetlar** (via **Baltasound**), **Whalsay**, **Sandwick**, **Aith** and **Brae**) and each group was introduced to the work and the wider concepts of contemporary performance art by the onboard learning team.

One teacher's response: I always enjoy the Travelling Gallery visit as it is great to have exhibitions visit our school, it's hard for us to take pupils to see contemporary art as we are so rural. The staff are always very knowledgeable and pitch their talks perfectly to the different age groups.

We were delighted to be able to host Gordon too for one of the days, delivering spoken word workshops with 72 **Sandwick Primary** pupils, as part of the project. This stage of the programme feeds into the wider theme of Collection & Archive that will develop over the coming months with further gallery visits and workshops.

Formal Education

The 18/19 academic year began in September with a student role of 23 part-time **Vocational Pathway Film and Sound**; 13 full-time and 2 part-time **NC Creative Industries**; and 5 full-time **HNC Music**. In addition, 11 Shetland based students enrolled on the networked **BA Film** and **BA Music** courses and 4 signed up for the network delivered **MA Music in the Environment** course.

As is customary, this quarter was largely dominated with administration associated with the



Supported by



beginning of the academic year. For students It began with two weeks of enrollment and induction that took place between the **Shetland College** and **Mareel** campuses.

The Vocational Pathway students were first to get their teeth into practical elements of their course with film students covering basic visual narrative skills and sound students looking at recording studio etiquette.

NC Creative Industries and HNC Music students got underway with a varied selection of SQA units which included, amongst others, Live Performance, Basic Camera Operations, composition, Music Theory and Intro to the Creative Industries.

Of particular interest, this academic year is the use of a composite class timetable which enables NC and HNC music students to attend performance related classes together on Thursdays. This timetable was introduced in the 17/18 academic year and was well received by students as it increased the pool of musicians available for creative collaborations. As a direct result, the teaching staff decided to use the same timetable during 18/19.

Priority Area: Arts & Well-being

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

Q2 in numbers

20 Development Sessions
82 Participations

Wellbeing Choir began again in September after the summer hiatus, with some relaxed, no-pressure sessions as the nights draw in.

Planning is underway to roll out a wider program of **Wellbeing Groups** which will include Craft and Creative Writing in early 2019.

We continued to provide meeting rooms for the **space2face Restorative Justice** project.



Supported by



Priority Area: Development & support

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

Q2 in numbers

92 Concerts / Screenings / Exhibition days
6,186 Audience attendances
39 Development Sessions
405 Participations

It has been a successful quarter at Bonhoga with another busy tourist season. The third of the **ShetlandMade** showcase programme was delivered in the main gallery (see Case Study). This showcase featured the work of **Bill Brown, Julie Williamson, Helen Robertson, Morwenna Garrick** and **Margaret Hamilton**. Each designer showing current ranges as well as new work.

The showcase provides a unique opportunity for each designer/maker to sell their work within an exhibition context allowing a deeper level of engagement from the visitor. Included in the offer to makers was the creation of an online feature, fully tailored to them, from which they received full marketing support. Each maker delivered an online **Creative Insight** into their practice, the inspiration behind their work and the realities of running a creative business in Shetland. This activity helps to develop audience awareness of local craft practices and an understanding of the value of 'handmade'. As well as a development opportunity for the makers, this is a highly successful marketing tool. These online Creative Insights were viewed over 7,300 times during the period of the showcases.

Combined sales for all three showcases were over £20,000. All feedback was positive, which is a great indicator to the success of a craft exhibition/retail model like this going forward.

The shop at **Bonhoga** had great sales over the quarter from the sale of local and national applied art and craft, and other related products.

In the **Lower Gallery**, wall and cabinet space, we had a display of students work from the current **BA Contemporary Textiles course at Shetland College**. It provided examples of the practical elements of the coursework that students work through during their time at Shetland College. This also provided opportunity for Shetland Arts to publicise other UHI courses delivered at Mareel.



Supported by



Priority Area: Programming

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

Q2 in numbers

1,113 Concerts / Screenings / Exhibition days
48,077 Audience attendances
21 Development Sessions
932 Participations

Music

July and August both opened with another successful **Open Mic** at Mareel. In July this was followed by a varied programme for the **Folk Weekender** - our mini-festival celebrating folk and traditional music, featuring **Kevin Henderson**, **Kris Drever** and **Laura-Beth Salter**. With Cafe Bar sessions, sell-out workshops from each musician, plus additional classes with **Margaret Robertson** and **Tim Matthew**, as well as a musical lecture by Maurice Henderson and a Big Gig with the three main curators, the weekend was a success.

Regular hirers Ragged Wood presented an exclusive double-billing of **Drever, McCusker, Woomble and Laura Cortese**. **Atlantic Edge** promotions also had a great turn-out for **Iris Dement**.

In August **Ragged Wood** promotions returned with two well-attended performances from **The Lone Bellow** and **I'm With Her**. At The Garrison, the **Shetland Fiddle & Accordion Club** had their annual fundraising concert.

In September **Aly Bain & Phil Cunningham** made a return to Shetland with a there-date mini-tour, playing in **Mareel**, **Brae Hall** and **Fair Isle** to appreciative audiences. **Scottish Opera** returned with **Bambino** - a five star (The Observer, The Herald) Opera for 6-18 month old babies. At the end of the month, Shetland Wool Week offered the perfect opportunity to present **Sound of Shetland** - our new 45 minute show with **Margaret Robertson**, exploring the journey of Shetland traditional fiddle music, accompanied by delicious soup and bannocks.

Dance

In July we celebrated dance with **Just Dance** a performance from professional dancers **Kathryn Spence**, **Gordon Raeburn** and local groups **The Shetland Community School of Ballet** and **Inferno**.

Film

The cinemas had a busy summer period, in spite of the continued good weather, which gave way to the usual post-Screenplay slump, with attendances up 3% overall on Q2 last year.

Aside from the usual family fare in the holidays, with both **Incredibles 2** and **Hotel Transylvania 3: A Monster Vacation** performing well, the big hit of the quarter was **Mamma Mia! Here We Go Again**, which screened over two weeks in late July/early August to almost 3300 people!



Supported by



September is always a quieter time for film, and lacklustre comedies such as **The Spy Who Dumped Me** and **The Festival** failed to pull in audiences. More popular were British comedy **King of Thieves**, with a star-studded cast led by Michael Caine, and Spike Lee's powerful comedy drama **BlackKkKlansman**, which proved a surprise hit.

We screened four classic thrillers over the summer - **Rear Window**, **Rebecca**, **North by Northwest** and **Vertigo** - as part of a Screen Focus on Alfred Hitchcock. These were very well received, and several customers asked us to consider doing more of these themed seasons.

We also introduced a brand new strand into the programme in early September - **Teenage Flicks**. These are films specially chosen to appeal to a young adult audience, with teenagers getting in for a bargain £5 (but others welcome too!). There's a new film every two weeks, with several screenings over the weekend, including one on the Friday afternoon after the Anderson High School closes. Numbers were fairly low at first but seem to be slowly rising, and the intention is that we will put together a young programmers group who will help choose which films are screened and spread the word to their peers.

Visual Art

The off-site exhibition programme in the second quarter of this year featured **FLOW**, a solo show by sculptor **John Cumming** at The Booth in Scalloway. For this six-week exhibition SADA rented the Booth studio from Wasps and turned it from a live/work space into a gallery.

The exhibition showcased the work of this prolific (Orkney-based) Shetland artist, exploring the maritime environment through sculpture, relief carving, collographic printmaking and silverpoint drawing. As well as showcasing this diverse range of materials and techniques John collaborated with other artists including cabinetmaker **Cecil Tait** and poet **James Mainland** to deliver a beautiful show, complemented exceptionally by the waterfront venue. John gave a personal introduction to the work with an informal talk on the opening day of the show and over the six weeks 355 visitors came to see the exhibition.

This was followed, in September, by **Blooming Youth**. For this year only, the bi-annual Shetland Open exhibition became a **BAIRNS OPEN Blooming Youth** installation at the Flower Park & Tennis Court in Lerwick, as part of the Year of Young People Big Takeover weekend.

The project had two themes: WILD GARDEN and THE TEENAGE BRAIN. Lead artists **Kristi Cumming** and **Maya Darrell Hewins** worked over the summer, both with children from Islesburgh Out of School Club and at public workshops, to create work for the installation (see Education & Learning section). Young people were also invited to submit artwork made at home. Over the Big Takeover weekend of 14-16 September Kristi & Maya turned the park and tennis court into a giant art installation, with giant bugs, super-crazy golf and a glimpse into the teenage psyche...



Supported by



Priority Area: Mareel Recording Studio

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

Q2 in numbers

101 Development Sessions

177 Participations

Two albums were recorded during Q2 for release in the lead up to Christmas. The first, by **Kansa**, was tracked in the cosy surroundings of the Carnegie Hall in Sandwick and brought back to Mareel to be mixed and mastered. The second, by **Claire White & Robbie Leask**, was recorded, mixed and mastered entirely at Mareel by Tim Matthew. There was further work on recording projects by **Freda Leask**, **Gemma Anderson** and **Carol Jamieson**, as well as more soundtrack and voiceover work for **Keiba Clubb** and **Promote Shetland** and **Leslie Watt**.

Local songwriter **Andy Kinnear** began a recording project in September, and **Big Time Quell** brought new material to the studio to be mixed for future release. Shetland Young Fiddler of the Year **George Spence** recorded a newly commissioned tune written by his father, prolific Unst composer **Steven Spence**, whilst work continued on the transfer of audio reels from the archive of Shetland filmmaker **Jenny Gilbertson** on behalf of **Shetland Museum and Archives**.



Supported by



ALBA | CHRUTHACHAIL



Case Study: The Big Takeover

September saw the culmination of a large year-long project for Event Scotland's Year of Young People - the Big Takeover. Young people worked with partners in seven venues to create an exciting event for young people in Shetland that delivered a full programme of arts, culture and sports on a scale never seen before in Shetland. This was one of twelve signature projects for the Year of Young People.

The project began with a partnership between Shetland Arts, Shetland Islands Council, Shetland Recreational Trust, and Shetland Museum and Archives. These organisations run the buildings selected by young people as venues for the events: Clickimin Leisure Centre, Garrison Theatre, Gilbertson Park, Islesburgh Community Centre, Mareel, Shetland Library and Shetland Museum and Archives.

Youth Services then did an initial consultation with young people, led by Shetland's Year of Young People Ambassadors. This started discussions around the kind of events and workshops that young people would like to see as part of the Big Takeover weekend.

The ambassadors and other interested young people were then split into venue teams. These groups worked closely with each venue to plan the programme, including sourcing artists and freelancers to deliver the events and workshops, and providing information about the events to get the programme on sale and marketed.

As Shetland Arts we are lucky to work closely with creative groups of young people, including Shetland Young Promoters Group and Maddrim Media. These groups were integral to the success of the Big Takeover. Maddrim Media were key to the film aspects of the weekend, suggesting films to show in Mareel, freelancers to run workshops, and helping with the Cosplay competition. SYPG organised all of the music events over the weekend, including sourcing national and local bands for the Friday



Supported by



and Saturday night gigs. They also worked hard to pull together the final event of the weekend, Shetland Youth's Got Talent, which was a huge success.

We were also able to run the Bairn's Open during the Big Takeover. Blooming Youth took place in the Jubilee Flower Park, and brought together pieces of work from bairns of all ages. We had workshops running in the park all weekend which were well attended despite the weather!

Feedback:

"Really well organised and we certainly got our money's worth! The ASN session, I felt, was really successful for those that attended as the other sessions were just too busy and noisy for some. Thanks to the young volunteers who kept everything running smoothly. When's the next one?"

"The kids had an amazing weekend! So much for them to do. Fingers crossed for a Big Take Over 2!"

"Totally Awesome - well done to all who organised"



Supported by



Case Study: ShetlandMade



Visitor comments...

“a really exciting range of work showing that craft is not only alive but evolving and responding to changing times”

“Lovely to see innovative new ideas for textiles”

“Wonderful collection, I want to buy it all”

“Beautiful work, amazing skill”

“Lovely to see local art and craft shown at Bonhoga”

This summer saw the launch of ShetlandMade, a programme of applied art and craft showcases delivered in the main gallery at Bonhoga. The contemporary visual art programme moved off site to take advantage of a diverse range of spaces and opportunities around Shetland, enabling Bonhoga to celebrate craft and its role in Shetland’s culture and economy.

The ShetlandMade programme featured 15 local designers and makers over three exhibitions and ran from 31st March to 9th September and included current ranges, new work, and one off larger pieces.

The showcases provided a unique opportunity for each designer/maker to sell their work within an exhibition context allowing a deeper level of engagement from the visitor. Included in the offer to makers was the creation of an online feature, fully tailored to them, from which they received full marketing support.

Each maker delivered an online Creative Insight into their practice, the inspiration behind their work and the realities of running a creative business in Shetland. This activity helped to develop audience awareness of local craft practices and an understanding of the value of ‘handmade’. As well as a development opportunity, this was a highly successful marketing tool. These Creative Insights proved hugely successful and the Shetland Arts website and social media platforms saw a significant rise in traffic over the showcase period, with over 7300 views of a combination of diary entry, blog, instagram and video interview, eg.

- www.shetlandarts.org/blog/shetlandmade-nielanell
- www.shetlandarts.org/blog/shetlandmade-the-pottery-north-roe
- www.shetlandarts.org/blog/shetlandmade-drawn-by-monica

This is an exciting new opportunity for Shetland makers. Craft is recognised as an art form as well as a creative industry and makers play a key role in the local creative community. With an increase in demand for local work, we are keen to increase our support of this sector by establishing a retail and exhibition platform for applied art and craft at Bonhoga.



This opportunity brings together some of Shetland's finest practitioners, allowing them to showcase their work alongside their peers and take advantage of the high levels of footfall which Bonhoga enjoys during the tourist season. During the ShetlandMade showcases, the exhibition footfall was over 10,500 and sales in excess of £20,000. The exhibition context makes this the ideal platform to celebrate Shetland creatives.



Feedback from the public was very encouraging and almost exclusively positive, which is a great indicator to the success of a craft exhibition and retail model like this going forward. To celebrate the success of the programme, a networking event for the ShetlandMade makers was hosted at Bonhoga Gallery, and everyone given the opportunity to feedback about the programme and make any suggestions they wish as we consider options for 2019.

| Q2 18-19 KPIs | | Concerts, Screenings, Exhibition Days | | | | | Audience attendances | | | | | Development Sessions | | | | | Participations | | | | |
|--------------------------|--|---------------------------------------|------|----|----|--------|----------------------|-------|----|----|--------|----------------------|-----|----|----|--------|----------------|------|----|----|--------|
| | | Q1 | Q2 | Q3 | Q4 | Total | Q1 | Q2 | Q3 | Q4 | Total | Q1 | Q2 | Q3 | Q4 | Total | Q1 | Q2 | Q3 | Q4 | Total |
| 1. Youth Arts | | 2 | 17 | - | - | 19 | 328 | 2134 | - | - | 2462 | 36 | 60 | - | - | 96 | 417 | 507 | - | - | 924 |
| 2. Education & Learning | | 9 | 1 | - | - | 10 | 149 | 25 | - | - | 174 | 450 | 223 | - | - | 673 | 2714 | 1712 | - | - | 4426 |
| 3. Arts & Well-being | | 1 | 0 | - | - | 1 | 60 | 0 | - | - | 60 | 30 | 20 | - | - | 50 | 166 | 82 | - | - | 248 |
| 4. Development & Support | | 92 | 92 | - | - | 184 | 5270 | 6186 | - | - | 11456 | 26 | 39 | - | - | 65 | 346 | 405 | - | - | 751 |
| 5. Programming | | 1134 | 1113 | - | - | 2247 | 44394 | 48077 | - | - | 92471 | 37 | 21 | - | - | 58 | 321 | 932 | - | - | 1253 |
| 6. Recording Studio | | 0 | 0 | - | - | 0 | 0 | 0 | - | - | 0 | 66 | 101 | - | - | 167 | 117 | 177 | - | - | 294 |
| Programme Total | | 1238 | 1223 | 0 | 0 | 2461 | 50201 | 56422 | 0 | 0 | 106623 | 645 | 464 | 0 | 0 | 1109 | 4081 | 3815 | 0 | 0 | 7896 |
| SCT Annual Target | | | | | | 3000 | | | | | 160000 | | | | | 1300 | | | | | 9000 |
| % of Annual Target | | | | | | 82.03% | | | | | 66.64% | | | | | 85.31% | | | | | 87.73% |

Head of Production

Date 14/12/2018

Estates

- **Bonhoga**
 - Some Kitchen upgrades planned for January
 - Fibre broadband now live
- **Mareel**
 - Staff Room upgrades - end of January
 - Additional CCTV for 1st Floor to be installed in March
 - Issues with recycled glass slabs at Main Entrance
 - EM lighting battery issues - many fixtures now nearing end of life
- **The Garrison**
 - New M&E Maintenance Contractor now in place
 - Upgraded central battery system for EM lighting has been installed
 - Quotes being sought for Category 2 defects from Condition Survey
- **The Booth**
- **Other**
 - Natural Selection install underway at former AHS site

Operations

- Venue Management System - 6 month review complete and action plan developed. Staff Handbook to be drawn up, KE & JR to receive training on next phase.
- Next round of LED lighting ordered for Auditorium - part of Carbon Management Plan

Chief Executive's Report

Date 14/12/2018

Board Decisions

None

For Information

Operations

- All smoking signs to be updated in the new year to include smoking and vaping exclusions
- Clash of panto on sale with times with Wordplay BookBug event. Panto advised to change on sale times but didn't respond.
- Shetland Arts Listings "App" sporadically out of action because of various updates. Now fixed

Key Dates for Trustees

- Hogmanay with the Peatbog Faeries 31/12
- Artist Talk: Natural Selection by Andy Holden & Peter Holden 24/01, Mareel
- Andy Holden & Peter Holden, Natural Selection, 25/01, old Anderson High School site in Lerwick
- Continental Drift: Scottish Ensemble with Keyvan Chemirani, 15/3, Mareel
- Spielberg ScreenFocus, throughout January, Mareel
- ScreenPlay Postscript, Various Venues throughout Shetland Feb/March

Funding

- **Creative Scotland**
 - Review meeting completed
 - EDI Action Plan 2018 - 2021 Agreed (appendix 1)
- **Shetland Charitable Trust**
- **Highlands and Islands Enterprise**
- **Shetland Islands Council**
- **Other**

Shetland Arts Equality, Diversity and Inclusion Action Plan 2018-21 FINAL

| Shetland Arts Trust Deed objective | Objective (specific) | Target (measurable) | Rationale | Lead Officer | KPI (achievable / measurable) | Tasks | Timeline (timed) | 17/18 Targets | 17/18 outcomes | 18/19 Targets | 18/19 outcomes | 19/20 Targets | 19/20 outcomes | 20/21 Targets | 20/21 outcomes | Risk (likelihood x impact) (1 low, 5 high) | Mitigating action required | How will change be tracked? |
|--|--|---|---|-----------------------|---|--|-----------------------|------------------------------|--|------------------------------|-------------------|------------------------------|-------------------|------------------------------|-------------------|---|--|--|
| Trust Deed 4: improve access to the arts and create opportunities for individuals, geographical communities and communities of interest, at all levels of expertise and ability, to participate in and enjoy a diverse range of arts activity through performance, exhibitions and educational activities; | Geographic: To ensure access to a range of product across Shetland that is accessible locally | Establish a rural touring network that builds upon the success of the existing Shetland Halls | Economic, social and geographic isolationism have been identified as key priority areas by the Shetland Partnership. Culture has a large role to play in ensuring the long term feasibility of Shetland fragile communities. | Graeme Howell | 10 of 15 regions of Shetland actively engaged in the rural touring network | Meet with relevant community councils, engage with SIC communities team, recruit programmer. | 01/04/2017 | 10 regions engaged | 12 regions engaged in a variety of performance activity (SYT, Circus, Screenplay, Wordplay, Beltaine Ray, Ally and Phil) | 10 regions engaged | | 10 regions engaged | | 10 regions engaged | | (2x5) 10 | Engagement with Hall committees | Through quad annual place survey run by SIC |
| | | | | | 25 rural (non Lerwick) events | | 01/04/2018 | 25 rural events | 22 (SYT, Circus, Screenplay, Wordplay, Beltane Rae, Ally and Phil) | 25 rural events | | 25 rural events | | 25 rural events | | (2x5) 10 | Review programme quarterly and adjust as necessary | |
| | | | | | 1250 audiences | | 01/04/2018 | 1250 audiences | 1868 (SYT, Circus, Screenplay, Wordplay, Beltane Rae, Ally and Phil) | 1250 audiences | | 1250 audiences | | 1250 audiences | | (3x3) 9 | Increase marketing and audience engagement | |
| | Diversity: To ensure a diverse range of activities for audiences and participants | Ensure diverse cultures are celebrated through programming of activity | 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. | Bryan Peterson | 6 events that celebrate BAME cultures | Review targets as part of programming team meetings | Annual Program | 6 BAME events | East Winds - 2 events, 10 dev sessions in Shetland; 2 events, 4 dev sessions in London | 6 BAME events | | 6 BAME events | | 6 BAME events | | (2x3) 6 | Review programme quarterly and adjust as necessary | Through quarterly customer surveys |
| | | | | | 12 events that cater specifically for patrons with disabilities | | Annual Program | 12 disability events | 12 awareness & training events | 12 disability events | | 12 disability events | | 12 disability events | | (2x3) 6 | Review programme quarterly and adjust as necessary | |
| | | | | | 12 events that celebrate LGBTI culture | | Annual Program | 12 LGBTI events | 12 Screen Plays | 12 LGBTI events | | 12 LGBTI events | | 12 LGBTI events | | (2x3) 6 | Review programme quarterly and adjust as necessary | |
| Trust Deed 5: create opportunities for personal development through arts activities; | Opportunities: To ensure our activities are accessible to people in complex situations | Work with Throughcare and After Care, Moving On and Mind your Head to ensure clients are given the opportunity to develop through access to the arts | Diverse organisations are stronger and more representative of their local communities. | Graeme Howell | Provide 3 opportunities a year for work experience or employment for clients of support agencies | Meet with and support relevant agencies to ensure suitable support is in place | Annual Program | 3 opportunities | 1 Movin on client | 3 opportunities | | 3 opportunities | | 3 opportunities | | (3x4) 12 | Engagement with support agencies | Impact will be tracked by partner agencies |
| | | | | | Provide 10 subsidised opportunities to clients of Throughcare and After Care | | Annual Program | 10 opportunities | 10 Silver Cards issued to partner organisation | 10 opportunities | | 10 opportunities | | 10 opportunities | | (3x4) 12 | Engagement with support agencies | |
| | Personal Development: To ensure our activities are equally relevant to male and female participants | Work toward an equal balance of male and female participants on our education programmes | The gender imbalance in the creative industries is an industry wide issue that Shetland can lead the way on tackling. | Bryan Peterson | 50/50 gender split on all formal and informal education courses | Develop strategy with Shetland College that ensure better engagement with schools prior to year 4 | 01/04/2020 | 50/50 gender split (+/- 10%) | 63% male 37% female | 50/50 gender split (+/- 10%) | | 50/50 gender split (+/- 10%) | | 50/50 gender split (+/- 10%) | | (3x4) 12 | Engagement with target groups; review of content and marketing activities | Student enrolment numbers |
| Trust Deed 6: promote a culture of lifelong learning through a community development approach within the arts; | Lifelong Learning: To ensure people of all ages are catered for in our programme of activities | We will provide events and activities for Shetland residents, whatever age they are | Shetland Arts needs to be an organisation that engages with you whatever age you are providing life enriching experiences. | Bryan Peterson | 10 workshops for old people (over 65) | Review targets as part of programming team meetings | Annual Program | 10 workshops | 10 Arts in Care - Older People | 10 workshops | | 10 workshops | | 10 workshops | | (2x3) 6 | Review programme quarterly and adjust as necessary | Through quarterly customer surveys |
| | | | | | 10 workshops for young people (Under 16) | | Annual Program | 10 workshops | 10 Community Club / Clubs | 10 workshops | | 10 workshops | | 10 workshops | | (2x3) 6 | Review programme quarterly and adjust as necessary | |
| | | | | | 30 events targeted at old people (Over 65) | | Annual Program | 30 events | 10 Screen Screenings | 30 events | | 30 events | | 30 events | | (2x3) 6 | Review programme quarterly and adjust as necessary | |
| | | | | | 30 events targeted at young people (Under 16) | | Annual Program | 30 events | 12 Circus, 10 Screenplay Education, 47 Screenplay Open, 4 Screenplays | 30 events | | 30 events | | 30 events | | (2x3) 6 | Review programme quarterly and adjust as necessary | |
| | Community Development: To ensure the we respond to the wishes and needs of the community | To hold a series of open engagement events each year | To ensure that we are responding to the needs of the Shetland community | Graeme Howell | 4 open forum | Review targets as part of programming team meetings | Annual Program | 4 forum | 1 Creative Writing Meeting, 1 Creative Industries Forum | 4 forum | | 4 forum | | 4 forum | | (3x3) 9 | Review programme quarterly and adjust as necessary | Through quarterly customer surveys |
| | | | | | 4 online surveys | | Annual Program | 4 surveys | 1 Community Development Survey, 3 customer consultation surveys, 2 Arts Practice Surveys | 4 surveys | | 4 surveys | | 4 surveys | | (3x3) 9 | Review programme quarterly and adjust as necessary | |
| | | | | | | | | | | | | | | | | | | |

Bold targets are the specific targets for the Creative Scotland EDI plan

Grey targets are part of Shetland Arts broader EDI work and not specific Creative Scotland targets