

**Shetland Arts Development Agency
Board of Trustees Meeting
Saturday 24 September 2011 at 10am
Venue: Garrison Theatre, Stage Door**

Shetland *arts*

Food will be provided.

| Item | Description | Report | Item taken by | ACTION |
|------|--|--|------------------------------------|--|
| 1 | Apologies and welcome | Verbal | Chair | Note |
| 2 | Minutes of last meeting | | | |
| 2a | Approval of Board Minute for accuracy – meeting of the 16/06/11 | Attached | Chair | Approval |
| 2b | Matters arising that don't appear within the agenda | Verbal | Chair | Discussion |
| 3 | Finance and Management | | | |
| 3a | Management Accounts | To follow | Head of Finance and Administration | Note/ Decision |
| 3b | Directors travel update | Attached | Director | Note/ discussion |
| 3c | Annual Accounts 2010/11 | Attached | | |
| 3d | Authorities Schedule | Attached | | Decision |
| 3e | Staffing changes | Attached | | Note |
| 3f | Budget review update: Draft 2012/2015 Budget | Attached | | Note |
| | Large Scale Project Updates | | | |
| 4 | Mareel Project | | | |
| 4.1 | Construction update | Verbal – detailed papers available on Basecamp | Director | Note |
| 4.2 | Operational update | Verbal update | Director | Note |
| 4.4 | Between Weathers LLP and Shetland IP CIC Update | Verbal | Director | Note |
| 4.5 | The Hatchery Project | Verbal update | Director | Note |
| 5 | Any Other Business as agreed by the Chair at the start of the meeting | | Chair | |
| 6 | Dates of future meetings | | | |
| 6a | SADA Board Meeting: | Forward Bard Plan Attached | Chair | Confirm dates and venues for future meetings |

CLOSED ITEMS

| | | | | |
|---|--------------------------------|---------------------------|----------|------|
| A | Mareel Cost report | Verbal + copy on Basecamp | Director | Note |
| B | Westside Cluster/ The Hatchery | Verbal | Director | Note |

**Shetland Arts Development Agency
Management Accounts By Department
For Quarter Ended 31 July 2011**

All Departments (exc Mareel capital)

Income

Box Office
Ancillary Earned Income
Other Earned Income
Business Sponsorship
Donations, Trusts, etc
Revenue Creative Scotland
Project Funding Creative Scotland
Local Authority Project Funding (SIC)
Other Public Funding
SCT Core Funding

Expenditure

All Staff Costs
Programme
Marketing
Education
Project Overheads
Other Expenses
Marketing (Strategic costs)
General Overheads

| Actual Year-to-date £ | Budget Year-to-date £ | (Over)/ Underspend £ | Annual Budget £ | Comments |
|-----------------------------|-----------------------------|----------------------------|-----------------------|----------|
| | | | | |
| 41164 | 58172 | -17008 | 184680 | |
| 49943 | 48586 | 1357 | 173052 | |
| 1701 | 0 | 1701 | 61000 | |
| -1000 | 0 | -1000 | 35200 | |
| 1091 | 1091 | 0 | 21091 | |
| 78402 | 78402 | 0 | 156803 | |
| 59760 | 78800 | -19040 | 270050 | |
| -3691 | 4269 | -7960 | 10019 | |
| 1450 | 25192 | -23742 | 43120 | |
| 373573 | 373573 | 0 | 847146 | |
| 602,393 | 668,085 | -65,692 | 1,802,161 | |
| | | | | |
| 262830 | 276628 | 13798 | 912108 | |
| 87549 | 143740 | 56191 | 368479 | |
| 3755 | 5419 | 1664 | 39738 | |
| 15612 | 33330 | 17718 | 103232 | |
| 2382 | 500 | -1882 | 2000 | |
| 87 | 0 | -87 | 0 | |
| 5240 | 2500 | -2740 | 7500 | |
| 89045 | 108338 | 19293 | 369104 | |
| | | | | |
| 466,500 | 570,455 | 103,955 | 1,802,161 | |
| | | | | |
| 135,893 | 97,630 | -169,647 | 0 | |

Net Surplus/(Deficit)

**SHETLAND ARTS DEVELOPMENT AGENCY
MANAGEMENT ACCOUNTS FOR 4 MONTHS TO 31 JULY 2011
NOTES**

INCOME

Box Office

Income £17,008 less than expected for the first 4 months of the year

Fiddle Frenzy student fees are included under Box Office (Department 3 – Music) and were budgeted to be £24,000 by July 2011. Actual receipts to 31 July 2011 were £12,683. A further £5,447 has been received in August so far.

We had budgeted to achieve £2,500 of income from events programmed in the Garrison up to July 2011 (Department 31 – Garrison Programming). All events to date (besides Film) have been put on by other users.

The Garrison Film Screenings are performing well, and this has meant that we have revised our budgets for them, increasing budgeted income for the year from £53K to £80K. If we look at the results to July you will see that actual income has fallen short of this new target by £3,381. Please note however, that August film income was £10,982, so this will bring the actual income back in line with our projections for the year.

Ancillary Earned Income

Income £1,357 more than expected for the first 4 months

Some of the budgeted income under this heading has not been achieved yet, but this is off-set by greater than expected income at Weisdale Mill, from both the Shop and the Café. July saw a particularly busy month out there. Also included under Ancillary Earned income, is £11,850 income from the insurance claim for the Kergord Hatchery roof. This was income we had not budgeted for, but it will be off-set by the cost of repair (also not included in our budgets).

Other Earned Income

Income £1,701 more than expected for the first 4 months

Income recorded under this heading to date included reimbursed travel costs for Gwilym & Donald in respect of Creative Scotland and the Orkney Book Festival, respectively. There is a grant payment of £729 repaid to us originally granted under Craft (Department 4) Working Up Scheme.

Business Sponsorship

You will note that there is a negative figure under actual income to date for Business Sponsorship. This is because we accrued £1,000 sponsorship by the Research Fishing Co for the Guitar Festival last year, but this money has not been received.

Project Funding Creative Scotland

£19,040 less income than expected for first 4 months of year

£1,250 Accrued income 2010/11 Jazz Development (final instalment), not yet claimed/received. Currently showing at negative income figure in Dept 3 Music.

£4,500 first instalment of £5K grant for Wordplay has not yet been received. This was budgeted to come in during June 2011. Donald will chase this up as it falls under his Literature budget (Department 5).

The remainder of this variance is relates to funding of £50,000 due for Creative Scotland in respect of Between Weathers (under Strategic Development – Dept 51). Some of this money has been received, but the final payment will only be made on submission of the final report,etc.

Local Authority Project Funding

£7,960 less income than expected for first 4 months of year

This is mainly due to another opening accrual causing a negative income figure under Strategic Development (Dept 51). We accrued for £7,750 grant funding from SIC Economic Development at 31 March 2011. The funding related to a Feasibility study into The Voyage. A claim has been submitted to the SIC for this money in the last few weeks.

Other Public Funding

£23,742 less income than expected for first 4 months of year

The main reason for this variance is the outstanding grant income of £30,108 (accrued in 2010/11) for Mirrie Dancers. £13,071 has been received from Esme Fairbairn since 31 July 2011 (final instalment from them). We are however still due over £20K from HIE for this project.

EXPENDITURE

All Staff Costs

Underspend for first 4 months of year of £13,798

£2,645 Arts Development staff under spend – variance here due to travel/exp's costs budgeted, but not spend to far.

£2,388 Mareel under spend. Current budget figures included Graphic Design post commencing July 2011. Cost of Graphic Designer has been paid from our Management & Admin budget to date.

£4,135 Garrison Theatre under spend – Bear in mind that no significant events of our own (besides Film) have taken place in the Garrison so far this year. Actual staff costs recorded here are only the zero-hours employees.

£822 Weisdale Mill Overspend is made up of a £1,429 under spend in the Weisdale Mill shop code (Dept 41) and an over spend of £1,729 in the Weisdale Mill Café (Dept 42).

£5,646 under spend in Admin & Management is largely due to the, none appointment of a Head of Programming.

Programme

Underspent by £56,191 to 31 July 2011

Programme spending relates to the various projects SADA undertake with the larger proportion of spend in this area expected by the Arts Development Team. Spending to date on Projects has been much lower than expected. This is merely a timing issue though and now that the summer holidays are at an end, we would expect this spend to catch up.

Marketing

Underspent by £1,664 to 31 July 2011

This is marketing cost specifically related to projects, so as noted for Programme above, the variance is purely due to the timing of expenditure taking place and should catch up.

Education

Underspent by £17,718 to 31 July 2011

See notes above regarding Programme & Marketing. Education also relates to Project work.

Project Overheads and Other Expenses

Small over spends for the year-to-date. These costs also relate to Projects and set against the large under spends noted above, are not a concern.

Marketing (Strategic costs)

Overspent by £2,740 to 31 July 2011

This expenditure heading relates to the general/strategic marketing of SADA. We have reduced the annual budget here from £15K to £7,500 in a bid to balance our budgets. This will be achieved by reducing our advertising space with Shetland Times and using this as more of a signpost. This change of strategy is only now kicking in, so hopefully over the coming month we will see the claw back of this overspend.

General Overheads

An overall under spend of £19,293 for the 4 months to 31 July 201

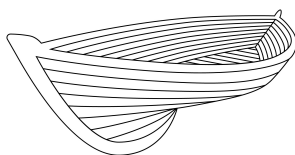
This overspend is broken down over a number of areas;

We have spent £13,717 on General overheads for Mareel, which we had not specifically budget for in the first 4 months. These costs are none the less needed in the run up to Mareel opening and cover licence costs and website development.

The Garrison Theatre shows an under spend of £12,576 to date. This is mainly due to an under spend so far on Planned Maintenance of £9,809, with other small variances due to the timing of invoices coming in. The Planned maintenance budget has been spread evenly across the 12 months of the year, but in reality the spend is unlikely to mirror this.

Weisdale Mill show an under spend of £4,713 on Overheads. Again, Planned Maintenance spend on the Mill has been low to date and the other significant variance to note here is that Electricity costs have so far remaining much lower than we expected. We have spent more than we budgeted for shop and café stock purchases for the year to date (£2,250 and £1,701, respectively) but as already noted, our sales are also higher for both.

Admin and Management (Department 50) shows an under spend of £13,812. The variances here are due to timing of expenditure and there is nothing significant to note for you at this stage. We will try to keep spending on overheads down wherever possible.



Shetland*arts*

To: Board of Trustees – Shetland Arts

24 September 2011

From: Director, Shetland Arts

1. Trips undertaken off island by the Director since last Board Meeting (16 June 2011)

| When | Where | Why |
|----------------------------|--|--|
| 23/06/2011 – 24/06/2011 | Edinburgh | National Screen Academy link to Mareel meeting Edinburgh Film Festival Between Weathers Meetings |
| 25/08/2011 - 26/08/2001 | Glasgow/ Edinburgh | Mareel meeting with GHA, attendance at the Edinburgh Festival |
| 08/09/2011 – 09/09/2011 | Edinburgh/ Aberdeen | Opening Reception of the National Museum of Scotland Between Weathers Meeting |
| 12/09/2011 – 17/09/2011 | London Glasgow Edinburgh | PLASA Trade Fair Meetings with Production Companies and Record labels Meeting David Williams Meeting with Todds Murray LLP |

2. Director planned off island trips

| When | Where | Why |
|------------------------|------------------|--|
| 02/10/11 – 06/10/11 | London Cannes | Entrepreneur of the Year Awards MIPCOM Conference |
| 14/11/11 | Glasgow | GHA meetings Between Weathers Meetings BBC Scotland Meetings |

Please note the Director has provisional bookings for Annual Leave on the following dates:

21 November – 25 November 2011

3. Recommendations

The Board are asked to note the above report.

SHETLAND ARTS DEVELOPMENT AGENCY
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2011

Charity Number SC037082

THE A9 PARTNERSHIP LIMITED
Chartered Accountants & Registered Auditors
47 Commercial Road
Lerwick
Shetland

SHETLAND ARTS DEVELOPMENT AGENCY

FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

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SHETLAND ARTS DEVELOPMENT AGENCY

TRUSTEES, OFFICERS AND PROFESSIONAL ADVISERS

Trustees

| | |
|-----------------------|---|
| James Johnston, Chair | Appointed April 2006 (Appointed as Chair August 2009) |
| Johan Adamson | Appointed September 2007 (Resigned September 2010) |
| Robina Barton | Appointed May 2008 |
| Mark Burgess | Appointed September 2008 |
| John Dally | Appointed December 2009 |
| Joyce Davies | Appointed December 2009 |
| John Goodlad | Appointed September 2008 |
| Joanne Jamieson | Appointed April 2006 (Resigned May 2010) |
| Leslie Lowes | Appointed December 2009 |
| Alan Murdoch | Appointed October 2006 (Resigned April 2010) |
| Silke Reeploeg | Appointed December 2010 |
| James Sinclair | Appointed October 2006 |
| Danus Skene | Appointed December 2010 |
| George Smith | Appointed September 2007 (Resigned May 2010) |
| Irvine Tait | Appointed February 2011 |

Director

Gwilym Gibbons

Address

Shetland Arts Development Agency
Toll Clock Shopping Centre
26 North Road
Lerwick
Shetland ZE1 0DE

Auditors

The A9 Partnership Limited
47 Commercial Road
Lerwick
Shetland ZE1 0NJ

Bankers

Clydesdale Bank plc
Commercial Street
Lerwick
Shetland ZE1 0JJ

Solicitors

Dowle, Smith & Rutherford
113a Commercial Street
Lerwick
Shetland ZE1 0DL

Founding Trust Deed

Registered BC & S on 13 January 2006

Charitable Status

Scottish Charity No. SC037082

SHETLAND ARTS DEVELOPMENT AGENCY

CHAIRMAN'S MESSAGE

YEAR ENDED 31 MARCH 2011

This year has been one of highs and lows. We should have taken possession of Mareel at the end of May but delays due to the weather and the unfortunate circumstances surrounding the sub-contractors mean that we are still waiting for the keys. We are being philosophical about the situation. We have waited for over 25 years for the venue so another year's delay should not matter too much. After all, we will end up with a facility of which we will be justifiably proud.

On a more positive note, our team of officers have continued to produce fantastic art events and developments this year. My thanks to them all in what has been another excellent year for Shetland Arts. My heartfelt thanks go also to Gwilym, Kathy and the new management team for leading the organisation through some challenging times.

On a more general note, intelligent people with vision see that the Arts are vital to create vibrant, thriving communities. They connect us to new ideas and each other. They open our eyes, hearts and mind to see, experience and imagine.

Access is the key to experience the Arts. Our goal, at Shetland Arts, is to remove barriers to the Arts and misconceptions such as the Arts are a luxury only for posh people —or that they're only for the 'good' times. Throughout history, the arts have served as spiritual ballast and inspiration to help us through difficult times. They help us gain a greater understanding of our human condition.

People are brought together when they experience the Arts, so one of our goals is to build community. We are using a combination of traditional and new methods in this effort, and I encourage you to check out our website on a regular basis to see what is happening. We are so fortunate to have a dedicated community of around twelve leaders who serve on our Board of Trustees. We are also developing an enthusiastic and committed group of "Friends of Shetland Arts". We have a number of enthusiastic volunteers who help us to function well and to have fun. Our induction programme and Board training also helps us to provide experience for the future leaders of Shetland Arts.

My dream and goal is that in three years we'll look back and see that due to the Board's strategic leadership and funding of grants to our arts community we became even more vibrant in spite of this difficult economic period. Whether it's through volunteering, enjoying the arts or developing within your own art form your support is vital and will be rewarding in the long run. I hope that we can still produce events and support developments for the people of Shetland for many years to come.

Jim Johnston
Chair

SHETLAND ARTS DEVELOPMENT AGENCY

DIRECTOR'S STATEMENT

YEAR ENDED 31 MARCH 2011

This has been a year of transition, which saw us moving from a time of external financial stability to one of uncertainty. It has also been an extension of the long journey towards the opening of Mareel, made up of both the trials and tribulations of the construction of the venue and the preparation of our organisation to open and operate Mareel when the day comes.

Key changes to our management structure were agreed and implemented during the year. This was necessary in preparation for Mareel and to meet the challenges of the current financial climate. A Senior Management Team has been put in place, made up of the three distinct departments: Development (headed up by Kathy Hubbard); Operations (headed up by Richard Wemyss); and Administration and Finance (headed up by Sheila Duncan). The team has worked hard to review all areas of our activity, given falling levels of revenue funding and increased competition for project funding.

This has been a very difficult financial year, and indications are that in the medium term (next 3 – 4 years) external financial support will be increasingly hard to come by. Our strategy has been to seek wherever possible to diversify income streams and adopt a more social enterprise model of operation. The ultimate test will come with the opening of Mareel. The Trustees of Shetland Arts had the foresight to approve a model of operation for Mareel which did not rely on additional core funding. Although challenging, it has been much easier to respond to the current economic downturn by following this strategy.

During this financial year, our revenue funding from Shetland Charitable Trust was reduced by £77,000 and our Creative Scotland Foundation funding was frozen at the same level as the previous year. This has had the effect of reducing access to project funds, and combined with a significant rise in on-costs, has proved very challenging for us. I applaud the work of the Arts Development Team, who with reduced resource continued to generate a broad range of activity of a quality and originality that would be hard to surpass anywhere in the UK. This activity has often been eclipsed by the ongoing focus on Mareel but I urge readers to review the activity reported in these accounts. The scope is extraordinary and its reach extensive, both across the isles and internationally.

At its heart, Shetland Arts is an arts development organisation. We develop art in many ways. We are passionate about how art can change lives. Sometimes just through watching a movie; walking onto the stage for the first time; or creating a verse to a song or a poem. Whatever that thing is, time and time again we have seen people touched and moved by creative experience. We know that we don't make that happen all the time and many times people find ways to make that happen for themselves. Our job is to support the spaces and places in which special creative moments can flourish.

Our focus on arts development will not change with the opening of Mareel. Mareel will provide a place in which our creative activity, and that of others, will be greatly enhanced. This is a very exciting time for the arts in Shetland because, for the first time, we will experience the full power, joy and emotion of the high quality creative activity developed over generations, in a purpose-built venue. The venue will of course attract a broad range of high quality external activity too, but the magic will, without a doubt come when a Shetlander walks on to the stage for first time to introduce the premiere of their first film, or a young fiddler lifts their bow onto a string or when a couple go on a date for the first time to watch the latest movie.

It is the future described above that keeps us going through this extended period of construction. Mareel has been a marathon with a shifting finishing line. As an organisation, we were poised throughout the year ready to make the final sprint to the opening date, but that sprint never came. It has been hard to maintain that level of readiness and build excitement for the day the opening eventually comes. But that day will come, and Shetland will, I believe, be rightly proud of all this new venture represents and the great events and experiences that will be enjoyed by audiences in the decades to come.

I would like to thank our core funders Shetland Charitable Trust and Creative Scotland for their continued support through these turbulent financial times. Shetland Arts has enjoyed a constructive and close relationship with both our funders in which together we have sought to minimize the impact of spending constraints.

SHETLAND ARTS DEVELOPMENT AGENCY

DIRECTOR'S STATEMENT (continued)

YEAR ENDED 31 MARCH 2011

Finally I would like to thank all our staff, trustees and volunteers whose unstinting energy, commitment and professionalism makes working for Shetland Arts a pleasure and privilege. I strongly believe that the level of knowledge and experience held within 'Team Shetland Arts' is very special and I am proud to be part of that team at this transformational time.

Gwilym Gibbons
Director

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2011

The trustees present their report and financial statements for the year ended 31 March 2011.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Shetland Arts Development Agency is a Registered Scottish Charity, constituted under a trust deed.

The Trustees meet six-weekly to administer the activities of the Agency, with day to day operation being delegated to the Director, who has responsibility for financial and employment matters and policy implementation. The Board comprises a minimum of ten trustees, and a maximum of thirteen. Three of the initial trustees retired on 31 March 2010, three retired on 31 March 2011, with the remaining trustees retiring on 31 March 2012. Thereafter, trustees will retire on the third anniversary of their appointment. From April 2012, each trustee shall hold office for a period of three years with power to be re-appointed for a further period of three years. 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 quorum for a meeting of the Trustees is six trustees (where there are ten to eleven trustees) and seven (where there are twelve or thirteen trustees). Decisions are made by majority vote at the six-weekly Trustees' meetings.

New Trustees receive individual induction from the Director on appointment, and are encouraged to undertake training as appropriate to their role.

Shetland Arts Development Agency is charged by the **Shetland Islands Council** with delivering the Council's arts strategy and is funded largely 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.

This is the fifth year of the Agency's operation.

Shetland Arts Development Agency also receives foundation funding from **Creative Scotland**, dependent upon its submission to them of an annual programme of activities. This programme must meet Creative Scotland's own aims, which are to increase participation in the arts, to support artists in Scotland to fulfill their creative and business potential, and to place the arts, culture and creativity at the heart of learning.

The Trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems are in place to mitigate our exposure to the major risks.

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (continued)

YEAR ENDED 31 MARCH 2011

THE AGENCY OBJECTIVES

The objects of the agency are 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.

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) support professional artists through residencies, workshops and performances;
- (vii) promote excellence in artistic quality;
- (viii) develop the skills and experience of artist practitioners and participants and encourage learning; and
- (ix) provide facilities to support artistic activities.

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (continued)

YEAR ENDED 31 MARCH 2011

ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE

Shetland Arts has had a full and varied year of arts development activities. The list below is indicative but not exhaustive.

Providing a varied programme of arts activities

- The final public event for the Mirrie Dancers Light installations took place in April at Sumburgh. Many of the 'neighbours' of the final installation attended and were very positive indeed about the impact of the installation locally.
- In co-operation with Shetland Jazz Club, two concerts were held in May by Rob Hall and Chick Lyall, one in Bixter Hall, the other in the Town Hall, Lerwick. This partnership also resulted in concerts and a masterclass by acclaimed saxophonist Derek Nash and jazz pianist David Newton. In December we hosted the Michael Janisch Quintet. There was more high profile jazz in March, again in partnership with Shetland Jazz Club, with a unique jazz and cartoon film project involving The Stu Brown Sextet from Glasgow. They have exclusive rights to play the music of Ray Simpson, whose eyeball-popping, hyper-animated jazz has been used in cartoon films from Bugs Bunny to The Simpsons for decades. Young people in Shetland got the chance to make a cartoon film and have the frantic Looney Tunes music played as live accompaniment at a special concert by the Stu Brown Sextet at The Town Hall.
- This year's Peerie Willie Guitar Festival was transformed into a season of workshops and concerts running from September to December, which began with the visit of Iain Bairnson and Jim Mullen to Shetland in September. Guitar workshops were held in the Anderson High School and Sandwick Junior High School, and concerts took place in Whalsay, Sandwick and the Town Hall. John Etheridge visited Shetland in October and played at the Aith Hall, St Columba's Kirk and Busta House, whilst November saw the visit of Lulo Reinhardt, with a workshop at Aith JHS followed by a concert at the Town Hall.
- To celebrate Chopin's 200th anniversary we invited concert pianist Charles Matthews to perform a programme of Chopin's work at the Town Hall. This was interspersed with extracts from Chopin's letters read by local actor Robert Lowes and played to a sell-out audience.
- In February fans of classical music were treated to recitals from Bixter resident Oksana Mavrodii. Oksana is a trained coloratura soprano, and delighted audiences at Busta House and at the Town Hall. Thanks to support from Live Music Now she was also able to visit care homes across Shetland and perform for the residents, attracting over 50 to her visit to Whalsay.
- Another opportunity to hear some quality classical music was offered by 'A Little Night Music', a concert by former Shetland resident Warren Gillespie at the Lerwick Town Hall. Warren performed some classical favourites with Scottish Opera's emerging artist Marie Claire Breen and Japanese pianist Ayako Kanazawa. The concert, on Thursday 31st March, was in support of the recent Japanese earthquake and tsunami, and a retiring collection was held in aid of ongoing relief efforts. This was an opportunity for lovers of song and opera to enjoy an evening of professional music making from some of Scotland's finest emerging artists, all of whom have graduated from Scotland's National Conservatoire and who have worked with Scotland's National Opera Company.
- In partnership with Shetland Film Club there was a screening of a film at Montfield Hospital Interim Placement Unit and undertaking a family screening of Walt Disney's 'Dumbo' at Muckle Roe Hall.
- 'Power of Place', Shetland's Celebration of Architecture and Place, got underway with a conference, *Building Resilience in Island Communities*, at the Shetland Museum and Archive in September which attracted speakers with national and international profile, who addressed topics such as architecture and sustainability. Other events included the Sandwick Public Art Project, involving SADA, SIC Planning, SIC Education, Hjaltland Housing Association, Shetland College and architect Alan McKay.

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (continued)

YEAR ENDED 31 MARCH 2011

ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (continued)

- Another 'Power of Place project', 'Bricks in Flicks', got underway in September, a series of films about architecture screened at the Scalloway Marine College. Working in partnership with Shetland Film Club, there were screenings of *My Architect: Louis Kahn*, *Sketches of Frank Gehry*, *Of Time and the City* and *The Draughtsman's Contract*.
- Again in partnership with Shetland Film Club we hosted two touring film festivals, the Discovery Children's Festival (in partnership with SIC Creative Links) and the Take One Action Festival (part-sponsored by the Co-operative Trust and in partnership with UNISON and with Shetland Community Energy), both of which had screenings at the Shetland Museum.
- The Garrison Theatre was redecorated and partly refurbished during January, opening just in time for The Fiery Sessions Concert at Up Helly Aa and the Stand Up Helly Aa Comedy Evening.
- Over the summer Shetland Youth Theatre rehearsed and performed 'More Light', by Bryony Lavery. There were four performances, all taking place in the open air in a huge metal fish tank out at Ness of Sound. In spite of the inclement weather the play went down very well indeed with audiences, and was a triumph for the young people involved.
- The main focus of SYT's 2011 spring work was the rehearsal and production of Douglas Maxwell's *Too Fast* as part of the National Theatre's Connections programme, with Shetland Youth Theatre. The play was a multi media, site-specific performance that took place in Quarff Hall.
- Monthly screenings of popular film continued throughout this quarter at the Garrison Theatre, showing films such as *Harry Potter and the Deathly Hallows*, *Despicable Me*, *The Social Network*, *The Chronicles of Narnia* and *Marmaduke*.
- The 9th Shetland Book festival, Wordplay 2010 took place during the first weekend in September. Featuring writers of local, national and international repute, there were children's authors (Valerie Watt, Chrissie Gittins and Janis Mackay), poets (Christie Williamson, Christine de Luca, Jen Hadfield, Morag McInnes, Miranda Pearson and Christopher Reid), novelists (Robert Alan Jamieson, James Robertson), journalists and critics (Mark Kermode and Michael Gray), music academics (Will Kaufman) and playwright David Harrower. Children's writer Chrissie Gittins remained in Shetland for the rest of the month as writer in residence, undertaking writing workshops in primary schools.
- Shetland Arts' 4th Film Festival, Screenplay 2010 took place around the same period. Adopting a theme of 'making a song and dance' there were twenty five screenings from Mid Yell to Sandwick, including education screenings for Mid Yell, Baltasound, Brae, Aith and Sandwick Junior High Schools, a screening/lecture for further and higher education students, and screenings in care centres in Levenwick, Mid Yell and Brae, working in partnership with Shetland Film Club. Additional workshops were offered this year, one in animation techniques, and one offered by the Scottish Documentary Institute. Two animation workshops were also undertaken at Bells Brae and Scalloway primary Schools. A highlight of the festival was a screening of a Harry Potter film with film star Jason Isaacs, which was introduced and run by young people, and was a huge hit with the children. This year's festival included, as usual, a screening of short films made by Shetlanders, and the first Shetland Film Critic of the Year Awards.
- Fiddle Frenzy, Shetland Arts' international fiddle school took place in early August, with 90 students attending from as far afield as Australia. Apart from workshops and concerts held in Lerwick the festival relocated to Cullivoe and Hillswick during the course of the week. The festival tutors were drawn as usual from Shetland's own fiddle, guitar and piano players. One hundred and five events took place under the Fiddle Frenzy banner, including workshops, concerts, cultural trips and the festival club. A total of 1354 people attended the various concerts. An additional feature of this year's Fiddle Frenzy was a big band performance of young players led by Harris Playfair. This was developed in the run-up to Fiddle Frenzy, and the results were exceptionally well received.

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (continued)

YEAR ENDED 31 MARCH 2011

ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (continued)

- Shetland Arts continued its support for and work with the Shetland Young Promoters' Group, including help with their Shetland Talent Tournament concert, in which young bands contended for a chance to play at the Tall Ships Race.
- The Bonhoga Gallery hosted a year of varied exhibitions (see later) including its ever popular Christmas offering, Sprinkle an' Peester, which featured work by local, national and international artists and craft makers. The first of 2011's exhibitions was the Royal Photographic Society's 153rd International Print Exhibition which ran from 29th January to 20th March. This is the longest standing exhibition of its kind in the world. There were 120 photographs on show, with literally something for everybody on the walls. We were delighted to host an evening with the Islesburgh Photographic Club whose members came out to view the exhibition and hold a discussion afterwards.
- The Bonhoga Gallery Education Programme for schools attracted visits from schools from all over Shetland and schools' workshops, undertaken by a locally commissioned artist, took place with pupils from many schools. There was a CPD event held for teachers and local artists with stained glass artist Fiona Foley in December. The Bonhoga Gallery Education Programme for schools is run in partnership with Creative Links at the SIC Schools Service, and is based around the Curriculum for Excellence.
- The Bonhoga Gallery Touring Programme included exhibitions by Emily Sharp ('Shetland Through A Plastic Lens'), Rob Colclough ('Spectrum'), Frances Taylor ('Nature of the Nyuggel'), Gaerbox Artists ('Peerie Picters') and Paul Bloomer & Roberto Getto ('Brushes'). These are all local artists. These exhibitions take place at The Peerie Shop Cafe, Sumburgh Airport Departure Lounge, Whalsay Leisure Centre, Mid Yell Leisure Centre and Unst Leisure Centre.
- Comedian Kevin Bridges performed to a thousand people at the Clickimin Centre.
- Shetland Arts hosted a visit by dance company Room2Manoeuvre in October. As well as undertaking workshops with participants of varying ages, the company also presented its touring performance *Watch It/Such a Bloke*.
- In December a month-long residency was undertaken by best selling Aberdeen-based crime writer Stuart McBride. As well as undertaking three creative writing workshops in the Anderson High School and one at Baltasound Junior High School, Mr McBride held a series of four public workshops in the Clickimin Centre, and he also visited the Annsbrae 'Just Writing' group. One of the objectives of the residency was to reach more rural areas, and public readings were held in Whalsay, Yell and Walls. Mr McBride ended the residency with a public reading at the Lerwick Library.
- In partnership with Shetland Recreational Trust we promoted a concert with seventies chart-toppers Showaddywaddy, to celebrate twenty five years of the Clickimin Centre.
- November saw the arrival of international musicians in Shetland for the LoveMusic Festival. Educational materials had previously been circulated around schools, and visiting tutors held workshops to help build expectation. The performance/festival element of the project (part-funded by the Scottish Arts Council and undertaken in partnership with SIC's Creative Links Department) took place during the first week of November at the Whiteness and Weisdale Hall. This was a week of musical events programmed especially for younger audiences, a unique touring event that had been simultaneously happening all around Scotland, designed to give school kids a chance to experience a wide range of music and culture from around the world, meet the musicians and take part in interactive activities. Visiting musicians included "Balkan Mash" consisting of performances by Kolektif Istanbul from Turkey, The Creaking Tree String Quartet, a bluegrass band from Canada, Swedish percussion master Jonny Axelsson, the hauntingly talented female vocal group Eva Quartet from Bulgaria, Mamadou Diabate, a Kora player from Mali, Sväng, a harmonic quartet from Finland, Circus Invisible, Oren Marshall and the Charming Transport Band, Hobbit, a London based human beatboxer who

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (continued)

YEAR ENDED 31 MARCH 2011

ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (continued)

dazzled the crowds with his ability to mimic full arrangements of popular songs with nothing but his mouth and a microphone, and a quartet of musicians from Tuva, a Russian Republic on the Mongolian border, who specialised in throat singing.

- A series of belly dancing for families workshops with Rocio Bolanos proved very successful, culminating in a performance at the Garrison Theatre which included students from the workshops.

Encouraging new work

- The beginning of April 2010 saw the final two weeks of the 'V' exhibition, whereby the five local artists who won the prizes at the 2009 Open Exhibition were given the opportunity and financial support to develop their own exhibition at Bonhoga.
- Following on from a weekend workshop by Tim Bentley, there was a weekend film making project at Bannamin Beach with Maddrim Media. This was led by Chris Halcrow, one of the senior members of the group, with support from Tim Bentley and from the SIC Youth Service. Twelve young people made the first draft of a new film, with each of them trying their hand at acting, directing and filming, as well as being involved in costume and prop making.
- The Director and other members of SADA staff continued to work with B4 Films in their aspirations to make a full length feature film on Fetlar.
- The Wirkin Up grant scheme was offered in partnership with the Scottish Arts Council and the SIC Economic Development Department. The scheme offers financial assistance to over twenty makers each year, and is advertised usually twice per year. A considerable amount of advisory work is carried out with each applicant in the course of the year to help them get the best from the grant and to further develop their practice and produce new work.
- The Shetland Arts' 'G-Man' craft exhibition was finally closed in January 2011 after 15 months, extended from an initial exhibition period of 6 months from September 2009. Shown in a focus cabinet in Shetland Museum the work was seen by a large proportion of the 96,875 visitors to the Museum during this time. Based on group discussion and mentoring, The 'G-man' project explored the way artists think through a creative development process. Eight designers or craftmakers developed ideas over a few months for contemporary craft objects or products inspired by alternative approaches to historical research into the Gunnister Man.

Promoting access and participation

- The Drama Development Officer gave regular and practical developmental support to Splinters Youth Theatre in Delting. This was part of a two year development agreement with the group's organisers because of a shortfall in capacity.
- Over the year over 240 traditional dance workshops were held in schools across Shetland. Traditional dance workshops were also undertaken with clients of the Independent Living Project, the WRVS Lunch Club and the Islesburgh Over 60s Club.
- The Shetland Open Exhibition, which is open to all, took place in September. This year, for the first time, the exhibition was themed, and the theme chosen was 'Portrait'. There were some excellent and innovative interpretations of this theme and the winners were Mandy Tait (Best Print), John Carolan (Best Photograph/New Media), Jayne Kelly (Best Arts and Craft), Amy Irvine (Best First Time Exhibitor) and Clare Laurenson (Best Painting or Drawing).

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (continued)

YEAR ENDED 31 MARCH 2011

ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (continued)

- In October Shetland Arts hosted an exhibition at the Shetland Museum and Archives called "Disability Pursuits". Alongside the exhibition Shetland Arts ran a series of visual arts workshops for Disability Shetland service users. There was also one workshop for the general public. Artist Lydia Popowich led the workshops exploring the theme of identity and self portrait for participants with a range of disabilities. This was undertaken in partnership with Disability Shetland.
- Shetland Arts also supported the new Shetland Community Orchestra to get underway, and helped with its fund-raising.
- A series of film outreach classes were undertaken in partnership with SIC Adult Education and Shetland Film Club during January and February. *Shakespeare on Screen* screenings and discussions took place at Walls and Bixter Halls on Sunday afternoons/evenings. The sessions examined the crossover of Shakespeare's plays to the screen in the hands of a number of different styles.

Supporting and promoting personal development

- The pilot Space2Face project ended this year. Run along with partners in the SIC Criminal Justice Service, Children's Reporter and the Restorative Justice Project, this project brought artists together with young offenders to create artworks for the victims of their crimes, and was the first such project to be held in Scotland. The project employed three local artists. Funding was successfully obtained for the new phase of the Space2Face project, which began in October, employing one visual artist as an Arts and Restorative Justice Worker (16 hours per week).
- Shetland Arts' drama development officer produced 'Who Cares?', a partnership project between SADA, the Community Mental Health Team and the Westside Players. The play was written by John Haswell and developed with the company, and dealt with issues to do with carers of those with mental health problems. A number of carers were involved in the development of the script. The first production was held in the Walls Boating Club, and toured other Shetland venues later in the year.
- Regular writers' groups were supported or led by the Literature Development Officer – Annsbrae 'Just Writing' group, Lerwick Writers Group and West Mainland Writers Group.
- Creative writing sessions were held at Rudda Park for ILP clients.

Supporting professional artists

- As mentioned earlier, the Space2Face project and the Bonhoga Gallery Education project all employed local artists, as did Power of Place and Mirrie Dancers.
- Local craft makers featured at the Bonhoga under the title of 'Here's One I Made Earlier'.
- As well as the Wirkin' Up scheme mentioned earlier, Shetland Arts also operated a Visual Artists' Award Scheme funded by Creative Scotland, Shetland Islands Council Economic Development Unit and Shetland Arts. This devolved funding scheme has been established to help visual artists take a significant developmental step in their careers.
- A writing residency took place in the North Isles early in 2011 with local writer and stand-up comedian Sandy Nelson providing workshops and readings in all kinds of writing styles. Some of the plays written went on to be part of the Unst Festival in the summer.
- Local musicians and tutors were employed to lead Fiddle Frenzy.

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (continued)

YEAR ENDED 31 MARCH 2011

ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (continued)

Promoting excellence in artistic quality

- Three major exhibitions arising out of last year's 'Portage' research took place in June, August and October. *Portage: Crossing Points* was the UK's first exhibition dedicated to digital jewellery and interactive art objects. Featuring work by national and international artists, it challenged perceptions of the nature of art and jewellery, and provoked much discussion and reflection. *Portage: Finger Symbols* featured work by international artists, in a wide range of making methods and materials, on the subject of finger ornamentation. The exhibition also featured photography, and a film created by Shetland graduates. A DVD catalogue and an embedded copy of the film allowed this innovative exhibition to be viewed worldwide; comments were received from as far away as China, New York and India. *Portage: Extremes of Scale* was the third and final exhibition and involved almost thirty contemporary textile artists from Norway, Finland, Iceland, the UK, the Netherlands, Germany and New Zealand. With a focus on scale as a means to draw the viewer in, exhibits were two and three dimensional, selected to sit in specific places in the gallery, on all floors. One three-dimensional piece will be installed in Mareel. Made in light-reflective fishing twine, it is in organic basket form and explores the idea of pollution and mutation in nature and the sea. The Portage exhibitions were designed to raise the level of craft curation and exhibition in Shetland and all took place at The Bonhoga Gallery.
- The third phase of Mirrie Dancers – 'Mirrie Lace' – was also highlighted at an exhibition at the Bonhoga Gallery throughout July, featuring work by eighteen of Shetland's finest lace knitters. Small pieces of lace, knitted in various patterns and using a range of different and experimental materials were placed inside specially designed lenses and illuminated through gobos placed around the gallery walls, ceiling and floors. These illuminations are indicative of the kinds of effects which will be evident in the interior spaces of Mareel and on parts of the exterior elevations.
- Shetland Arts was commissioned by Shetland Islands Council to undertake the annual quality assessment of finished work by members of the Shetland Arts & Crafts Association. Completed objects were assessed for design content and innovation; use of materials, form and colour; quality of production process; workmanship; originality; fitness for purpose; labelling and packaging. Four Arts Officers assessed the work of fourteen applicants for full membership of the Association. Nine applicants passed, allowing them to take part in the craft exhibition and sales area during the Tall Ships Event and the Craft Association Craft Trail. Constructive feedback and advice was offered to five unsuccessful applicants, in their studio or during one-to-one meetings, by phone and email.

Developing skills for artists

- Shetland Arts worked in partnership with Serpentine Drama Group on a project for the Hamefarin'. John Haswell directed one of a double bill of plays, 'Shetland in 60 Minutes', that was staged during Hamefarin', and offered developmental assistance to the group by working with an assistant director from Serpentine.
- A series of evening classes in Graphic Design was held at the Shetland College, led by our graphic designer, Jono Sandilands.
- Evening Classes supported and led by SADA staff began in September in ProTools, music production, and digital DJing.
- Extensive mentoring and support work was undertaken with a wide range of local artists, makers and arts and craft associations and groups.
- In partnership with the Shetland Charitable Trust Grants Unit Shetland Arts operates a developmental grant scheme for local artists and performers in all art forms.

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (continued)

YEAR ENDED 31 MARCH 2011

ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (continued)

Providing facilities/resources in support of the arts

- The Music Development Officer and three others attended the final part of the ProTools training course at Ayr College; ProTools is a state of the art, industry-standard music recording software that will be integral to the operation of Mareel and to raising the standard of recorded music in Shetland. The completion of the examinations means that Shetland Arts/Mareel will become a recognised training provider in ProTools.
- The Shetland Arts film equipment was regularly used by different groups and individuals throughout the year.
- Shetland Arts has piloted a 'virtual learning environment' to assist with the delivery of music education and training. This is now being used by Shetland Arts staff to deliver night classes and college modules.
- The Music Development Officer worked on the development of the NC and HNC courses in Music as part of a contract with the Shetland College/UHI. These courses will be offered by Shetland Arts/Shetland College next year.
- Work continued throughout the year to prepare the organisation for the operation of Mareel.

VOLUNTEERS

Shetland Arts works with over 30 volunteers who have a variety of roles, from office administration to assisting with events, book festival curation and film projection, and many others. Without this help the organisation's operations would indeed be constrained.

PLANS FOR THE FUTURE

Plans for 2011-12 include the beginning of the new full time music courses in partnership with Shetland College/UHI; the annual festivals (Wordplay, Screenplay, Fiddle Frenzy and Peerie Willie Guitar); an exciting programme of exhibitions at Bonhoga; Shetland Youth Theatre productions; the Tall Ships/Swan artist's residency ('LK 243 Under Sail'); working with the National Theatre of Scotland on a partnership project; organising a national programme of readers in residence as part of Creative Scotland's 'Creative Futures' scheme; further developing the craft quality assessment scheme; a possible film project as part of the 2012 Cultural Olympiad; preparing for a visit from the RSNO; creative writing for clients of the CADSS; a poetry and craft collaboration with Fife; the final phase of the Mirrie Dancers project; realising the potential of the move in to Mareel, and all our ongoing mentoring, support and development activities.

FINANCIAL REVIEW

Total Incoming Resources for the year were £6,666,773. This includes capital funding received of £5,220,196 for the construction of Mareel. The remainder of Incoming Resources for this year, £1,446,577 (2010 - £1,622,428) is made up as follows;

| | | |
|----------------------------------|----------|-------|
| Core grant funding | £852,841 | 59.0% |
| Planned maintenance funding | £52,000 | 3.6% |
| Project funding | £226,468 | 15.7% |
| Income generated from activities | £282,448 | 19.5% |
| Donations and sponsorship | £29,141 | 2.0% |
| Investment Income | £3,679 | 0.2% |

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (continued)

YEAR ENDED 31 MARCH 2011

FINANCIAL REVIEW (continued)

Core funding of £696,038 was received from Shetland Charitable Trust and foundation funding of £156,803 from Creative Scotland. Shetland Charitable Trust also provided a further £52,000 to fund planned maintenance of the organisation during they year. The remainder of funding received in the year related to specific projects and came from various different funding bodies.

Shetland Arts Development Agency seeks to generate income from activities where possible to reduce its reliance on grant funding. Income generated from activities in the year came from Box Office sales (38.8%), Bonhoga Shop & Café sales (28.8%), Bar and tuck shop takings (4.9%), Development course income (10.5%), Exhibition Sales (4.3%) and Miscellaneous Other Income (12.7%).

Capital funding received in the year in relation to the construction of Mareel came from the following funders;

| | <u>Funding received</u> <u>2010/11</u> | <u>Total Mareel</u> <u>Project Funding</u> |
|--|---|---|
| | £ | £ |
| Shetland Islands Council | £1,459,599 | £5,190,000 |
| Shetland Development Trust | £467,250 | £965,000 |
| Scottish Arts Council Capital Lottery Fund | £1,241,419 | £2,120,000 |
| Highland and Islands Enterprise | £703,004 | £965,000 |
| European Regional Development Fund | £1,348,924 | £2,822,203 |
| Gannochy Trust | NIL | £50,000 |
| Total | £5,220,196 | £12,112,203 |

Total Resources Expended was £1,512,039 (2010 - £1,681,208). £793,562 was spent on staffing costs (including travel and subsistence) with £738,426 being spent on Direct Service Provision. Overheads for the organisation during the year amounted to £205,231 and include £21,760 of depreciation on fixed assets. The purchase of stock for the both Bonhoga shop & café and also the Garrison Tuck Shop amounted to £44,156 during the year.

The cost of fixed assets purchased during the year is not included in the Statement of Financial Activities, but is included in the Balance Sheet. Fixed Asset additions in the year totalled, £5,369,151. This was made up as follows;

| | |
|---|-------------------|
| Construction cost of Mareel | £5,178,404 |
| Purchase of Kergord Hatchery (including legal fees) | £126,625 |
| Lighting Equipment for Mareel | £41,792 |
| Projector & accessories | £17,021 |
| Pro-tool Sound equipment | £5,309 |
| Total | £5,369,151 |

Net Incoming Resources before other recognised gains and losses for the year were £5,154,734. This is made up of a deficit of £53,175 in Unrestricted Funds and a surplus of £5,207,909 in the Restricted Capital Fund.

The deficit in Unrestricted Funds includes an adjustment for depreciation of £21,760. Depreciation is an accounting adjustment that shows the write off of the original cost of fixed assets purchased over their estimated working lifetime. Where a fixed asset has specifically been funded in the year by a capital grant, this grant is shown under the Restricted Capital Fund. A transfer is then made to recognise the release of this income over the estimated working lifetime of the fixed asset to which the funding applies. In this year a transfer of £12,287 has been made.

Without these accounting adjustments, the deficit for the year is, £43,702. This figures includes £37,470 of revenue expenditure related to the build up towards the opening of Mareel. These are costs which it was hoped would fall into our first year of operation and be set against income generated from the venue's operation. The costs specifically relate to marketing and branding costs, website development and recruitment costs.

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (continued)

YEAR ENDED 31 MARCH 2011

FINANCIAL REVIEW (continued)

Unfortunately, the delay in the completion of the building means that the only income we have to set against this cost in the year is only, £2,261 of bank interest received from investing capital funding received in advance for the construction of Mareel. Shetland Charitable Trust has agreed to provide us with deficit funding of up to £100,000 for the first year of Mareel's operation, and we will ask that they recognise that the costs incurred in this financial year are relevant to that first year of operation should we require this funding from them.

The remainder of our deficit is not specific to any one area of the organisation. Our core funding has been reduced in recent years, and while we have made every effort to keep our overheads to a minimum there are costs over which we have no control.

Fixed Assets for the organisation have increased significantly as detailed above.

Current Assets and Liabilities at the year-end are also higher. This is again mainly due to the construction of Mareel and accruals made for both income and expenditure related to the building work.

The Kergord Hatchery was purchased during the year from funds raised through a secured loan from Clydesdale Bank Plc for £125,000, repayable in 180 instalments. We were allowed a 6 month break from repaying the capital element of this loan, but interest payable was accrued in this financial year. Full repayments will commence in May 2011.

Defined benefit pension scheme liability has been included as per calculations received from Shetland Islands Council and prepared by their Actuaries, Hymans Robertson. The amount of the liability has fallen to £323,000 as at 31 March 2011 principally due to the fact that the financial assumptions at 31 March 2011 are more favourable than they were at 31 March 2010, and pension increases are now being linked to the consumer price index rather than the retail price index from June 2010.

RESERVES POLICY

The Shetland Charitable Trust has agreed that its arms length trusts, of which Shetland Arts Development Agency is one, may keep up to £50,000 as reserves.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are responsible for preparing the 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;
- 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; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

SHETLAND ARTS DEVELOPMENT AGENCY

ANNUAL REPORT OF THE TRUSTEES (continued)

YEAR ENDED 31 MARCH 2011

STATEMENT OF TRUSTEES' RESPONSIBILITIES (continued)

The trustees are responsible for keeping 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.

AUDITORS

The A9 Partnership Limited were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

Approved by the Trustees on 24 September 2011 and signed on its behalf by:

Chairman

SHETLAND ARTS DEVELOPMENT AGENCY
INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES
YEAR ENDED 31 MARCH 2011

We have audited the financial statements of Shetland Arts Development Agency for the year ended 31 March 2011 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees, as a body, in accordance with section 44(1) (c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the Trustee's Responsibilities Statement set out on pages 15 and 16, the trustees are responsible for the preparation of financial statements which give a true and fair view.

We have been appointed as auditor under section 44(1) (c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practice Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Chairman's Message, the Director's Statement and the Annual Report of the Trustees to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2011, and its incoming resources and application of resources, for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

SHETLAND ARTS DEVELOPMENT AGENCY
INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES (continued)
YEAR ENDED 31 MARCH 2011

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charity Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

.....
THE A9 PARTNERSHIP LIMITED
Chartered Accountants & Statutory Auditors

The A9 Partnership Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

47 Commercial Road
Lerwick
Shetland
ZE1 0NJ

SHETLAND ARTS DEVELOPMENT AGENCY

STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31 MARCH 2011

| | | 2011 | | | 2010 |
|---|----------|------------------|----------------|------------------|------------------|
| | | Unrestricted | Restricted | Restricted | Total |
| | Notes | Funds | Funds | Capital | Funds |
| | | £ | £ | Fund | £ |
| INCOMING RESOURCES | | | | | |
| Incoming resources from generated funds | | | | | |
| Voluntary income | 2 | 0 | 29,141 | 0 | 29,141 |
| Activities for generating funds | 3 | 239,884 | 42,564 | 0 | 282,448 |
| Investment income | 4 | 1,418 | 2,261 | 0 | 3,679 |
| Incoming resources from charitable activities | 5 | 904,841 | 226,468 | 5,220,196 | 6,351,505 |
| TOTAL INCOMING RESOURCES | | 1,146,143 | 300,434 | 5,220,196 | 6,666,773 |
| RESOURCES EXPENDED | | | | | |
| Costs of generating funds | | | | | |
| -Fundraising trading: cost of goods sold and other costs | 6 | 44,156 | 0 | 0 | 44,156 |
| Charitable activities | 7 | 996,746 | 461,572 | 0 | 1,458,318 |
| Governance costs | 8 | 9,565 | 0 | 0 | 9,565 |
| TOTAL RESOURCES EXPENDED | | 1,050,467 | 461,572 | 0 | 1,512,039 |
| NET INCOMING/(OUTGOING) RESOURCES BEFORE TRANSFERS | | | | | |
| Gross transfers between funds | 19 | (148,851) | 161,138 | (12,287) | 0 |
| NET INCOMING/(OUTGOING) RESOURCES BEFORE OTHER RECOGNISED GAINS AND LOSSES | | (53,175) | 0 | 5,207,909 | 5,154,734 |
| OTHER RECOGNISED GAINS AND LOSSES | | | | | |
| Gains on revaluation of fixed assets for the charity's own use | | 0 | 0 | 0 | 27,375 |
| Actuarial gains/(losses) on defined benefit pension scheme | | 154,000 | 0 | 0 | (280,000) |
| NET MOVEMENT IN FUNDS | | 100,825 | 0 | 5,207,909 | 5,308,734 |
| RECONCILIATION OF FUNDS | | | | | |
| TOTAL FUNDS BROUGHT FORWARD AT 1 APRIL 2010 | | (280,689) | 0 | 4,077,611 | 3,796,922 |
| TOTAL FUNDS CARRIED FORWARD AT 31 MARCH 2011 | | (179,864) | 0 | 9,285,520 | 9,105,656 |

The Statement of Financial Activities includes all gains and losses in the year.
All incoming resources and resources expended derive from continuing activities.

The notes on pages 22 to 35 form an integral part of these financial statements.

SHETLAND ARTS DEVELOPMENT AGENCY

BALANCE SHEET

YEAR ENDED 31 MARCH 2011

| | Notes | £ | 2011 £ | £ | 2010 £ |
|---|-------|------------------|-------------------------|------------------|-------------------------|
| FIXED ASSETS | | | | | |
| Tangible assets | 10 | | 9,347,231 | | 3,999,840 |
| Heritage assets | 11 | | 269,450 | | 269,450 |
| Total Fixed Assets | | | <u>9,616,681</u> | | <u>4,269,290</u> |
| CURRENT ASSETS | | | | | |
| Stock | 12 | 18,621 | | 14,814 | |
| Debtors | 13 | 248,991 | | 177,780 | |
| Cash at bank and in hand | | <u>1,566,641</u> | | <u>867,086</u> | |
| Total current assets | | <u>1,834,253</u> | | <u>1,059,680</u> | |
| CURRENT LIABILITIES | | | | | |
| Creditors: Amounts falling due within one year | 14 | <u>1,902,979</u> | | <u>1,055,048</u> | |
| NET CURRENT (LIABILITIES) OR ASSETS | | | <u>(68,726)</u> | | <u>4,632</u> |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | | 9,547,955 | | 4,273,922 |
| Creditors: Amounts falling due after one year | 15 | | <u>(119,299)</u> | | <u>0</u> |
| NET ASSETS EXCLUDING PENSION LIABILITY | | | <u>9,428,656</u> | | <u>4,273,922</u> |
| Defined benefit pension scheme liability | 16 | | <u>(323,000)</u> | | <u>(477,000)</u> |
| NET ASSETS INCLUDING PENSION LIABILITY | | | <u><u>9,105,656</u></u> | | <u><u>3,796,922</u></u> |
| THE FUNDS OF THE CHARITY | | | | | |
| RESTRICTED FUNDS | | | 9,285,520 | | 4,077,611 |
| UNRESTRICTED FUNDS | | | | | |
| Unrestricted income funds excluding pension liability | | 143,136 | | 196,311 | |
| Pension reserve | | <u>(323,000)</u> | | <u>(477,000)</u> | |
| Total unrestricted funds | | | <u>(179,864)</u> | | <u>(280,689)</u> |
| TOTAL CHARITY FUNDS | 20 | | <u><u>9,105,656</u></u> | | <u><u>3,796,922</u></u> |

These accounts were approved by the Trustees on

Trustee

Trustee

The notes on pages 22 to 35 form an integral part of these financial statements.

SHETLAND ARTS DEVELOPMENT AGENCY

CASH FLOW STATEMENT

YEAR ENDED 31 MARCH 2011

| | Notes | 2011 £ | 2010 £ |
|--|--------------|-------------------|-------------------|
| NET CASH FLOW | | | |
| Net cash inflow from operating activities | 23 | 5,906,853 | 4,682,728 |
| Returns on investments and servicing of finance | | | |
| Interest paid | | 0 | 0 |
| Capital expenditure and financial investment | | | |
| Purchase of tangible fixed assets | | (5,369,151) | (3,932,185) |
| Loss on disposal of fixed assets | | 0 | 84 |
| Financing | | | |
| Secured loan for Kergord Hatchery | | 125,000 | 0 |
| | | <u>662,702</u> | <u>750,627</u> |
| RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN CASH AND BANK BALANCES | | | |
| Increase in cash in the year | | 660,650 | 750,626 |
| Net cash at 1 April 2010 | | 867,086 | 116,460 |
| Net cash at 31 March 2011 | 24 | <u>1,527,736</u> | <u>867,086</u> |

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

1. 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 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 (revised 2005) and applicable accounting standards and are in accordance with the Charities Accounts (Scotland) Regulations 2006.

Fixed Assets

No single equipment purchase with a cost below £2,000 is to be capitalised. Any item of equipment costing more than £2,000 is initially stated at cost. Heritage property is included at the valuation on transfer from Shetland Arts Trust at April 2006 and it is not depreciated as the property is considered to have a useful life as a building of greater than 50 years and so any depreciation charge 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.

No depreciation has been charged on Heritable Property as this represents the cost of our purpose built cinema and music venue, Mareel, which was still under construction at 31 March 2011.

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 is an internal employee of Shetland Arts Development Agency and is not a qualified valuer.

Capital Grants

Capital grants are taken into account when they become receivable.

Revenue Grants

Revenue grants are taken into account when they become receivable.

Creditors

Funds are included in creditors when authorised and committed.

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.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2008

1. ACCOUNTING POLICIES (continued)

Pensions

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 profit and loss account so as to spread the cost of pensions over the service lives of employees.

Incoming Resources

Incoming resources are included in the Statement of Financial Activities when;

- the charity becomes entitled to the resources
- the trustees are virtually certain they will receive the resources; and
- the monetary value can be measured with sufficient reliability

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resources are reported gross in the Statement of Financial Activities.

Income from grants relating to projects is included to the extent of completion of the project concerned. This is generally equivalent to the sum of relevant expenditure incurred on the project during the year and any related contribution towards overhead costs. Deferred incoming resources is held within creditors.

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.

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

Resources Expended

All expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay for expenditure. All costs have been directly attributed to one of the functional categories of resources expended in the Statement of Financial Activities.

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.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

| | 2011 | | | 2010 |
|---|----------------------------|--------------------------|-------------------------------------|---------------------|
| | Unrestricted Funds £ | Restricted Funds £ | Restricted Capital Funds £ | Total Funds £ |
| 2. VOLUNTARY INCOME | | | | |
| Business sponsorships | 0 | 6,147 | 0 | 6,147 |
| Donations | 0 | 22,994 | 0 | 22,994 |
| | <u>0</u> | <u>29,141</u> | <u>0</u> | <u>29,141</u> |
| | | | | <u>8,283</u> |
| 3. ACTIVITIES FOR GENERATING INCOME | | | | |
| Box office | 109,634 | 0 | 0 | 109,634 |
| Ancillary earned income | | | | |
| Contract income | 14,300 | 0 | 0 | 14,300 |
| Management fees | 1,000 | 0 | 0 | 1,000 |
| Garrison Theatre hire income | 6,362 | 0 | 0 | 6,362 |
| Rental income | 1,279 | 0 | 0 | 1,279 |
| Bar & tuck shop takings | 13,957 | 0 | 0 | 13,957 |
| Merchandise sales | 0 | 2,128 | 0 | 2,128 |
| Bonhoga shop | 27,242 | 0 | 0 | 27,242 |
| Exhibition sales | 12,069 | 0 | 0 | 12,069 |
| Bonhoga café | 54,041 | 0 | 0 | 54,041 |
| Development course income | 0 | 29,704 | 0 | 29,704 |
| Recharges income | 0 | 7,404 | 0 | 7,404 |
| Miscellaneous income | 0 | 808 | 0 | 808 |
| Other earned income | 0 | 2,520 | 0 | 2,520 |
| | <u>239,884</u> | <u>42,564</u> | <u>0</u> | <u>282,448</u> |
| | | | | <u>319,590</u> |
| 4. INVESTMENT INCOME | | | | |
| Bank interest received | <u>1,418</u> | <u>2,261</u> | <u>0</u> | <u>3,679</u> |
| | | | | <u>2,132</u> |
| 5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES | | | | |
| Shetland Charitable Trust | 748,038 | 0 | 0 | 748,038 |
| Creative Scotland revenue funding | 156,803 | 0 | 0 | 156,803 |
| Partnership funding | 0 | 0 | 0 | 0 |
| Creative Scotland Project funding | 0 | 140,371 | 1,241,419 | 1,381,790 |
| Local Authority - Project funding | 0 | 9,713 | 1,926,849 | 1,936,562 |
| Other public funds | 0 | 76,384 | 2,051,928 | 2,128,312 |
| | <u>904,841</u> | <u>226,468</u> | <u>5,220,196</u> | <u>6,351,505</u> |
| | | | | <u>5,212,447</u> |

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

| | | | 2011 | | 2010 | |
|---|-----------|-------------------------|-----------------------|-------------------------------|------------------|------------------|
| | Notes | Unrestricted Funds £ | Restricted Funds £ | Restricted Capital Funds £ | Total Funds £ | Total Funds £ |
| 6. COSTS OF GENERATING FUNDS | | | | | | |
| Fundraising trading costs | | | | | | |
| Food stock purchases | | 27,718 | 0 | 0 | 27,718 | 33,864 |
| Shop and gallery stock purchases | | 16,438 | 0 | 0 | 16,438 | 20,974 |
| Craft stock purchases | | 0 | 0 | 0 | 0 | 8 |
| | | <u>44,156</u> | <u>0</u> | <u>0</u> | <u>44,156</u> | <u>54,846</u> |
| 7. CHARITABLE ACTIVITIES EXPENDITURE | | | | | | |
| Direct service provision | 7a | 287,191 | 451,235 | 0 | 738,426 | 900,323 |
| Grant funding | 7b | 0 | 8,290 | 0 | 8,290 | 14,052 |
| Support costs | 7c | 709,555 | 2,047 | 0 | 711,602 | 707,427 |
| | | <u>996,746</u> | <u>461,572</u> | <u>0</u> | <u>1,458,318</u> | <u>1,621,802</u> |
| 7a. Direct service provision | | | | | | |
| Project staff costs | 7d | 287,191 | 0 | 0 | 287,191 | 299,519 |
| Programming | | 0 | 356,924 | 0 | 356,924 | 529,626 |
| Cinema and music venue | | 0 | 37,470 | 0 | 37,470 | 1,598 |
| Shetland Box Office | | 0 | 13,431 | 0 | 13,431 | 13,388 |
| Recharged expenditure | | 0 | 0 | 0 | 0 | 29,066 |
| Development costs | | 0 | 3,220 | 0 | 3,220 | 4,025 |
| Programme marketing | | 0 | 40,190 | 0 | 40,190 | 23,101 |
| | | <u>287,191</u> | <u>451,235</u> | <u>0</u> | <u>738,426</u> | <u>900,323</u> |
| 7b. Grant funding | | | | | | |
| Grants paid to individuals | | <u>0</u> | <u>8,290</u> | <u>0</u> | <u>8,290</u> | <u>14,052</u> |
| The grants made during the year relate to a craft initiative in partnership with the Shetland Islands Council and the Scottish Arts Council (£2,390) and bursaries of £5,900 paid out through the Visual Arts Award Scheme, a partnership with Creative Scotland and Shetland Islands Council. Support costs associated with these schemes amounted to £3,500 and £707, respectively. | | | | | | |
| 7c. Support costs | | | | | | |
| Support staff salaries and other staffing costs | 7d | 506,371 | 0 | 0 | 506,371 | 484,243 |
| Overheads | 7e | 203,184 | 2,047 | 0 | 205,231 | 223,184 |
| | | <u>709,555</u> | <u>2,047</u> | <u>0</u> | <u>711,602</u> | <u>707,427</u> |

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

| | | | 2011 | | 2010 |
|----------------------------------|-----------|----------------------------|--------------------------|-------------------------------------|---------------------|
| | | Unrestricted Funds £ | Restricted Funds £ | Restricted Capital Funds £ | Total Funds £ |
| 7d. All staff costs | | | | | |
| Project Staff salaries | 7a | 287,191 | 0 | 0 | 287,191 |
| Support Staff salaries | 7c | 454,598 | 0 | 0 | 454,598 |
| | 17 | 741,789 | 0 | 0 | 741,789 |
| Staff training | 7c | 8,958 | 0 | 0 | 8,958 |
| Recruitment and relocation | 7c | 461 | 0 | 0 | 461 |
| Mileage and car allowance | 7c | 16,412 | 0 | 0 | 16,412 |
| Professional fees | 7c | 212 | 0 | 0 | 212 |
| Travel and subsistence | 7c | 25,637 | 0 | 0 | 25,637 |
| Volunteer expenses | 7c | 93 | 0 | 0 | 93 |
| | | <u>793,562</u> | <u>0</u> | <u>0</u> | <u>793,562</u> |
| 7e. Overheads | | | | | |
| Stationery | | 2,850 | 0 | 0 | 2,850 |
| Equipment | | 2,453 | 0 | 0 | 2,453 |
| ICT | | 13,142 | 0 | 0 | 13,142 |
| Photocopier lease | | 14,960 | 0 | 0 | 14,960 |
| Electricity | | 13,923 | 0 | 0 | 13,923 |
| Telephone and fax | | 4,517 | 0 | 0 | 4,517 |
| Cleaning | | 2,893 | 0 | 0 | 2,893 |
| Postage | | 3,101 | 0 | 0 | 3,101 |
| Trustee expenses | | 1,335 | 0 | 0 | 1,335 |
| Hospitality | | 272 | 0 | 0 | 272 |
| Legal and professional fees | | 5,248 | 0 | 0 | 5,248 |
| Bank charges | | 1,452 | 0 | 0 | 1,452 |
| Publications and subscriptions | | 2,880 | 0 | 0 | 2,880 |
| Licences | | 3,669 | 0 | 0 | 3,669 |
| Rates | | 2,776 | 0 | 0 | 2,776 |
| Office lease | | 37,000 | 0 | 0 | 37,000 |
| Storage facilities | | 8,080 | 0 | 0 | 8,080 |
| Repairs and maintenance | | 466 | 0 | 0 | 466 |
| Planned Maintenance | | 43,122 | 0 | 0 | 43,122 |
| General overheads | | 0 | 0 | 0 | 0 |
| Insurance | | 13,688 | 0 | 0 | 13,688 |
| Depreciation | | 21,760 | 0 | 0 | 21,760 |
| Payroll processing | | 3,592 | 0 | 0 | 3,592 |
| Royalties Due | | 0 | 0 | 0 | 0 |
| Bank interest | | 5 | 0 | 0 | 5 |
| Loan interest | | 0 | 2,047 | 0 | 2,047 |
| Loss on disposal of fixed assets | | 0 | 0 | 0 | 0 |
| | | <u>203,184</u> | <u>2,047</u> | <u>0</u> | <u>205,231</u> |
| | | | | | <u>223,184</u> |

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

8. GOVERNANCE COSTS

Auditors remuneration:

| | | | | | |
|----------------------|--------------|----------|----------|--------------|--------------|
| Audit | 7,250 | 0 | 0 | 7,250 | 5,000 |
| Accountancy services | 750 | 0 | 0 | 750 | (490) |
| Actuary fee | 1,565 | 0 | 0 | 1,565 | 50 |
| | <u>9,565</u> | <u>0</u> | <u>0</u> | <u>9,565</u> | <u>4,560</u> |

9. ANALYSIS OF MOVEMENT IN DEFERRED INCOMING RESOURCES

| | Opening Balance £ | Deferred In Year £ | Released in Year £ | Closing Balance £ |
|---|-------------------------|--------------------------|--------------------------|-------------------------|
| -Fiddle Frenzy subscriptions prepaid | 1,144 | 581 | (1,144) | 581 |
| Architecture & Design Scotland | | | | |
| -Power Of Place | 8,000 | 0 | (8,000) | 0 |
| Awards For all | | | | |
| -Created Space | 5,000 | 0 | (1,606) | 3,394 |
| Children In Need | | | | |
| -Space2Face (under 18 years) | 0 | 4,814 | 0 | 4,814 |
| Community Mediation Group | | | | |
| -Space2Face (over 18 years) | 0 | 2,815 | 0 | 2,815 |
| Co-operative Fund | | | | |
| -Art in Care Homes | 1,000 | 0 | (1,000) | 0 |
| Esme Fairbairn | | | | |
| -Mirrie Dancers | 7,843 | 0 | (7,843) | 0 |
| Gulbenkian Foundation (via Taigh Chearsabhagh) | | | | |
| -LK243 Under Sail | 7,000 | 0 | (7,000) | 0 |
| Highland & Islands Enterprise | | | | |
| -Feasibility Study Creative Finance Project | 8,000 | 0 | (7,146) | 854 |
| Paul Hamlyn Foundation | | | | |
| -Space2Face | 1,696 | 0 | (1,696) | 0 |
| Robertson Trust | | | | |
| -Power Of Place | 0 | 1,091 | 0 | 1,091 |
| Creative Scotland Grants | | | | |
| -Portage | 33,415 | 0 | (33,415) | 0 |
| -Mirrie Dancers | 36,300 | | (31,350) | 4,950 |
| -The Voyage | 3,384 | | (3,384) | 0 |
| -Craftmakers Award Scheme 3 | 324 | | (324) | 0 |
| -Creative Futures Project - Writers In Residence | 0 | 10,000 | 0 | 10,000 |
| -Creative Finance Project | 0 | 510 | 0 | 510 |
| Shetland Islands Council | | | | |
| -Music Course Co-ordinator Income | 5,000 | 0 | (5,000) | 0 |
| -Mareel Construction | 177,451 | 1,243,706 | (177,451) | 1,243,706 |
| -Bonhoga Gallery Education Programme | 0 | 569 | 0 | 569 |
| -Working Up 4 Craftmakers Award Scheme | 0 | 3,700 | 0 | 3,700 |
| | <u>295,557</u> | <u>1,267,786</u> | <u>(286,359)</u> | <u>1,276,984</u> |

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

10. TANGIBLE FIXED ASSETS

| | Heritable Property £ | Equipment £ | Pianos £ | Paintings £ | Total £ |
|-------------------------|-------------------------------------|------------------------|---------------------|------------------------|--------------------|
| COST/VALUATION | | | | | |
| As at 1 April 2010 | 3,920,024 | 256,764 | 42,800 | 2,862 | 4,222,450 |
| Additions during period | <u>5,305,029</u> | <u>64,122</u> | <u>0</u> | <u>0</u> | <u>5,369,151</u> |
| As at 31 March 2011 | <u>9,225,053</u> | <u>320,886</u> | <u>42,800</u> | <u>2,862</u> | <u>9,591,601</u> |
| DEPRECIATION | | | | | |
| As at 1 April 2010 | 0 | 222,610 | 0 | 0 | 222,610 |
| Charge for period | <u>0</u> | <u>21,760</u> | <u>0</u> | <u>0</u> | <u>21,760</u> |
| As at 31 March 2011 | <u>0</u> | <u>244,370</u> | <u>0</u> | <u>0</u> | <u>244,370</u> |
| NET BOOK VALUE | | | | | |
| As at 31 March 2011 | <u>9,225,053</u> | <u>76,516</u> | <u>42,800</u> | <u>2,862</u> | <u>9,347,231</u> |
| As at 1 April 2010 | <u>3,920,024</u> | <u>34,154</u> | <u>42,800</u> | <u>2,862</u> | <u>3,999,840</u> |

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 is an internal employee of Shetland Arts Development Agency and is not a qualified valuer. The valuations are unchanged from the previous year.

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

11. HERITAGE ASSETS

| | Heritage Property £ |
|--------------------------------------|------------------------------------|
| COST/VALUATION | |
| As at 1 April 2010 and 31 March 2011 | <u>269,450</u> |
| NET BOOK VALUE | |
| As at 31 March 2011 | <u>269,450</u> |
| As at 1 April 2010 | <u>269,450</u> |

The heritage property is the Weisdale Mill building. The building is utilised essentially as a gallery and was constructed circa 1855.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

| | 2011 £ | 2010 £ |
|---|------------------|------------------|
| 12. STOCK | | |
| General stock | 2 | 10 |
| Weisdale Mill sales area stock | 13,368 | 9,787 |
| Weisdale Mill café stock | 626 | 701 |
| Dialect Programme book stock | 3,425 | 3,425 |
| Garrison Theatre tuck shop stock | 1,200 | 891 |
| | <u>18,621</u> | <u>14,814</u> |
| 13. DEBTORS | £ | £ |
| Trade debtors | 5,235 | 16,430 |
| Other debtors | 156,151 | 110,671 |
| Prepayments and accrued income | 87,605 | 50,679 |
| | <u>248,991</u> | <u>177,780</u> |
| 14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR | £ | £ |
| Trade creditors | 500,920 | 395,662 |
| Accruals | 294,736 | 363,829 |
| Deferred income | 1,062,717 | 295,557 |
| Bank overdraft | 38,905 | 0 |
| Secured bank loan | 5,701 | 0 |
| | <u>1,902,979</u> | <u>1,055,048</u> |
| 15. CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR | | |
| Secured bank loan (falling due in less than 5 years) | 27,923 | 0 |
| Secured bank loan (falling due after 5 years) | 91,376 | 0 |
| | <u>119,299</u> | <u>0</u> |

The bank loan is secured on the Kergord Hatchery property and Weisdale Mill building.

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

16. 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 2008 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.

| Assumptions as at | 31-Mar-11 % per annum | 31-Mar-10 % per annum |
|---|--------------------------|--------------------------|
| Inflation/pension increase rate | 2.8% | 3.8% |
| Salary increases | 5.1% | 5.3% |
| Expected return on assets | 7.0% | 7.3% |
| Discount rate | 5.5% | 5.5% |
| Proportion of employees opting for early retirement | 0.0% | 0.0% |

The overall expected rate of return on assets (including the effect of major categories of assets) is based on recommended return assumptions derived from the HRAM model, the proprietary stochastic asset model developed and maintained by Hymans Robertson LLP.

| Mortality assumptions | 31-Mar-11 Years | 31-Mar-10 Years |
|--|--------------------|--------------------|
| Longevity at age 65 for current pensioners | | |
| Men | 21.5 | 21.5 |
| Women | 24.9 | 24.9 |
| Longevity at age 65 for future pensioners | | |
| Men | 23.5 | 23.5 |
| Women | 27.0 | 27.0 |

Assets (Employer Share)

| | Long term rate of return expected at 31-Mar-11 | Fund value at 31-Mar-11 £ 000 | Long term rate of return expected at 31-Mar-10 | Fund value at 31-Mar-10 £ 000 |
|----------|---|--|---|--|
| Equities | 7.5% | 778 | 7.8% | 650 |
| Bonds | 4.9% | 87 | 5.0% | 65 |
| Property | 5.5% | 68 | 5.8% | 57 |
| Cash | 4.6% | 39 | 4.8% | 41 |
| Total | | <u>972</u> | | <u>813</u> |

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

16. PENSION SCHEME (Continued)

| Net Pension Asset as at | 31-Mar-11 £ 000 | 31-Mar-10 £ 000 |
|---|--------------------|--------------------|
| Fair value of Employer Assets | 972 | 813 |
| Present value of funded liabilities | (1,140) | (1,219) |
| Net (under)/overfunding in funded plans | (168) | (406) |
| Present value of unfunded liabilities | (155) | (71) |
| Unrecognised past service cost | 0 | 0 |
| Net asset/(liability) | (323) | (477) |
| Amount in the balance sheet | | |
| Liabilities | (323) | (477) |
| Assets | 0 | 0 |
| Net Pension (liability)/asset | (323) | (477) |

Analysis of amount charged in the SOFA

| Recognition in the SOFA | 31-Mar-11 £ 000 | 31-Mar-11 % of pay | 31-Mar-10 £ 000 | 31-Mar-10 % of pay |
|---|--------------------|-----------------------|--------------------|-----------------------|
| Current service cost | 105 | 21.3% | 48 | 10.1% |
| Interest cost | 69 | 14.0% | 51 | 10.9% |
| Expected return on employer assets | (63) | (12.8%) | (36) | (7.7%) |
| Past service cost/(gain) | (138) | (28.0%) | 6 | 1.3% |
| Losses/(gains) on curtailment and settlements | 0 | 0.0% | 0 | 0.0% |
| Total | (27) | (5.5%) | 69 | 14.6% |
| Actual return on plan assets | 55 | | 219 | |

| Reconciliation of defined benefit obligation | 31-Mar-11 £ 000 | 31-Mar-10 £ 000 |
|---|--------------------|--------------------|
| Opening defined benefit obligation | 1,290 | 699 |
| Current service cost | 105 | 48 |
| Interest cost | 69 | 51 |
| Member contributions | 31 | 29 |
| Actuarial losses/(gains) | (47) | 465 |
| Past service costs/(gains) | (138) | 6 |
| Losses/(gains) on curtailments | 0 | 0 |
| Liabilities extinguished on settlements | 0 | 0 |
| Liabilities assumed in a business combination | 0 | 0 |
| Exchange differences | 0 | 0 |
| Estimated unfunded benefits paid | (7) | (1) |
| Estimated benefits paid | (8) | (7) |
| Closing defined benefit obligation | 1,295 | 1,290 |

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

16. PENSION SCHEME (Continued)

Shetland Arts Development Agency estimates that Employer's contributions for the year to 31 March 2012 will be approximately £94,000.

Major categories of plan assets as a percentage of total plan assets

| | 31-Mar-11 | 31-Mar-10 |
|----------|-----------|-----------|
| Equities | 80% | 80% |
| Bonds | 9% | 8% |
| Property | 7% | 7% |
| Cash | 4% | 5% |

Reconciliation of fair value of employer assets

| | 31-Mar-11 £ 000 | 31-Mar-10 £ 000 |
|---|--------------------|--------------------|
| Opening fair value of employer assets | 813 | 502 |
| Expected return on assets | 63 | 36 |
| Contributions by members | 31 | 29 |
| Contributions by the employer | 81 | 70 |
| Contributions in respect of unfunded benefits | 7 | 1 |
| Actuarial gains/(losses) | (8) | 183 |
| Assets distributed on settlements | 0 | 0 |
| Assets acquired in a business combination | 0 | 0 |
| Exchange differences | 0 | 0 |
| Estimated unfunded benefits paid | (7) | (1) |
| Estimated benefits paid | (8) | (7) |
| Closing fair value of employer assets | 972 | 813 |

Amounts for the current and previous accounting periods

| | 31-Mar-11 £ 000 | 31-Mar-10 £ 000 | 31-Mar-09 £ 000 | 31-Mar-08 £ 000 | 31-Mar-07 £ 000 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| Fair value of employer asset | 972 | 813 | 502 | 449 | 437 |
| Present value of defined benefit obligation | (1,295) | (1,290) | (699) | (590) | (474) |
| Surplus/(deficit) | (323) | (477) | (197) | (141) | (37) |
| Experience gains/(losses) on assets | (8) | 183 | (69) | (67) | 4 |
| Experience gains/(losses) on liabilities | (112) | 72 | (77) | (52) | (9) |

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

16. PENSION SCHEME (Continued)

Amount recognised in SOFA

| | 31-Mar-11 £ 000 | 31-Mar-10 £ 000 | 31-Mar-09 £ 000 | 31-Mar-08 £ 000 | 31-Mar-07 £ 000 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Actuarial gains/(losses) | 39 | (282) | (62) | (9) | 34 |
| Other actuarial adjustment | | 2 | 6 | (95) | 0 |
| Actuarial gains/(losses) recognised | <u>39</u> | <u>(280)</u> | <u>(56)</u> | <u>(104)</u> | <u>34</u> |
| Cumulative actuarial gains and losses | <u>(280)</u> | <u>(319)</u> | <u>(37)</u> | <u>25</u> | <u>34</u> |

Hymans Robertson confirm the figures presented above are prepared only for the purposes of Financial Reporting Standard on Retirement Benefits FRS17 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.

17. RELATED PARTY TRANSACTIONS

No Trustees received a salary or remuneration during the year. Travelling expenses claimed by Trustees totalled £953 for the year (2010 - £1,022). Trustees were paid £Nil (2010 - £350) during the year for commissioned work.

18. ANALYSIS OF EMPLOYEE COST

| | 31-Mar-11 £ | 31-Mar-10 £ |
|--------------------|----------------|----------------|
| Salaries | 615,623 | 619,369 |
| National insurance | 41,723 | 40,383 |
| Pension Costs | <u>84,443</u> | <u>74,413</u> |
| Total | <u>741,789</u> | <u>734,165</u> |

No employee received emoluments of over £60,000 during the year.

| Employee No | 2011 | 2010 |
|-------------|-----------|-----------|
| Full Time | 17 | 15 |
| Part Time | <u>37</u> | <u>37</u> |
| | <u>54</u> | <u>52</u> |

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

19. ANALYSIS OF MOVEMENTS BETWEEN FUNDS

| | Unrestricted Funds £ | Restricted Funds £ | Restricted Capital Fund £ | Total Funds £ |
|--|----------------------------|--------------------------|------------------------------------|---------------------|
| Total Funds as at 1 April 2010 | (280,689) | 0 | 4,077,611 | 3,796,922 |
| Total Incoming Resources | 1,146,143 | 300,434 | 5,220,196 | 6,666,773 |
| Total Resources Expended | (1,050,467) | (461,572) | 0 | (1,512,039) |
| Other Recognised Gains And Losses | 154,000 | 0 | 0 | 154,000 |
| Transfer amortisation of Restricted Capital Fund | 12,287 | | (12,287) | 0 |
| Transfer from Unrestricted Funds to cover negative balance in Restricted Funds | (161,138) | 161,138 | 0 | 0 |
| Total Funds as at 31 March 2011 | <u>(179,864)</u> | <u>0</u> | <u>9,285,520</u> | <u>9,105,656</u> |

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| Fund balances at 31 March are represented by: | Unrestricted Funds £ | Restricted Funds £ | Restricted Capital Fund £ | Total Funds £ |
|---|----------------------------|--------------------------|------------------------------------|---------------------|
| Fixed Assets | 331,161 | 0 | 9,285,520 | 9,616,681 |
| Current Assets | 1,834,253 | 0 | 0 | 1,834,253 |
| Current Liabilities | (1,902,979) | 0 | 0 | (1,902,979) |
| Long-Term Liabilities | (119,299) | 0 | 0 | (119,299) |
| Provisions | (323,000) | 0 | 0 | (323,000) |
| Total Net Assets | <u>(179,864)</u> | <u>0</u> | <u>9,285,520</u> | <u>9,105,656</u> |

21. COMMITMENTS UNDER OPERATING LEASES

At 31st March 2011 the charity had aggregate annual commitments under non-cancellable operating leases as set out below.

| | 31-Mar-11 | | 31-Mar-10 | |
|--------------------------------|-----------------------|------------------|-----------------------|------------------|
| | Land & Buildings £ | Other items £ | Land & Buildings £ | Other items £ |
| Operating leases which expire: | | | | |
| Within 1 year | 18,500 | 0 | 0 | 0 |
| Within 2 to 5 years | <u>0</u> | <u>10,680</u> | <u>37,000</u> | <u>7,300</u> |
| | <u>18,500</u> | <u>10,680</u> | <u>37,000</u> | <u>7,300</u> |

SHETLAND ARTS DEVELOPMENT AGENCY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2011

22. CAPITAL COMMITMENTS

Shetland Arts Development Agency is currently constructing, Mareel, a purpose-built cinema & music venue, due to be completed during 2011-12. We are committed to spend £3,186,250 to ensure completion.

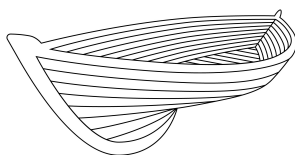
23. RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

| | 2011 £ | 2010 £ |
|--|-------------------------|-------------------------|
| Net incoming/(outgoing) resources before transfers | 5,154,734 | 3,861,244 |
| Depreciation | 21,760 | 40,182 |
| Interest payable | 2,052 | 0 |
| (Increase)/decrease in stocks | (3,807) | 2,723 |
| (Increase) in debtors | (71,211) | (130,014) |
| Increase in creditors | <u>803,325</u> | <u>908,593</u> |
| Net cash inflow from operating activities | <u><u>5,906,853</u></u> | <u><u>4,682,728</u></u> |

24. ANALYSIS OF CHANGES IN CASH AND BANK BALANCES

| | 31-Mar-10 £ | Cashflow £ | 31-Mar-11 £ |
|-----------------------|-----------------------|-----------------------|-------------------------|
| Cash in hand and bank | 867,086 | 699,555 | 1,566,641 |
| Bank overdraft | <u>0</u> | <u>(38,905)</u> | <u>(38,905)</u> |
| | <u><u>867,086</u></u> | <u><u>660,650</u></u> | <u><u>1,527,736</u></u> |

| Revised 4 August 2011 | | | | | | | | | | | | | | | | | | | | |
|---|------------------------------------|----------------|---------------------|------------------------------|--|-------------------|------------------------------|--------------------|--------------------|---|------------------------|-------------------------------------|-------------|-------------------------------|--------------------|------------------------------|-----------------|---------------|-------------------------------|--|
| Office Post → Requiring Approval ↓ Task | Trustees - authorised signatory | Director | Head of Development | Arts Development Officers | Assistant Arts Development Officers | Marketing Officer | Programming Co- ordinator | Head of Operations | Production Manager | Box Office and Customer Care Manager | Bar & Catering Manager | Assistant Bar & Catering Officer | Technicians | Bonhoga Gallery Supervisor | Gallery Assistants | Head of Finance and Admin | Finance Officer | Admin Officer | Finance & Admin Assistants | |
| Purchase Order - Goods and Services | | ✓ ^⑤ | ✓ ^④ | ✓ ^② | ✗ | ✓ ^② | ✗ | ✓ ^③ | ✓ ^② | ✓ ^② | ✓ ^② | ✗ | ✗ | ✓ ^① | ✗ | ✓ ^③ | ✗ | ✗ | ✗ | |
| PAYROLL FORMS | | | | | | | | | | | | | | | | | | | | |
| Timesheets (including overtime) | | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✓ | ✗ | ✗ | |
| Overtime Claim Forms (where timesheets are not used) | | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✓ | ✗ | ✗ | |
| Expenses Claim Forms (SAL009) | | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✓ | ✗ | ✗ | |
| Notification of Start/Termination of Employment (SAL002A/3A) | | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✓ | ✗ | ✗ | |
| Employee Transfer Change in Hours/Grade (SAL002B/3B) | | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✓ | ✗ | ✗ | |
| Change to Employee Circumstances (Memo 2) | | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✓ | ✗ | ✗ | |
| Extension to Temporary Work Arrangement (Memo 3) | | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✓ | ✗ | ✗ | |
| Notification of Sickness SAL001(a)/E.Rota/SAL20 | | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✓ | ✗ | ✗ | |
| Monthly Additional Hours to Contract Claim form (SAL008C) | | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✓ | ✗ | ✗ | |
| Overtime Approval Form | | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✓ | ✗ | ✗ | |
| Annual Leave/TOIL/Compassionate Leave Requests | | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✓ | ✗ | ✗ | |
| BANKING | | | | | | | | | | | | | | | | | | | | |
| Internet Banking Access | | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✓ | ✗ | ✗ | |
| VAT | | | | | | | | | | | | | | | | | | | | |
| HM Revenue & Customs On-line User | | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✓ | ✗ | ✗ | |
| <i>Cheque/Bank Payment Signatories:</i> | | | | | | | | | | | | | | | | | | | | |
| Up to £5000 ^⑥ | ✓ | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | |
| Over £5000 ^⑦ | ✓ | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | |
| Bank Transfers | | | | | | | | | | | | | | | | | | | | |
| Up to £5000 ^⑥ | ✓ | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | |
| Over £5000 ^⑦ | ✓ | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✗ | |
| Notes | | | | | | | | | | | | | | | | | | | | |
| ① Authorised to commit expenditure on goods and services up to £1,000 per order on relevant budget. | | | | | | | | | | | | | | | | | | | | |
| ② Authorised to commit expenditure on goods and services up to £2,000 per order on relevant budget. | | | | | | | | | | | | | | | | | | | | |
| ③ Authorised to commit expenditure on goods and services up to £5,000 per order. | | | | | | | | | | | | | | | | | | | | |
| ④ Authorised to commit expenditure on goods and services up to £10,000 per order. | | | | | | | | | | | | | | | | | | | | |
| ⑤ Authorised to commit expenditure on goods and services over £10,000 per order. | | | | | | | | | | | | | | | | | | | | |
| ⑥ Cheques up to £5,000 = Two from: Senior Management Team/ Trustee authorised to counter sign. | | | | | | | | | | | | | | | | | | | | |
| ⑦ Cheques over £5,000 = One from Senior Management Team/One Trustee authorised to countersign | | | | | | | | | | | | | | | | | | | | |
| Last reviewed: Monday 26 January 2009 | | | | | | | | | | | | | | | | | | | | |



Shetland*arts*

To: Board of Trustees – Shetland Arts

24 September 2011

From: Director, Shetland Arts

Background

At the Board meeting of the 24 April 2011 the Board instructed SADA's officers to investigate one of more models of arts development staffing that enables reduction if necessary of overall staff numbers while: optimising the capacity of the team to respond to opportunities to commission developments in all or any art form; sustaining present levels of support and enabling new development as far as possible; being flexible to the needs of particular art forms; maintaining the talent and enthusiasm of the present team as far as possible.

The Board on 16 June 2011 approved a revised staffing structure in preparation for the opening of Mareel and for the Director to implement Phase 2,3 and 4 of Mareel recruitment.

This report provides an update to the Board on staffing arrangements in light of the organisation need to reduce revenue costs where possible and simultaneously prepare the organisation for significant growth.

Recruitment update

Shetland Arts has just completed Phase Two in which we have recruited a Marketing Officer, Production Manager and confirmed our Graduate Placement Jono Sandilands in post as our Graphic Designer. Talks are underway with potential suppliers of off island support with programming.

Phase three will be initiated shortly in which we will seek to fill two posts: Customer Services and Box Office Manager, Senior Technician (Sound) and Manager and Bars and Catering Manager. The intention is for January and February starts 2012. The final phase for recruitment for a Bars and Catering Assistant, 'O' hrs Front of House, Bar Staff and Technical staff and volunteers will take place in February 2012.

Shetland Arts is exploring options of internal recruitment to the post of Customer Services and Box Office Manager in order to further support our goal of an overall reduction in staffing numbers as previously agreed.

Staff leavers

Following a formal request from our Special Projects Officer (Mary Smith) for early retirement, Shetland Arts has now accepted this request. Mary Smith will leave Shetland Arts at the end of September 2011.

Emily Sharp (Assistant Arts Development Officer) left Shetland Arts on Friday 12 September after securing a place on a fulltime university course studying Speech and Language Therapy.

In light of these recent departures Shetland Arts is currently reviewing its proposed Admin and Finance structure to seek efficiencies and opportunity to not fill posts wherever possible.

Given timescales for capital funding and the significant work now nearing completion on the Business Plan for the Hatchery, the work carried out by Mary Smith in this area has reached a natural end. It is intended that the Director with consultant support (pending funding) will pick up the lead on this project from April 2012.

Recommendations

The Board are asked to note the above report.

Shetland Arts Development Agency
Analysis of Management Accounts by Department
2012-13

| | TOTAL ALL DEPARTMENTS | | | | |
|---|-----------------------|--------------|----------|------------------|-------------------|
| | Actual £ | Spend to y/e | Out-turn | Budget £ | Variance |
| Income | | | | | |
| Box Office | 0 | 0 | 0 | 413,817 | -413,817 |
| Ancillary Earned Income | 0 | 0 | 0 | 679,082 | -679,082 |
| Other Earned Income | 0 | 0 | 0 | 12,000 | -12,000 |
| Business Sponsorship | 0 | 0 | 0 | 12,700 | -12,700 |
| Donations | 0 | 0 | 0 | 62,700 | -62,700 |
| Revenue Creative Scotland | 0 | 0 | 0 | 212,000 | -212,000 |
| Project Funding Creative Scotland (Voted & Lottery) | 0 | 0 | 0 | 81,000 | -81,000 |
| Local Authority Project Funding (SIC) | 0 | 0 | 0 | 10,000 | -10,000 |
| Other Public Funding | 0 | 0 | 0 | 54,000 | -54,000 |
| SCT Core Funding | 0 | 0 | 0 | 723,500 | -723,500 |
| | 0 | 0 | 0 | 2,260,799 | -2,260,799 |
| Expenditure | | | | | |
| All Staff Costs | 0 | 0 | 0 | 1,100,408 | 1,100,408 |
| Programme | 0 | 0 | 0 | 294,714 | 294,714 |
| Marketing | 0 | 0 | 0 | 65,070 | 65,070 |
| Education | 0 | 0 | 0 | 191,900 | 191,900 |
| Project Overheads | 0 | 0 | 0 | 0 | 0 |
| Other expenses | 0 | 0 | 0 | 0 | 0 |
| Marketing (Strategic costs) | 0 | 0 | 0 | 20,000 | 20,000 |
| General Overheads | 0 | 0 | 0 | 585,255 | 585,255 |
| | 0 | 0 | 0 | 2,257,347 | 2,257,347 |
| Net Profit/(Loss) | 0 | 0 | 0 | 3,452 | |

Mareel Operation Prep Shetland Arts Development Agency

Overdue Milestones

Monday, 19 September ☐ Review EOI and decide on internal v external Gwilym G.

Upcoming Events and Milestones

Monday, 26 September ☐ Job profile review: Programme Coordinator Richard W.

Monday, 3 October ☐ Iain Waddell start: Production Manager Richard W.
☐ Lisa Ward start: Marketing Officer Gwilym G.
• New Staff Inductions

Tuesday, 4 October • Pending internal sift: Adverts for Bars and Catering Manager/ Customer care and Box Office Manager

Wednesday, 5 October • Artifax Training for Production Manager and Marketing Officer

Monday, 10 October • Bar Training for Production Manager

Tuesday, 18 October ☐ Mirrie Dancers: Pre install visit Gwilym G.
• Advert for Customer care/Box Office Manager and Bars and Catering Assistant

Wednesday, 19 October ☐ Mirrie Dancers: Pre install visit Gwilym G.

Friday, 28 October ☐ Devise and agree oversees marketing plan Gwilym G.

Friday, 4 November ☐ Develop vocational training scheme Bryan P.

Monday, 7 November • Applications back, Bars and Catering Manager and Senior Tech (Sound) @ 4pm

Friday, 11 November • Short listing Bars and catering Manager and Senior tech (Sound)

Sunday, 13 November ☐ Secure regular users of space Kathy H.
To-Do: Mareel regular users

| | |
|------------------------|--|
| Monday, 14 November | <ul style="list-style-type: none"><input type="checkbox"/> Order Mareel Box Office equipment including printers and kiosks Richard W.• Digital Film projection training off Island for senior tech (Lighting) and Prooduction manager |
| Tuesday, 15 November | <ul style="list-style-type: none">• Digital Film projection training off Island for senior tech (Lighting) and Prooduction manager |
| Wednesday, 16 November | <ul style="list-style-type: none">• Digital Film projection training off Island for senior tech (Lighting) and Prooduction manager |
| Monday, 21 November | <ul style="list-style-type: none">• Applications Back Customer Care/Box Office Manager and Bars and Catering Assistant @ 4pm |
| Friday, 25 November | <ul style="list-style-type: none">• Short List Customer Care/ Box office manager and Bars and Catering Assistant |
| Monday, 28 November | <ul style="list-style-type: none">• Interviews week for Bars and Catering Manager and Senior Tech (Sound) |
| Tuesday, 29 November | <ul style="list-style-type: none">• Interviews week for Bars and Catering Manager and Senior Tech (Sound) |
| Wednesday, 30 November | <ul style="list-style-type: none">• Interviews week for Bars and Catering Manager and Senior Tech (Sound) |
| Thursday, 1 December | <ul style="list-style-type: none">• Interviews week for Bars and Catering Manager and Senior Tech (Sound) |
| Friday, 2 December | <ul style="list-style-type: none"><input type="checkbox"/> Equipment and loose items purchase Shetland Arts Development Agency To-Do: Bar catering and vending<input type="checkbox"/> Key authorities schedule Richard W. |
| Monday, 12 December | <ul style="list-style-type: none">• Interviews week Front Of House/Box Office Manager and Bars and Catering Assistant |
| Tuesday, 13 December | <ul style="list-style-type: none">• Interviews week Front Of House/Box Office Manager and Bars and Catering Assistant |
| Wednesday, 14 December | <ul style="list-style-type: none">• Interviews week Front Of House/Box Office Manager and Bars and Catering Assistant |

| | |
|----------------------------|--|
| Thursday, 15 December | <ul style="list-style-type: none">• Interviews week Front Of House/Box Office Manager and Bars and Catering Assistant |
| Friday, 23 December | <input type="checkbox"/> Signage artwork complete Jono S. |
| Thursday, 29 December | <input type="checkbox"/> Mareel Operations Board Meeting @ Solarhus Lynda A. @ 3pm |
| Friday, 30 December | <input type="checkbox"/> Devise and agree sponsorship plan Gwilym G. To Do: Sponsorship positioning To Do: Sponsorship Plan |
| Monday, 9 January 2012 | <input type="checkbox"/> Bars and Catering Manager Start Date Richard W. <input type="checkbox"/> Customer Care/Box Office Manager, Start Date Richard W. <input type="checkbox"/> Mirrie Dancers: install Gwilym G. <input type="checkbox"/> Senior Technician (Sound) Start date Richard W. |
| Tuesday, 10 January 2012 | <input type="checkbox"/> Mirrie Dancers: install Gwilym G. |
| Wednesday, 11 January 2012 | <input type="checkbox"/> Artifax Training for Bars and Catering Manager and Senior Tech (Sound) Carol D. <input type="checkbox"/> Mirrie Dancers: install Gwilym G. |
| Thursday, 12 January 2012 | <input type="checkbox"/> Customer Care/ Box office manager training, Artifax and tessitura Carol D. <input type="checkbox"/> Mirrie Dancers: install Gwilym G. |
| Friday, 13 January 2012 | <input type="checkbox"/> Customer Care/ Box office manager training, Artifax and tessitura Carol D. <input type="checkbox"/> FoH uniform design finalised Lisa W. <input type="checkbox"/> Mirrie Dancers: install Gwilym G. |
| Saturday, 14 January 2012 | <input type="checkbox"/> Mirrie Dancers: install Gwilym G. |
| Sunday, 15 January 2012 | <input type="checkbox"/> Mirrie Dancers: install Gwilym G. |
| Monday, 16 January 2012 | <input type="checkbox"/> Mirrie Dancers: install Gwilym G. |
| Tuesday, 17 January 2012 | <input type="checkbox"/> Mirrie Dancers: install Gwilym G. |
| Wednesday, 18 January 2012 | <input type="checkbox"/> Mirrie Dancers: install Gwilym G. |

| | |
|----------------------------|---|
| Thursday, 19 January 2012 | <input type="checkbox"/> Disability awareness training for Duty Managers Shetland Arts Development Agency |
| | <input type="checkbox"/> Mirrie Dancers: install Gwilym G. |
| Friday, 20 January 2012 | <input type="checkbox"/> Mirrie Dancers: install Gwilym G. |
| Saturday, 21 January 2012 | <input type="checkbox"/> Mirrie Dancers: install Gwilym G. |
| Monday, 23 January 2012 | <input type="checkbox"/> Building Access System commissioning Richard W. |
| | <input type="checkbox"/> Building Management System commissioning Richard W. |
| | <input type="checkbox"/> Duty Manager First aid training Shetland Arts Development Agency |
| Tuesday, 24 January 2012 | <input type="checkbox"/> Building Access System commissioning Richard W. |
| | <input type="checkbox"/> Building Management System commissioning Richard W. |
| | <input type="checkbox"/> Duty Manager First aid training Shetland Arts Development Agency |
| Wednesday, 25 January 2012 | <input type="checkbox"/> Building Management System commissioning Richard W. |
| | <input type="checkbox"/> Duty Manager First aid training Shetland Arts Development Agency |
| Thursday, 26 January 2012 | <input type="checkbox"/> Artifax Training for Head of Finance and finance staff Carol D. |
| | <input type="checkbox"/> Building Management System commissioning Richard W. |
| Friday, 27 January 2012 | <input type="checkbox"/> Artifax Training FOH Staff and Admin staff by Customer Care Manager/ Box Officer Manager Carol D. |
| | <input type="checkbox"/> Building Management System commissioning Richard W. |
| | <input type="checkbox"/> Duty Managers: external security training Shetland Arts Development Agency |
| | <input type="checkbox"/> Start selling event tickets Shetland Arts Development Agency |
| | To-Do: Marketing and Promotion |
| Wednesday, 1 February 2012 | <input type="checkbox"/> Bars and catering install Shetland Arts Development Agency |
| | <input type="checkbox"/> Future Projections Cinema install Gwilym G. |
| | <input type="checkbox"/> Shelving and furniture Gwilym G. |

Thursday, 2 February 2012

- ☐ Bars and catering install Shetland Arts Development Agency
- ☐ Future Projections Cinema install Gwilym G.
- ☐ Shelving and furniture Gwilym G.
- ☐ Mareel Operations Board Meeting @ Solarhus Lynda A. @ 3pm

Friday, 3 February 2012

- ☐ Bars and catering install Shetland Arts Development Agency
- ☐ Future Projections Cinema install Gwilym G.
- ☐ LED screens install Iain W.
- ☐ Shelving and furniture Gwilym G.
- ☐ Working at height training - external trainer Iain W.

Saturday, 4 February 2012

- ☐ Bars and catering install Shetland Arts Development Agency
- ☐ Future Projections Cinema install Gwilym G.
- ☐ LED screens install Iain W.
- ☐ Shelving and furniture Gwilym G.

Sunday, 5 February 2012

- ☐ Bars and catering install Shetland Arts Development Agency
- ☐ Future Projections Cinema install Gwilym G.
- ☐ LED screens install Iain W.
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Shelving and furniture Gwilym G.

Monday, 6 February 2012

- ☐ Bars and catering install Shetland Arts Development Agency
- ☐ Education room install Bryan P.
- ☐ External Bar training for all staff Shetland Arts Development Agency
- ☐ Future Projections Cinema install Gwilym G.
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Recording studio install Iain W.
- ☐ Shelving and furniture Gwilym G.
- ☐ Signage install Gwilym G.
- ☐ Soft furniture install Richard W.
- ☐ Technical Equipment install Iain W.

Tuesday, 7 February 2012

- ☐ Education room install Bryan P.
- ☐ Future Projections Cinema install Gwilym G.
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Recording studio install Iain W.
- ☐ Shelving and furniture Gwilym G.
- ☐ Signage install Gwilym G.
- ☐ Soft furniture install Richard W.
- ☐ Technical Equipment install Iain W.

Wednesday, 8 February 2012

- ☐ Education room install Bryan P.
 - ☐ Future Projections Cinema install Gwilym G.
 - ☐ Mareel 2nd Floor Office Conversion Gwilym G.
 - ☐ Move piano from Town Hall to Mareel Richard W.
 - ☐ Recording studio install Iain W.
 - ☐ Shelving and furniture Gwilym G.
 - ☐ Signage install Gwilym G.
 - ☐ Soft furniture install Richard W.
 - ☐ Technical Equipment install Iain W.
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Thursday, 9 February 2012

- ☐ Education room install Bryan P.
 - ☐ Future Projections Cinema install Gwilym G.
 - ☐ ICT install Shetland Arts Development Agency
 - ☐ Mareel 2nd Floor Office Conversion Gwilym G.
 - ☐ Recording studio install Iain W.
 - ☐ Signage install Gwilym G.
 - ☐ Soft furniture install Richard W.
 - ☐ Technical Equipment install Iain W.
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Friday, 10 February 2012

- ☐ Education room install Bryan P.
 - ☐ Future Projections Cinema install Gwilym G.
 - ☐ ICT install Shetland Arts Development Agency
 - ☐ Mareel 2nd Floor Office Conversion Gwilym G.
 - ☐ Phase 1: Staff relocation to Mareel Packing Sheila D.
 - ☐ Production Manager to provide H&S training for P/T techs/ building inductions Iain W.
 - ☐ Recording studio install Iain W.
 - ☐ Signage install Gwilym G.
 - ☐ Soft furniture install Richard W.
 - ☐ Technical Equipment install Iain W.
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Saturday, 11 February 2012

- ☐ Education room install Bryan P.
 - ☐ Future Projections Cinema install Gwilym G.
 - ☐ ICT install Shetland Arts Development Agency
 - ☐ Mareel 2nd Floor Office Conversion Gwilym G.
 - ☐ Removal company: Phase 1 Toll Clock to Mareel Sheila D.
 - ☐ Signage install Gwilym G.
 - ☐ Soft furniture install Richard W.
 - ☐ Technical Equipment install Iain W.
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Sunday, 12 February 2012

- ☐ Education room install Bryan P.
 - ☐ ICT install Shetland Arts Development Agency
 - ☐ Mareel 2nd Floor Office Conversion Gwilym G.
 - ☐ Soft furniture install Richard W.
 - ☐ Technical Equipment install Iain W.
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Monday, 13 February 2012

- ☐ Bars and Catering Assistant, Start Date Richard W.
- ☐ Cinema Tech Operation training and support Iain W.
- ☐ Cleaning staff start date Richard W.
- ☐ Education room install Bryan P.
- ☐ General stock ordering deadline Shetland Arts Development Agency
- ☐ ICT install Shetland Arts Development Agency
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Move photocopier - Toll Clock to Mareel: external company Sheila D.
- ☐ Phase 1: Staff relocation to Mareel Sheila D.
- ☐ Soft furniture install Richard W.
- ☐ Technical Equipment install Iain W.
- ☐ Till install and networking Shetland Arts Development Agency

Tuesday, 14 February 2012

- ☐ Cinema Tech Operation training and support Iain W.
- ☐ Education room install Bryan P.
- ☐ ICT install Shetland Arts Development Agency
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Phase 1: Staff relocation to Mareel Sheila D.
- ☐ Soft furniture install Richard W.
- ☐ Technical Equipment install Iain W.
- ☐ Till install and networking Shetland Arts Development Agency

Wednesday, 15 February 2012

- ☐ Cinema Tech Operation training and support Iain W.
- ☐ Education room install Bryan P.
- ☐ ICT install Shetland Arts Development Agency
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Phase 1: Staff relocation to Mareel Sheila D.
- ☐ Soft furniture install Richard W.
- ☐ Technical Equipment install Iain W.
- ☐ Duty Managers to provide P/T staff inductions Shetland Arts Development Agency @ 6pm

Thursday, 16 February 2012

- ☐ Cinema Tech Operation training and support Iain W.
- ☐ Education room install Bryan P.
- ☐ ICT install Shetland Arts Development Agency
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Technical Equipment install Iain W.

Friday, 17 February 2012

- ☐ Artifax training for Cleaning staff Shetland Arts Development Agency
 - ☐ Cinema Tech Operation training and support Iain W.
 - ☐ Education room install Bryan P.
 - ☐ Mareel 2nd Floor Office Conversion Gwilym G.
 - ☐ Technical Equipment install Iain W.
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Saturday, 18 February 2012

- ☐ Artifax Training by Production Manager to all techs Iain W.
- ☐ Cinema Tech Operation training and support Iain W.
- ☐ Customer Care and BO Manager/ Director/ HoO to provide Customer service ethos training to all staff Shetland Arts Development Agency
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Technical Equipment install Iain W.

Sunday, 19 February 2012

- ☐ Cinema Tech Operation training and support Iain W.
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Senior Techs, in house Tech training for all P/T techs Iain W.
- ☐ Technical Equipment install Iain W.

Monday, 20 February 2012

- ☐ Catering Manager providing Stock Control System training to Frontline staff Shetland Arts Development Agency
- ☐ Cinema Tech Operation training and support Iain W.
- ☐ Head of Finance to provide cash handling and systems training to Duty managers and Frontline staff Sheila D.
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Senior Techs, in house Tech training for all P/T techs Iain W.
- ☐ Technical Equipment install Iain W.
- Catering Staff: external Food Hygiene training if required

Tuesday, 21 February 2012

- ☐ Cinema Tech Operation training and support Iain W.
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Senior Techs, in house Tech training for all P/T techs Iain W.
- ☐ Technical Equipment install Iain W.
- Box Office Training provided by Customer Care Manager to Frontline staff
- Catering Staff: external Food Hygiene training if required

Wednesday, 22 February 2012

- ☐ Cinema Tech Operation training and support Iain W.
 - ☐ Mareel 2nd Floor Office Conversion Gwilym G.
 - ☐ Senior Techs, in house Tech training for all P/T techs Iain W.
 - ☐ Technical Equipment install Iain W.
 - Box Office Training provided by Customer Care Manager to Frontline staff
-

Thursday, 23 February 2012

- ☐ Cafe bar training provided by B&C manager Shetland Arts Development Agency
- ☐ Cinema Tech Operation training and support Iain W.
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Senior Techs, in house Tech training for all P/T techs Iain W.
- ☐ Technical Equipment install Iain W.
- Refresher Artifax Training FOH Staff and Admin staff by Customer Care Manager/ Box Officer Manager

Friday, 24 February 2012

- ☐ Cafe bar training provided by B&C manager Shetland Arts Development Agency
- ☐ Cinema Tech Operation training and support Iain W.
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Senior Techs, in house Tech training for all P/T techs Iain W.
- ☐ Technical Equipment install Iain W.
- Refresher Artifax Training FOH Staff and Admin staff by Customer Care Manager/ Box Officer Manager

Saturday, 25 February 2012

- ☐ Cafe bar training provided by B&C manager Shetland Arts Development Agency
- ☐ Cinema Tech Operation training and support Iain W.
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Senior Techs, in house Tech training for all P/T techs Iain W.
- Customer Care Manager, training FOH and Cafe Bar staff, including disability awareness training
- FOH Staff: Food Hygiene Training

Sunday, 26 February 2012

- ☐ Cinema Tech Operation training and support Iain W.
- ☐ Duty Managers to provide Health and safety Training for front line staff Richard W.
- ☐ Emergency Services building Familiarisation Richard W.
- ☐ Mareel 2nd Floor Office Conversion Gwilym G.
- ☐ Security Training in Building for Duty Managers and frontline staff Richard W.
- ☐ Senior Techs, in house Tech training for all P/T techs Iain W.
- ☐ Venue First aid Training for Frontline and tech staff Richard W.

Monday, 27 February 2012

- ☐ Children in Need Film Screening Richard W.
 - ☐ Cinema Tech Operation training and support Iain W.
 - ☐ Mareel 2nd Floor Office Conversion Gwilym G.
 - ☐ Soft Opening Gig Richard W.
 - ☐ All Mareel staff on site health and safety and customer service training. Evacuation procedures and Richard W. @ 8am
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Tuesday, 28 February 2012

☐ Mareel 2nd Floor Office Conversion Gwilym G.

Wednesday, 29 February 2012

☐ Mareel 2nd Floor Office Conversion Gwilym G.

Thursday, 1 March 2012

☐ Mareel 2nd Floor Office Conversion Gwilym G.

☐ Mareel Opening Weekend Richard W.

To-Do: Mareel Opening Event

Friday, 2 March 2012

☐ Mareel 2nd Floor Office Conversion Gwilym G.

☐ Mareel Opening Weekend Richard W.

Saturday, 3 March 2012

☐ Mareel 2nd Floor Office Conversion Gwilym G.

☐ Mareel Opening Weekend Richard W.

Sunday, 4 March 2012

☐ Mareel 2nd Floor Office Conversion Gwilym G.

☐ Mareel Opening Weekend Richard W.

Monday, 5 March 2012

☐ Mareel 2nd Floor Office Conversion Gwilym G.

Tuesday, 6 March 2012

☐ Mareel 2nd Floor Office Conversion Gwilym G.

Wednesday, 7 March 2012

☐ Mareel 2nd Floor Office Conversion Gwilym G.

Thursday, 8 March 2012

☐ ICT install phase 2 Richard W.

☐ Mareel 2nd Floor Office Conversion Gwilym G.

☐ Phase 2: Staff relocation to Mareel Packing Kathy H.

Friday, 9 March 2012

☐ ICT install phase 2 Richard W.

☐ Mareel 2nd Floor Office Conversion Gwilym G.

☐ Phase 2: Staff relocation to Mareel Packing Kathy H.

Monday, 12 March 2012

☐ Phase 2: Staff relocation to Mareel Packing Kathy H.

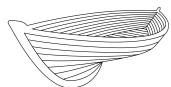
☐ Removal company: Phase 2 Toll Clock to Mareel Kathy H.

Tuesday, 13 March 2012

☐ Phase 2: Staff relocation to Mareel Packing Kathy H.

Thursday, 15 March 2012

☐ Mareel Operations Board Meeting @ Solarhus Lynda A. @ 4pm



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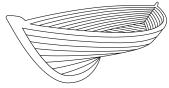
To: Board of Trustees – Shetland Arts
From: Director, Shetland Arts

Shetland Arts Development Agency: Board Agenda Forward Plan 2011 / 2012
Last revised: 09 Sept. 2011

Trustees:

| | |
|----------------------|----------------|
| Jim Johnston (Chair) | Joyce Davies |
| Les Lowes | Silke Reeploeg |
| John Dally | Irvine Tait |
| John Goodlad, | Mark Burgess |
| James Sinclair | Danus Skene |
| Robina Barton | |

| Date | Venue | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | CLOSED ITEM A | CLOSED ITEM B | Attending |
|------------------------------|----------------------|-------------------------------|---------------------------------|------------------------|----------------------|--------|----------------------|------------------|------------|
| Sat 24 Sept: 10am | The Garrison Theatre | Annual Accounts (Approval) | Authorities Schedule (Approval) | Staff changes | Budget review update | | | | GG, SD, CS |
| Wed 9 Nov: 6pm | Bonhoga Gallery | Revised Business Plan 2012/13 | The Hatchery Business Plan | SADA AV Equipment Bank | | | Mareel opening event | | GG |
| Sat 17 Dec: 10am | TBC | 3 year Arts Development Plans | Annual budget 2012/13 | Overseas strategy | SADA Friend Schemes | | | | KH, GG, SD |
| Thurs 26 Jan: 6pm | TBC | | | | | | | | GG |
| Sat 10 Mar: 10am | Mareel | | | | | | | | GG |



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Standing items at all meetings:

1. Welcome: Present, Attending and Apologies
2. Minutes of last meeting
 - a. Approval of minute
 - b. Matters arising
3. Finance and Administration
 - a. Management Accounts
 - b. Directors Travel
4. Large Scale Project Updates
 - a. Mareel construction
 - b. Mareel preparation
5. AOB
6. Dates of future meetings
 - a. Board Forward Work Plan

Other Meetings:

Mareel Operations
Mareel Construction
Trustee Arts Development
Finance Subgroup

All meeting papers and other correspondence at the online Project Management Site, Basecamp: <https://shetlandarts.basecamphq.com/login>

2. Recommendations

The Board are asked to note the above report.