

Item	Description	Report	Item taken by	ACTION
1	Welcome, apologies, and declarations of interest		Chair	Note
2	Minutes 30 April 2020		Chair	Approval
3	Finance Management Accounts to 30 April 2020	Attached	KE	Note
4	Head of Creative Opportunities Report	Attached	BP	Note
5	Head of Production Report	Attached	JR	Note
6	Chief Executive Report Board Decisions Operational Issues Key Dates or Trustees Stakeholder Updates Projects Completed Projects Planned	Attached	GH	Approval Note Note 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	Future SADA Board Meetings: AGM Thursday 27 August 2020 – 5.30pm Board Meeting Thursday 27 August 2020 – 5.45pm		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 30th April 2020, held at 5.30pm by video conference**

Present:

Ryan Stevenson (RSt), Chair, Shetland Arts
Robin Sandison (RS), Trustee, Shetland Arts
Sophie Whitehead (SW), Vice Chair, Shetland Arts
Susan Mail (SM), Trustee, Shetland Arts
Olive Macleod (OM), Trustee, Shetland Arts
Lynn McHattie (LM), Trustee, Shetland Arts
Chris Gadsby (CG), Trustee, Shetland Arts
Renzo Spiteri (RSp), Trustee, Shetland Arts

In Attendance:

Graeme Howell (GH), Chief Executive, Shetland Arts
Kerry Eunson (KE), Head of Organisational Support, Shetland Arts (minutes taker)
Bryan Peterson (BP), Head of Creative Opportunities, Shetland Arts
Jonathan Ritch (JR), Head of Production, Shetland Arts
Irene Hambleton (IH), Partner, RSM Audit LLP
Siobhan Anderson (SA), Lead Officer, Creative Scotland

Apologies:

None

Item	Topic	Action
1.	Welcome, Apologies & Declaration of Interest The Chair welcomed everyone to the meeting. There were no declarations of interest.	
2.	Matters Arising The minutes of the last meeting were read and approved by RSt and seconded by SW	
3.	Finance The Management Accounts were taken as read. There were no queries.	
4.	Head of Creative Opportunities Report BP took the board over his report providing further details noted below. Due to the COVID-19 lockdown as much activity as possible has been moved online and this is being well received.	

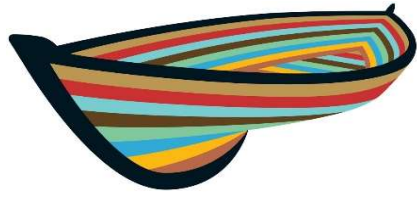
5.	<p>Head of Production Report</p> <p>JR took the board over the estates report providing further details noted below:</p> <p>Weekly checks are being carried out on all SADA properties in line with the requirements of the insurers Aviva.</p>	
6.	<p>Chief Executive Report</p> <p>GH took the board through the Chief Executives report.</p> <p><u>Budget 2020-21</u></p> <p>GH took the Trustees through the updated budget report. GH added that the lack of tourists does not affect SADA, mainly local business. The budget put forward is a best guess by us, there is no way of us to know how consumers are going to act.</p> <p>OM asked if the Third Sector Resilience fund income was included. GH explained it was part of the mitigating measures included in the report so would decrease the deficit shown.</p> <p>RSt added that he thinks the budget presented is the best it can be. Asked IH for her opinion on budget.</p> <p>IH added that as the grants are confirmed it helps mitigate some risk. Identifying the pinch points for cash will be key. Need resilience plans if income does not return as planned.</p> <p>SW queried what films would be available when we do re-open. GH explained it is hard to know as we have no control. There are likely to be gaps next year due to production shut downs.</p> <p>RSt asked if we could set off the gaps in the programme with any other things. GH explained we just do not know what product will be available.</p> <p>The budget was unanimously approved by the board.</p> <p><u>Other items</u></p> <p>All events are cancelled to 31 July 2020.</p> <p>Communication with stakeholders is going well.</p> <p>Shetland unlocked has been well received with 20 applications received to date. A TV production company has also been in touch about doing a documentary on Shetland coming out of lockdown.</p>	
7.	<p>Board Recruitment & Training</p> <p>GH highlighted it was OM last meeting as a Trustee. GH added her contribution to the board has been very valuable.</p>	

	<p>OM thanked everyone as she enjoyed the work and good luck for the future.</p> <p>RSt added his thanks to what GH said. OM done a lot for the organisation and everyone is very grateful.</p>	
8.	<p>Any Other Business as agreed by Chair at the start of the meeting</p> <p><u>Strategic Risk Register</u> GH presented the updated Strategic Risk Register to the board for approval.</p> <p>GH explained COVID-19 is not included as a risk as the consequences are all covered by other areas.</p> <p>RSt queried the rating on cash flow. GH explained our thinking on the change to the rating on cash which was accepted.</p> <p>RSp queried how reducing purchases affected commercial income. GH explained that if income reduced we do not have to buy as much goods so we make a saving.</p> <p>RSt and SM queried the ratings after mitigations and GH is to review these and take an amended version to the board in June including the workings for the ratings.</p> <p>IH added that per the audit tender that could do half day on risk with the board. GH is to progress this.</p>	<p>GH</p> <p>GH</p>
9.	<p>Date/time of future meetings The next meeting will be held on Thursday 25th June 2020 at 5.30pm in Mareel or via video conference.</p>	
	Meeting closed at 6.10pm	

Minute approved:

Ryan Stevenson

Chair, Shetland Arts Development Agency



Shetland *arts*

MANAGEMENT ACCOUNTS
APRIL 2020

Mangement Accounts
Profit & Loss - Year to date v Budget
1 month to 30 April 2020

	Actual £	Budget £	Variance £
<u>Income</u>			
Ticket Sales	117	998	- 881
Education and training income	9,252	10,833	- 1,581
Retail income	-	83	- 83
Food and beverage income	-	-	-
Foyer income	-	-	-
Box office commission income	1	-	1
Gallery commission income	-	44	- 44
Hire of rooms and equipment income	-	50	- 50
Screen advertising income	-	-	-
Gift Vouchers	-	-	-
Sponsorship income	-	275	- 275
Donations received	55	-	55
Grant Funding - Capital	-	-	-
Grant Funding - SIC	8,333	8,333	-
Grant Funding - SCT	50,294	50,294	-
Grant Funding - Creative Scotland	20,833	20,833	-
Other Grants - Trusts and foundations	12,637	6,246	6,391
Operating lease income - SIC	7,500	7,500	-
Other income	53,394	58,276	- 4,882
Memberships received	- 650	-	- 650
	<u>161,766</u>	<u>163,765</u>	<u>- 1,999</u>
<u>Purchases</u>			
Food and beverage purchases	- 45	54	99
Foyer purchases	-	83	83
Retail purchases	-	-	-
Direct costs	-	-	-
	<u>- 45</u>	<u>137</u>	<u>182</u>
<u>Direct Costs</u>			
Gross wages and salaries - regular	77,267	74,651	- 2,616
Gross wages - casual	12,502	13,103	601
Employers NI	5,777	5,959	181
Employers pension	12,656	13,234	577
Recruitment expenses	-	229	229
Employee/Trustee expenses	-	83	83
Training and protective clothing	-	1,042	1,042
Programme costs - project	3,748	8,536	4,788
Marketing costs - project	101	1,004	903
Licences - PRS etc	1,557	2,481	924
Film transport	-	-	-
Hire of equipment	-	-	-
	<u>113,608</u>	<u>120,321</u>	<u>6,713</u>

Overheads

Travel and subsistence and Entertainment	2,096	1,661	-	435
Rent, Rates and Insurance	4,362	4,556		193
Heat and Light	1,383	3,667		2,284
Operating leases - Rent and Equipment	9,131	8,900	-	231
Repairs and maintenance and Cleaning	2,535	9,365		6,831
Print, postage and stationary	-	490		490
Telephone and broadband	803	310	-	492
Computer costs	1,975	2,441		467
Marketing costs - strategic	-	344		344
Website costs	50	219		169
Subscriptions	118	134		16
Consumables	-	927		927
Sundry	-	-		-
Legal and professional fees	1,445	2,754		1,309
Till differences	-	-		-
Bank charges	274	1,487		1,212
Loan interest	315	375		60
	<u>24,487</u>	<u>37,630</u>		<u>13,143</u>
SURPLUS/DEFICIT	<u>23,716</u>	<u>5,677</u>		<u>18,039</u>

Management Accounts
Balance Sheet
As at 30 April 2020

	£	£
Tangible Fixed Assets		9,746,819
<i>Current Assets</i>		
Stock	45,329	
Debtors	158,507	
Cash at Bank	284,547	
	<u>488,383</u>	
<i>Current Liabilities</i>		
Creditors	<u>565,634</u>	
Net Current Assets		(77,251)
<i>Long term liabilities</i>		
Loans	76,688	
Pensions liability	<u>1,382,000</u>	
		1,458,688
Net Assets		<u><u>8,210,880</u></u>
Capital and Reserves:		
Restricted funds		9,727,258
Unrestricted funds		(134,378)
Pension liability		<u>(1,382,000)</u>
		<u><u>8,210,880</u></u>



Shetland *arts*
HEAD OF CREATIVE
OPPORTUNITIES REPORT

JUNE 2020

INTRODUCTION

This report details the following

- Key Performance Indicators
- Significant projects completed in the reporting period
- Significant projects planned

KEY PERFORMANCE INDICATORS

As Per SCT Funding 19/20	Dec	Jan	Feb	Mar	Apr	May
Concerts, Screenings, Exhibition Days	350	262	301	232	0	0
Audience attendances	23,341	8,956	11,634	4,870	0	0
Development Sessions	167	171	221	187	149	145
Participations	948	713	1,444	963	6,841*	4,112*

** these numbers are 'raw data' of online interactions, and work is ongoing to contextualise them*

Formal Education Delivery	Enrolled to Study at Mareel 19/20		Taught Across the Network 19/20
	Full Time	Part Time	
Vocational Pathway	-	26	-
NC	8	-	-
HNC	3	-	-
Degree	8	1	14
Masters	-	1	6

SIGNIFICANT PROJECTS COMPLETED IN REPORTING PERIOD

Date	Title	Intention	Outcome
Jun 2020	Completion of 19/20 Academic Year delivery	Delivery of courses under the Service Level Agreement with UHI	Teaching and assessments complete. Student attainment still to be verified
May 2020	Youth Arts Companies	Completion of a block of online activity sessions for Youth Dance, Youth Theatre and Film Crew Junior, and provide work for tutors	Moved existing groups to online spaces ensuring ongoing engagement with members
June 2020	Theatre Writing workshops	Provide support for aspiring theatre scriptwriters, and paid with for tutors	The group will be working with a theatre company in Aberdeenshire to perform the play(s)
May 2020	Gilly B online tutorials	Provide online resources and tutorial videos for craft makers	High level of online engagement

SIGNIFICANT PROJECTS PLANNED

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

Short/ Medium/ Long Term	Title	Intention	June Update
Medium	Harris Playfair Big Band	Bring together young musicians online to write, rehearse and perform as a 'trad orchestra'	Original funding application successful. Awaiting notification on COVID revision
Short	Peter Davis watercolour lessons	Engage people to feel inspired by the Shetland landscape and feel connected through this period of isolation	Expected to be delivered through July. Not yet on sale
Medium	Education interviews	Recruitment of formal education students	Ongoing



Shetland *arts*
HEAD OF PRODUCTION
REPORT

JUNE 2020

INTRODUCTION

This report details the following

- Health and Safety
- Significant projects completed in the reporting period
- Significant projects planned

HEALTH AND SAFETY

Date	Incident	Action Taken	Future Mitigation

SIGNIFICANT PROJECTS COMPLETED IN REPORTING PERIOD

Date	Title	Intention	Outcome

SIGNIFICANT PROJECTS PLANNED

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

Short/Medium/Long Term	Title	Intention	Jun Update
Short	Building Recommission	Full M&E recommission of buildings prior to reopening	
Short	PPE Audit and Perspex Installation	To install perspex screens and draft PPE implementation plan	

Short	Outside Tables	To create outside drinking area at Mareel	Tables delivered
Short	Painting schedule	To put together a strategic schedule for redecorating in Mareel	Sub-contractors to be invited to tender
Short	Auditorium Rear Bar	To install motorised rear bar in Mareel Auditorium and improve rigging options for projector	Rigging materials delivered
Medium	Garrison External Works	To address all Category 2 defects as noted on condition survey	Works ongoing
Medium	Food Prep Cooling	Install appropriate cooling system in Food Prep area at Mareel	Options being explored



Shetland *arts*
CHIEF EXECUTIVE
REPORT

JUNE 2020

INTRODUCTION

This report details the following

- Any Board decisions required
- Operational Issues from the last reporting period
- Key Dates for Trustees
- Stakeholder Updates
- Significant projects completed in the reporting period
- Significant projects planned

BOARD DECISIONS

Issue	Supporting Papers	Recommendation
None		

OPERATIONAL ISSUES

Issue	Mitigation
Covid 19	Buildings Closed Staff Furloughed Support applied for
SADA promoted events canceled till end of August	Dates being rescheduled where possible
External promoters canceled till end of August	Dates being rescheduled where possible
Workshop program/youth arts	moved online where possible

KEY DATES FOR TRUSTEES

Date	Title	Venue

STAKEHOLDER UPDATES

Creative Scotland	Support from CS has been clear and consistent, good level of communication with our lead officer. Supportive of Shetland Unlocked
Shetland Charitable Trust	
Highlands and Islands Enterprise	
Shetlands Islands Council	
Event Scotland	Considering supporting Shetland Unlocked

SIGNIFICANT PROJECTS PLANNED

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

Short/Medium/Long Term	Title	Intention	June Update
Short	Future of the Garrison	Secure a sustainable future for The Garrison Theatre	Ongoing
Short	Voices for Equity	Deliver end of project art material	Dissemination agreed with SIC
Medium	The Lens	To develop an innovation culture in SADA in partnership with SRT and SAT	On hold due to Covid 19
Medium	Vision, Mission, Values	Review and update	See Development Strategy 2020 - Due to be updated in light of current situation
Medium	Work Plan 2021 - 2024	Review and update work plan so that we are able to respond to potential new strategic direction from stakeholders	See Development Strategy 2020 - Due to be updated in light of current situation
Medium	Organisation Structure	Review organisation structure in line with work plan	See Development Strategy 2020 - Due to be updated in light of current situation
Medium	Locus	Successful delivery	Installation delayed until March 2021
Medium	Supervisor Training with People Matters	To ensure all supervisors have management and leadership training	First Cohort delivered, consideration being given as to how to progress
Long	Islands Deal	Ensure CI is delivered in Islands Deal	Conversations ongoing