



Item	Description	Report	Item taken by	ACTION
1	Welcome, apologies, and declarations of interest		Chair	Note
2	Minutes 28 February 2019		Chair	Approval
3	Finance Management Accounts – February 2019	Attached	GH	Note
4	Head of Creative Opportunities Report	Attached	BP	Note
5	Head of Production Report	Attached	JR	Note
6	Chief Executive Report Board Decisions Operations Key Dates for Trustees Funding	Attached	GH	Approval Note Note Note
7	Board Recruitment & Training		Chair	Note
8	Any Other Business as agreed by the Chair at the start of the meeting		Chair	
9	Date/time of future meetings			Note
9a	Future SADA Board Meetings: Thursday 27 June 2019 – 5.30pm		Chair	

The Board may decide that on grounds of confidentiality particular items should be considered in private. Any such items will be noted in separate “closed” minutes for approval at the next Board meeting

Minute of Meeting of Shetland Arts Development Agency Board of Trustees, Thursday 28th February 2019, held at 5.30pm at Mareel Meeting Room, Lerwick

Present:

Lorraine Hall (LH), Chair, Shetland Arts
Ryan Stevenson (RSt), Vice Chair, Shetland Arts
Sophie Whitehead (SW), Trustee, Shetland Arts
Lynne McHattie (LM), Trustee, Shetland (Skype)

In Attendance:

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

Apologies:

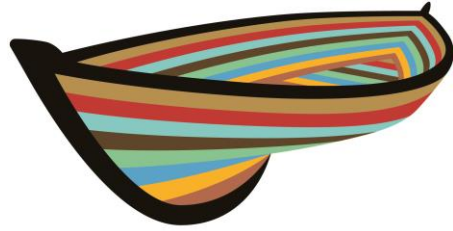
Louise Garriock (LG), Trustee, Shetland Arts
Olive Macleod (OM), Trustee, Shetland Arts
Robin Sandison (RS), Trustee, Shetland Arts

Item	Topic	Action
1	Welcome, Apologies & Declaration of Interest The Chair welcomed everyone to the meeting. There were no declarations of interest expressed.	
2.	Matters Arising The minutes of the last meeting were read and approved by LH and seconded by RSt	
3.	Finance KE went through the Management Accounts report.	
4.	Head of Creative Opportunities Report BP took the board over his report providing further details noted below. Q3 takes a dip in numbers due to the low season in Bonhoga. LM asked who received VACMA awards. GH said that information can't go out yet but could be circulated to the board when the offer letters have gone out to the applicants.	GH

5.	Head of Production Report GH took the board over the estates report providing further details noted below. The glass slabs outside at the Mareel entrance, which are worn are going to be replaced. The Mareel Kitchen has been upgraded with some of the old metal cabinets from the old school. Four of the sofas in the upper café bar are being recovered. The layout of the upper café bar will be changing. RST asked what the BSL online training is GH explained that we have a deaf member of staff and we are putting staff through this training to allow them to communicate better.	
6.	Chief Executive Report GH took the board through the CE report providing further details noted below.	
7.	Board Recruitment and Training None	
8.	Any Other Business as Agreed by the Chair at the start of the meeting. None	
9.	Next meeting to be held on 30 th April 2019 at 5.30pm Meeting closed at 5:51pm	

Minute approved:

Lorraine Hall
 Chair, Shetland Arts Development Agency



Shetland *arts* MANAGEMENT ACCOUNTS REPORT

FEBRUARY 2019

INTRODUCTION

This report includes details the following:

- Management accounts for February 2019 together with the year to date.

MANAGEMENT ACCOUNTS

The management accounts for February 2019 are included as Appendix 1. This report shows the results for February as well as the year to date compared to the same period in the prior year. Appendix 2 shows the results for February 2019 against budget.

The key points from February 2019 are:

- The ticket sales for the month are £7,084 behind budget. This is mainly due to cinema income being below target as has been thorough the end year.
- Food and Beverage income is £10,570 behind budget this is partly due to the budgeted increase in Bonhoga not taking place and also the café bar not performing as budgeted. However as can be seen in the income KPI table above it has kept in line with re-forecast. This has also resulted in a decrease in costs.
- Grant funding was less than expected in the month due to the Visual Arts and Crafts Awards only being paid out in March 2019.
- Programme costs are £11,692 behind budget which is related to the ticket sales being low for cinema but also due to less costs being incurred in other areas of the programme.

Appendix - 1

Date: 19/04/2019

Time: 11:02:06

Shetland Arts Development Agency

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Prior Year Report

From: Month 11, February 2019

To: Month 11, February 2019

Chart of Accounts:

SADA Default Layout of Accounts

	Period				Year to Date			
	Actual	Ratio	Prior Yr	Variance	Actual	Ratio	Prior Yr	Variance
Sales								
Ticket Sales	29,000.42	14.88	27,971.25	1,029.17	432,678.75	18.71	473,953.20	(41,274.45)
Education and Training	11,477.57	5.89	7,666.66	3,810.91	121,520.51	5.26	90,260.83	31,259.68
Retail	3,589.52	1.84	3,398.40	191.12	90,007.88	3.89	78,092.91	11,914.97
Food and Beverage	29,845.75	15.31	33,831.52	(3,985.77)	485,098.95	20.98	498,591.88	(13,492.93)
Foyer	7,623.75	3.91	6,297.82	1,325.93	105,480.41	4.56	99,033.65	6,446.76
Box Office Commission	538.75	0.28	471.80	66.95	6,684.98	0.29	7,432.81	(747.83)
Gallery Commission	26.25	0.01	0.00	26.25	5,044.91	0.22	5,675.11	(630.20)
Hire of Rooms and Equipment	3,143.54	1.61	3,623.65	(480.11)	73,215.23	3.17	58,994.17	14,221.06
Screen Advertising Income	1,096.63	0.56	1,263.14	(166.51)	14,371.68	0.62	17,730.08	(3,358.40)
Gift Vouchers	(741.70)	(0.38)	(369.24)	(372.46)	3,941.46	0.17	3,611.96	329.50
Sponsorship	2,583.33	1.33	0.00	2,583.33	9,315.65	0.40	2,050.00	7,265.65
Donations	50.00	0.03	0.00	50.00	1,113.10	0.05	1,513.66	(400.56)
Grant Funding - Capital	0.00	0.00	0.00	0.00	210.00	0.01	0.00	210.00
Grant Funding - SIC	0.00	0.00	871.50	(871.50)	1,342.83	0.06	3,871.50	(2,528.67)
Grant Funding - SCT	52,831.16	27.10	55,368.84	(2,537.68)	581,142.83	25.13	609,057.17	(27,914.34)
Grant Funding - Creative Scotland	20,833.34	10.69	20,666.66	166.68	233,141.67	10.08	234,388.33	(1,246.66)
Other Grants - Trusts and Foundations	22,603.75	11.59	3,395.00	19,208.75	33,169.27	1.43	29,634.09	3,535.18
Operating Lease Income - SIC	7,500.00	3.85	7,500.00	0.00	82,500.00	3.57	82,500.00	0.00
Other Income	1,855.93	0.95	33.74	1,822.19	20,741.98	0.90	6,317.54	14,424.44
Memberships Received	1,102.09	0.57	1,402.09	(300.00)	11,515.84	0.50	13,185.84	(1,670.00)
	194,960.08	100.00	173,392.83	21,567.25	2,312,237.93	100.00	2,315,894.73	(3,656.80)
Purchases								
Food and Beverage Purchases	9,340.43	4.79	13,397.05	(4,056.62)	170,433.32	7.37	179,533.61	(9,100.29)
Foyer Purchases	2,271.62	1.17	3,451.32	(1,179.70)	50,768.18	2.20	47,894.12	2,874.06
Retail Purchases	2,770.82	1.42	3,437.95	(667.13)	54,209.14	2.34	47,272.82	6,936.32
Direct Costs	435.61	0.22	270.96	164.65	6,845.00	0.30	8,827.72	(1,982.72)
	14,818.48	7.60	20,557.28	(5,738.80)	282,255.64	12.21	283,528.27	(1,272.63)
Direct Expenses								
Gross Salaries and Wages - Regular	68,295.86	35.03	63,645.76	4,650.10	732,706.09	31.69	722,688.12	10,017.97
Gross Wages - Casual	11,545.34	5.92	17,182.30	(5,636.96)	183,714.61	7.95	188,810.73	(5,096.12)
Employers NI	5,116.09	2.62	5,549.67	(433.58)	53,562.02	2.32	57,399.85	(3,837.83)
Employers Pensions	11,342.47	5.82	11,605.33	(262.86)	126,179.09	5.46	122,264.83	3,914.26
Recruitment Expenses	178.00	0.09	456.00	(278.00)	3,081.35	0.13	2,618.50	462.85
Employee Expenses	126.49	0.06	687.37	(560.88)	3,068.12	0.13	4,253.01	(1,184.89)
Training and Protective Clothing	434.08	0.22	501.25	(67.17)	1,380.73	0.06	14,596.89	(13,216.16)
Programme Costs - Project	24,569.56	12.60	24,646.71	(77.15)	289,161.36	12.51	361,572.86	(72,411.50)
Marketing Costs - Project	1,924.20	0.99	1,168.20	756.00	21,007.97	0.91	22,513.83	(1,505.86)
Licences	2,940.93	1.51	2,922.86	18.07	34,358.64	1.49	34,009.10	349.54
Film Transport	221.26	0.11	151.32	69.94	2,183.85	0.09	1,255.17	928.68
Hire of Equipment	6,483.18	3.33	0.00	6,483.18	7,142.26	0.31	3,641.71	3,500.55
	133,177.46	68.31	128,516.77	4,660.69	1,457,546.09	63.04	1,535,624.60	(78,078.51)
Gross Profit/(Loss):	46,964.14	24.09	24,318.78	22,645.36	572,436.20	24.76	496,741.86	75,694.34

Overheads

Time: 11:02:06

Prior Year Report

From: Month 11, February 2019
 To: Month 11, February 2019

Chart of Accounts:

SADA Default Layout of Accounts

	<u>Period</u>				<u>Year to Date</u>			
	<u>Actual</u>	<u>Ratio</u>	<u>Prior Yr</u>	<u>Variance</u>	<u>Actual</u>	<u>Ratio</u>	<u>Prior Yr</u>	<u>Variance</u>
Travel, Subsistence and Entertainment	1,067.95	0.55	1,200.05	(132.10)	52,175.98	2.26	48,071.00	4,104.98
Rent, Rates and Insurance	5,927.20	3.04	3,960.02	1,967.18	46,903.04	2.03	44,994.86	1,908.18
Heat and Light	9,313.43	4.78	8,781.98	531.45	78,944.10	3.41	82,522.16	(3,578.06)
Operating Leases - Rent and Equipment	9,191.18	4.71	8,548.41	642.77	95,664.97	4.14	96,532.11	(867.14)
Repairs and Maintenance and Cleaning	8,020.34	4.11	10,283.45	(2,263.11)	126,563.68	5.47	113,464.85	13,098.83
Print, Postage and Stationery	265.29	0.14	346.86	(81.57)	3,795.05	0.16	4,849.37	(1,054.32)
Telephone	842.83	0.43	644.82	198.01	8,166.72	0.35	8,522.23	(355.51)
Computer Costs	2,032.66	1.04	2,436.66	(404.00)	20,289.54	0.88	26,957.33	(6,667.79)
Marketing Costs - Strategic	266.00	0.14	1,416.71	(1,150.71)	8,099.60	0.35	10,351.12	(2,251.52)
Website Costs	264.40	0.14	250.00	14.40	3,248.30	0.14	5,106.79	(1,858.49)
Subscriptions	61.91	0.03	57.89	4.02	1,503.84	0.07	2,719.06	(1,215.22)
Consumables	446.88	0.23	130.08	316.80	12,540.41	0.54	7,814.87	4,725.54
Sundry	0.00	0.00	0.00	0.00	0.00	0.00	25.00	(25.00)
Legal and Professional Fees	2,278.34	1.17	1,445.84	832.50	18,813.67	0.81	20,698.67	(1,885.00)
Till Differences	(38.55)	(0.02)	(13.15)	(25.40)	(331.01)	(0.01)	(64.20)	(266.81)
Bank Charges and Interest	2,851.12	1.46	977.46	1,873.66	18,462.70	0.80	13,879.81	4,582.89
Loan Interest	397.59	0.20	473.28	(75.69)	4,611.60	0.20	4,892.31	(280.71)
	<u>43,188.57</u>	<u>22.15</u>	<u>40,940.36</u>	<u>2,248.21</u>	<u>499,452.19</u>	<u>21.60</u>	<u>491,337.34</u>	<u>8,114.85</u>
Net Profit/(Loss):	<u>3,775.57</u>	<u>1.94</u>	<u>(16,621.58)</u>	<u>20,397.15</u>	<u>72,984.01</u>	<u>3.16</u>	<u>5,404.52</u>	<u>67,579.49</u>

Date: 19/04/2019
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Shetland Arts Development Agency

Balance Sheet

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From: Month 11, February 2019
To: Month 11, February 2019

Chart of Accounts:

SADA Default Layout of Accounts

	<u>Period</u>	<u>Year to Date</u>	
Fixed Assets			
Property	0.00	10,525,980.30	
Office Equipment	0.00	240,336.18	
Furniture and Fixtures	0.00	122,988.36	
Investments	0.00	1.00	
Pianos	0.00	42,800.00	
Artwork	0.00	2,862.00	
		0.00	10,934,967.84
Current Assets			
Stock	2,119.26	50,700.58	
Debtors	29,428.51	149,880.30	
Deposits and Cash	(6,483.22)	(1,774.86)	
Bank Account	0.00	129,235.08	
VAT Liability	29,317.19	462.36	
		54,381.74	328,503.46
Current Liabilities			
Creditors : Short Term	(34,954.00)	419,738.62	
Payroll Taxation	(548.31)	16,129.17	
Wages	(717.01)	12,897.49	
Bank Account	88,339.42	0.00	
		52,120.10	448,765.28
Current Assets less Current Liabilities:		2,261.64	(120,261.82)
Total Assets less Current Liabilities:		2,261.64	10,814,706.02
Long Term Liabilities			
Creditors : Long Term	(1,513.93)	98,577.69	
Pension Liability	0.00	1,228,000.00	
		(1,513.93)	1,326,577.69
Total Assets less Total Liabilities:		3,775.57	9,488,128.33
Capital & Reserves			
Capital & Reserves	0.00	10,869,194.01	
Funds	0.00	(226,049.69)	
Defined benefit pension fund	0.00	(1,228,000.00)	
P & L Account	3,775.57	72,984.01	
		3,775.57	9,488,128.33

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

Period From: Month 11, February Year: 2019

Department: All

Period To: Month 11, February

Chart of Accounts: SADA Default Layout of Accounts

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Sales			
Ticket Sales	29,000.42	36,085.10	(7,084.68)
Education and Training	11,477.57	8,475.83	3,001.74
Retail	3,589.52	5,824.91	(2,235.39)
Food and Beverage	29,845.75	40,415.94	(10,570.19)
Foyer	7,623.75	8,571.06	(947.31)
Box Office Commission	538.75	750.00	(211.25)
Gallery Commission	26.25	29.17	(2.92)
Hire of Rooms and	3,143.54	6,095.28	(2,951.74)
Screen Advertising Income	1,096.63	1,250.00	(153.37)
Gift Vouchers	(741.70)	0.00	(741.70)
Sponsorship	583.33	916.66	(333.33)
Donations	2,050.00	0.00	2,050.00
Grant Funding - SIC	0.00	4,295.61	(4,295.61)
Grant Funding - SCT	52,831.16	52,831.17	(0.01)
Grant Funding - Creative	20,833.34	24,833.33	(3,999.99)
Other Grants - Trusts and	22,603.75	5,000.00	17,603.75
Operating Lease Income -	7,500.00	7,500.00	0.00
Other Income	1,855.93	3,277.78	(1,421.85)
Memberships Received	1,102.09	833.33	268.76
Internal Recharges	0.00	(513.65)	513.65
	<u>194,960.08</u>	<u>206,471.52</u>	<u>(11,511.44)</u>
Purchases			
Food and Beverage	9,340.43	14,967.78	5,627.35
Foyer Purchases	2,271.62	4,285.53	2,013.91
Retail Purchases	2,770.82	3,052.28	281.46
Direct Costs	435.61	22.36	(413.25)
	<u>14,818.48</u>	<u>22,327.95</u>	<u>7,509.47</u>
Direct Expenses			
Gross Salaries and Wages -	68,295.86	69,367.63	1,071.77
Gross Wages - Casual	11,545.34	14,119.50	2,574.16
Employers NI	5,116.09	5,523.86	407.77
Employers Pensions	11,342.47	13,467.53	2,125.06
Recruitment Expenses	178.00	237.50	59.50
Employee Expenses	126.49	0.00	(126.49)
Training and Protective	434.08	750.00	315.92
Trustee Expenses	0.00	83.33	83.33
Programme Costs - Project	24,569.56	36,261.77	11,692.21
Marketing Costs - Project	1,924.20	3,131.04	1,206.84
Licences	2,940.93	3,002.40	61.47
Film Transport	221.26	175.00	(46.26)
Hire of Equipment	6,483.18	179.17	(6,304.01)
	<u>133,177.46</u>	<u>146,298.73</u>	<u>13,121.27</u>
Gross Profit (Loss):	<u>46,964.14</u>	<u>37,844.84</u>	<u>9,119.30</u>

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

Period From: Month 11, February Year: 2019

Department: All

Period To: Month 11, February

Chart of Accounts: SADA Default Layout of Accounts

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Overheads			
Travel, Subsistence and	1,067.95	3,167.93	2,099.98
Motor Expenses	0.00	83.33	83.33
Rent, Rates and Insurance	5,927.20	4,535.72	(1,391.48)
Heat and Light	9,313.43	8,927.00	(386.43)
Operating Leases - Rent and	9,191.18	8,772.28	(418.90)
Repairs and Maintenance	8,020.34	9,925.59	1,905.25
Print, Postage and Stationery	265.29	586.25	320.96
Telephone	842.83	403.33	(439.50)
Computer Costs	2,032.66	2,701.33	668.67
Marketing Costs - Strategic	266.00	411.67	145.67
Website Costs	264.40	514.58	250.18
Subscriptions	61.91	234.26	172.35
Consumables	446.88	549.99	103.11
Sundry	0.00	41.67	41.67
Legal and Professional Fees	2,278.34	3,279.16	1,000.82
Till Differences	(38.55)	0.00	38.55
Bank Charges and Interest	2,851.12	1,370.00	(1,481.12)
Loan Interest	397.59	550.00	152.41
	<u>43,188.57</u>	<u>46,054.09</u>	<u>2,865.52</u>
Net Profit (Loss):	<u>3,775.57</u>	<u>(8,209.25)</u>	<u>11,984.82</u>

Head of Creative Opportunities Report

Date 19/03/2019

Key Performance Indicators (final 18/19 figures will be reported in June 19 board report)

	Q3			Q4		
	Oct	Nov	Dec	Jan	Feb	Mar
Concerts, Screenings, Exhibition Days	368	349	329	324	332	--
Audience attendances	12,511	16,132	18,350	9,043	11,434	--
Development Sessions	128	165	251	132	121	--
Participations	654	1,120	2,223	543	421	--

Shetland Youth Theatre participants had a 4 week block of Shakespeare workshops in preparation for the 25th Anniversary production in summer. John Haswell has been contracted as director

Shetland Young Promoters Group staged their annual Battle of the Bands

The well attended Feb/March Creativity Club was delivered by photographer Stephen Johnson at Bonhoga

3rd year BA Film students visited Shetland to undertake their UHI Live Event Production module. The students are all studying in Scotland but hail from countries including Germany, Poland and Argentina. They produced a series of music videos from the March Student Music Night concert.

March and April has been busy with student interviews. The following number of offers have been made, and interviews are ongoing:

- Vocational Pathways: Audio - 14
- Vocational Pathways: Video - 12
- NC Music - 3
- NC Film - 3
- HNC Music - 3
- BA Film - 4 new, 5 continuing
- BA Applied Music - 3 new, 3 continuing
- MA Music and the Environment - TBC

The Wellbeing Choir, and craft writing groups continued to be well attended

Visual Arts and Craft Makers Awards update:

- Funding pot: £21,990
- Round 1 (Oct 18) - 9 applicants - 4 full awards - £5,017.83
- Round 2 (Feb 19) - 11 applicants - 3 full awards - 4 partial awards - £7,583.50
- Total awarded: £12,601.33
- Total remaining: £9,388.67
- Creative Scotland and SIC have agreed to a 3rd round in June

Head of Production

Date 18/04/2019

Estates

- **Bonhoga**
 - Outside picnic tables - delivered 24/04
 - New fridges now installed in Cafe
 - Car park re-lining scheduled 20/05
 - Upgrade flooring in Cafe 20/05
- **Mareel**
 - Recycled glass slabs replaced at Main Entrance
 - Additional CCTV for 1st Floor now being installed
- **The Garrison**
 - Quotes approved for Category 2 defects from Condition Survey
- **The Booth**
- **Other**
 - Sumburgh Retail Space works

Operations

- **Cafe Bar upgrades**
 - Final phase
 - Remaining couches have been reupholstered
 - Reconfiguration of sofa areas to include 4 extra tables
 - Install pendant lighting in Upper Cafe Bar

Chief Executive's Report

Date 18/04/2019

Board Decisions

None

Operations

- Signage gone up to try and encourage some parents to take more responsibility for their children
- Staff smoking area being relocated to door at Museum end of building, butt bin installed
- Auditorium capacity being reviewed to resolve inconsistencies in operating plan
- New food offer in Mareel Cafe Bar
- New licensing procedure agreed with SIC for film screenings external to Mareel
- Sumburgh retail facility to open Monday 13 May with stock from Jayne Kelly, Joan Fraser, Paparwark, Glansin Glass, Helen Robertson, Avril Thompson, Morwenna Garrick, Esme Wilcock, Niela, Joanna Hunter, Margaret Hamilton, Shetland Soap and Shetland Times Bookshop

Key Dates for Trustees

- Shetland Young Fiddler of the Year 2019, Mareel, Saturday 27 April
- Imagine Waking Up Tomorrow And All Music Has Disappeared, Baltasound Hall, 28 April
- Creative Lab: Electric Painting with Jono Sandilands, Mareel, 1 May 2019
- Ailish Tynan and Hebrides Ensemble from Perth Concert Hall, Mareel, 6 May 2019
- The Cheviot, The Stag and The Black, Black Oil, National Theatre of Scotland, Mareel, 23 May 2019
- From Time to Time at Sea, 11th June - The Sail Loft, Skeld; 12th June - Quendale Water Mill, Dunrossness; 13th June - The Booth, Hillswick Wildlife Sanctuary

Funding

- **Creative Scotland**
 - Application submitted to Screen Scotland Cinema Equipment Fund
- **Shetland Charitable Trust**
 - Strategic Review currently being undertaken
- **Highlands and Islands Enterprise**
- **Shetland Islands Council**
- **Other**

- Bid being considered to Event Scotland Year of Coasts and Waters