

Item	Description	Report	Item taken by	Action
1	Appointment of Chair		Vice Chair	Approval
2	Welcome, apologies, and declarations of interest		Chair	Note
3	Minutes 24 June 2021		Chair	Approval
4	Finance Management Accounts to 30 June 2021	Attached	KE	Note
5	Head of Creative Opportunities Report	Attached	BP	Note
6	Head of Production Report	Attached	JR	Note
7	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
8	Board Recruitment & Training		Chair	Note
9	Any Other Business as agreed by the Chair at the start of the meeting		Chair	
10	Future SADA Board Meetings: Board Meeting Thursday 28 October 2021 – 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 24th June 2021, held at 5.30pm by video conference.**

Present:

Ryan Stevenson (RSt), Chair, Shetland Arts
Lynn McHattie (LM), Trustee, Shetland Arts
Renzo Spiteri (RSp), Trustee, Shetland Arts
Susan Mail (SM), Trustee, Shetland Arts
James Johnston (JJ), Trustee, Shetland Arts
Sophie Whitehead (SW), Vice Chair, Shetland Arts
Chris Gadsby (CG), Trustee, Shetland Arts
Kerry Larbalestier (KL), Trustee, Shetland Arts

In Attendance:

Graeme Howell (GH), Chief Executive, Shetland Arts
Kerry Eunson (KE), Head of Organisational Support, Shetland Arts
Wendy Tulloch (WT), Head of Customer Services, Shetland Arts
Bryan Peterson (BP), Head of Creative Opportunities, Shetland Arts
Alison Eunson (AE), Administrator, Shetland Arts (Minute taker)
Siobhan Anderson (SA), Creative Scotland

Apologies:

Jonathan Ritch (JR), Head of Production, Shetland Arts

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 JJ and seconded by SM.	
3.	Finance The Management Accounts will be covered in the Closed meeting.	
4.	Head of Creative Opportunities Report BP took the board through his report adding the following additional points: BP briefly discussed the year end numbers adding that it has been a very busy, exciting and unpredictable year. JJ asked if the KPI was reported to the funders and if so, did they have any feedback? BP said that the funders were pleased with the activities that had happened during the year.	

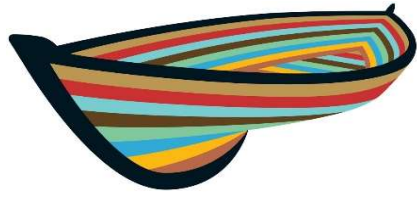
	SA said that the figures were very impressive, any chance to put something on had been carried out so well and Creative Scotland are really happy with SADA over the last 11 months.	
5.	<p>Head of Production Report</p> <p>GH took the board through this report adding the following additional points:</p> <p>We scored 89% in the Health & Safety audit. RSt asked if this was the first time having the audit done this way? GH replied saying that it was the first time doing it this was and hopefully next time we will have an in-person audit and not a virtual one. GH also added that the glasses vouchers have been done.</p> <p>SM wondered if the glasses vouchers are only for Specsavers or can they be used in other opticians? KE said that Specsavers are the only ones that offer a corporate scheme in Shetland currently. Will be looked at again before the next batch are purchased.</p> <p>CG asked if we need to mention in the risk register that there is no H&S policy? GH said that we do have a policy but it has things missing in it, we are planning to have it amended and signed off at the end of July.</p> <p>KL asked how checking the insurance of staff who drive for work was going? KE explained that this is due to be done later in the summer once staff are back from annual leave.</p>	
6.	<p>Chief Executive Report</p> <p>GH took the board through this report.</p> <p>GH mentioned that the LOCUS install is going well and the Swings open on Saturday at King George play park.</p> <p>GH explained he met with Creative Scotland last week and applied for the second round Performing Arts Venue Relief fund. £26,000.00 for staff returning to work, £100,00.00 for commissions, upskilling and programming.</p> <p>JJ asked if there were any details on SCT new funding for capital projects? GH had not heard anything yet.</p>	
7.	<p>Board Recruitment & Training</p> <p>None</p>	
8.	<p>Any Other Business as agreed by Chair at the start of the meeting.</p> <p>None</p>	

9.	Date/time of future meetings The next meeting will be held on Thursday 26 th August 2021 at 5.30pm in Mareel or via video conference.	
	Meeting closed at: 17:55	

Minute approved:

Ryan Stevenson

Chair, Shetland Arts Development Agency



Shetland *arts*

MANAGEMENT ACCOUNTS
JUNE 2021

Mangement Accounts
Profit & Loss - Year to date v Reforecast
3 months to 30 June 2021

	Actual	Reforecast	Variance
	£	£	£
<u>Income</u>			
Ticket Sales	18,532	21,369	- 2,837
Education and training income	23,750	23,750	-
Retail income	15,278	22,145	- 6,867
Food and beverage income	34,223	30,093	4,130
Foyer income	4,863	4,172	690
Box office commission income	201	1,250	- 1,049
Gallery commission income	117	858	- 741
Hire of rooms and equipment income	2,865	7,905	- 5,041
Screen advertising income	-	1,667	- 1,667
Gift Vouchers	- 144	-	- 144
Sponsorship income	-	475	- 475
Donations received	20	-	20
Grant Funding - Capital	-	-	-
Grant Funding - SIC	40,877	41,750	- 873
Grant Funding - SCT	162,500	162,500	-
Grant Funding - Creative Scotland	91,936	92,365	- 429
Other Grants - Trusts and foundations	4,150	-	4,150
Operating lease income - SIC	22,500	22,500	-
Other income	37,602	15,819	21,783
Memberships received	784	469	315
	<u>460,054</u>	<u>449,086</u>	<u>10,968</u>
<u>Purchases</u>			
Food and beverage purchases	9,969	10,280	311
Foyer purchases	2,329	2,086	- 243
Retail purchases	10,697	12,696	1,998
Direct costs	71	-	- 71
	<u>23,067</u>	<u>25,062</u>	<u>1,995</u>
<u>Direct Costs</u>			
Gross wages and salaries - regular	184,523	202,394	17,871
Gross wages - casual	17,365	22,430	5,064
Employers NI	14,528	17,451	2,923
Employers pension	35,216	37,779	2,563
Recruitment expenses	365	1,250	885
Employee/Trustee expenses	-	250	250
Training and protective clothing	744	3,750	3,006
Programme costs - project	135,256	155,524	20,268
Marketing costs - project	1,619	4,775	3,156
Licences - PRS etc	7,418	10,377	2,959
Film transport	54	333	279
Hire of equipment	173	-	- 173
	<u>397,262</u>	<u>456,313</u>	<u>59,051</u>

Overheads

Travel and subsistence and Entertainment	2,212	9,767	7,555
Rent, Rates and Insurance	13,879	14,009	130
Heat and Light	16,801	21,149	4,348
Operating leases - Rent and Equipment	26,786	27,167	381
Repairs and maintenance and Cleaning	26,770	34,687	7,917
Print, postage and stationary	410	1,575	1,165
Telephone and broadband	1,965	2,259	294
Computer costs	6,560	6,101	- 459
Marketing costs - strategic	587	500	- 87
Website costs	615	1,000	385
Subscriptions	737	251	- 486
Consumables	110	2,806	2,696
Sundry	-	125	125
Legal and professional fees	8,162	12,144	3,982
Till differences	- 148	-	148
Bank charges	1,852	5,010	3,158
Loan interest	946	1,500	554
	<u>108,243</u>	<u>140,050</u>	<u>31,807</u>
SURPLUS/DEFICIT	<u>- 68,517</u>	<u>- 172,339</u>	<u>103,822</u>

Management Accounts
Balance Sheet
As at 31 May 2021

	£	£
Tangible Fixed Assets		9,174,707
<i>Current Assets</i>		
Stock	24,009	
Debtors	197,151	
Cash at Bank	576,933	
	<u>798,092</u>	
<i>Current Liabilities</i>		
Creditors	<u>375,739</u>	
Net Current Assets		422,353
<i>Long term liabilities</i>		
Loans	102,501	
Pensions liability	<u>2,336,000</u>	
		2,438,501
Net Assets		<u><u>7,158,560</u></u>
Capital and Reserves:		
Capital funds		9,098,373
Revenue funds		396,186
Pension liability		<u>(2,336,000)</u>
		<u><u>7,158,560</u></u>

Mangement Accounts
Movement on selected Resricted Funds
3 months to 30 June 2021

Fund Name	Opening		Closing	
	Balance	Income	Expenditure	Balance
Shetland Film Club	1,705	-	-	1,705
Trad Big Band	2,435	-	- 300	2,135
Culture Collective	269,325	-	- 87,600	181,725
Youth Arts	35,235	-	- 22,930	12,305
Corra Foundation	4,146	-	- 150	3,996
Robertson Trust	24,612	-	- 1,954	22,658
BFI FAN	7,920	-	- 144	7,776
Xchange	20,913	-	- 2,000	18,913
Summer of Play	-	4,150	- 11	4,139
Visual Arts and Crafts Maker Awards	1,580	-	-	1,580
Total	367,871	4,150	- 115,089	256,932



Shetland *arts*
HEAD OF CREATIVE
OPPORTUNITIES REPORT

AUGUST 2021

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 20/21	Jan	Feb	Mar	Apr	May	Jun
Concerts, Screenings, Exhibition Days	22	22	61	49	645	207
Audience attendances	660	600	1,628	1136	13090	4949
Development Sessions	138	132	296	105	116	28
Participations	428	458	925	443	522	204

Formal Education Delivery	Applied to Study at Mareel 21/22		Taught Across the Network 20/21
	Full Time	Part Time	
Vocational Pathway	-	32 (up 1)	NA
NC	8 (down 1)	-	NA
HNC	8 (up 6)	-	NA
Degree	11 (no change)	1 (no change)	TBC
Masters	TBC	TBC	TBC

SIGNIFICANT PROJECTS COMPLETED IN REPORTING PERIOD

Date	Title	Intention	Outcome
July 2021	Upskilling: Community Arts Practice	Paid CPD for wellbeing arts freelancers	1x trainer & 12 trainees paid. 12 fortnightly online development sessions
June 2021	Shetland Youth Theatre	Work with National Youth Theatre to film Shetland Youth Theatre's shortlisted production	Successful film production with visiting team. Strong numbers for next project
June 2021	VACMA round 3	Bursaries for Visual Artists and Craft makers	7 awardees across craft and visual arts disciplines

SIGNIFICANT PROJECTS PLANNED

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

Term	Title	Intention	August update
Long	Culture Collective	Support creative practitioners to deliver wellbeing projects in Shetland, Orkney and Western Isles through small grants	32 expressions of interest received from Shetland based practitioners
Long	Youth Arts Small Grants	Support practitioners to deliver youth arts projects through small grants	7 projects awarded funding
Medium	Film Crew & Youth Theatre partnership	Develop a filmed production of an original devised dramatic performance	Youth Theatre currently working on script



Shetland *arts*
HEAD OF PRODUCTION
REPORT

AUGUST 2021

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
07/07/2021	Rigging Inspections	Annual inspection of Auditorium rigging at Mareel and Garrison	Complete
31/07/2021	Hidden Flowers Install	Install of exhibition on Mareel 2nd Floor	Complete
03/08/2021	Heat Exchanger	Replacement of Mareel heat exchanger by Ness Engineering	Complete
10/08/2021	Mareel Foyer	Remove Mareel one-way systems and floor markings in line with relaxing of Covid restrictions	Complete
10/08/2021	Mareel Cafe Reset	Reinstate couch areas and tallboys in Mareel cafe	Complete

SIGNIFICANT PROJECTS PLANNED

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

Short/Medium/Long Term	Title	Intention	Aug Update
Short	Mareel 2nd Floor	Reinstate Education space on Mareel 2nd Floor	W/C 30th August
Short	Mareel Hot Desk Office	To create a workspace for SADA staff in former Media Lab	W/C 6th Sept
Medium	Food Prep Cooling	Install appropriate cooling system in Food Prep area at Mareel	Options still being explored
Long	Mareel Foyer Floor	To re-screed lower foyer floor to address long standing issues with cracks	



Shetland *arts*
CHIEF EXECUTIVE
REPORT

AUGUST 2021

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
Update of Asset Management Strategy	Asset Management strategy August 2021	Approve

OPERATIONAL ISSUES

Issue	Mitigation
Covid 19	Most of the restrictions have been lifted. 1m distancing still required in education settings, mask wearing required unless seated in the café or eating/drinking in the auditorium or cinema. Enhanced cleaning still in place.

KEY DATES FOR TRUSTEES

Date	Title	Venue
4 May – 5 September	Summer Craft Show, in association with the Arts and Crafts Association	Bonhoga
10 September – 31 October	Open Winners	Bonhoga
1 – 5 September	Screenplay	Mareel
15 – 19 September	Wordplay	Mareel
Next five years	Locus (now fully installed)	Lerwick

STAKEHOLDER UPDATES

Creative Scotland	£126K secured from round 2 of the PAVRF funding Invited by CS to be represent Scotland as part of the UK/Germany Cultural Bridge Pilot
Shetland Charitable Trust	Application being prepared to the SCT capital grants scheme
Highlands and Islands Enterprise	
Shetlands Islands Council	

SIGNIFICANT PROJECTS PLANNED

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

Short/Medium/Long Term	Title	Intention	August Update
Short	Future of the Garrison	Secure a sustainable future for The Garrison Theatre	Ongoing, will form part of planning for 2021
Medium	The Lens	To develop an innovation culture in SADA in partnership with SRT and SAT	On hold due to Covid 19
Medium	Business Planning	Refresh and renew SADA business Plan 2022 - 2027	Ongoing process to be completed Autumn 2021
Long	Islands Deal	Ensure CI is delivered in Islands Deal	Creative Islands strand announced as part of the overall funding packages. SADA contributing to outline business case



Shetland *arts*

Asset Management Strategy

Published April 2017
Reviewed August 2021

Purpose

This document outlines the Asset Management Strategy for Shetland Arts Development Agency. It defines the key principles and requirements that the management team will apply to our assets to achieve our overall civic, social, artistic and financial objectives and deliver our vision and mission in line with our Trust Deed.

It is a live document which provides a framework, it will be reviewed at appropriate intervals and will be used to communicate our asset management approach both internally and externally.

It will enable SADA to achieve a clear understanding between our activities, our business plan and the value that our assets play in enabling delivery.

Scope

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

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

Locations

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

Weisdale Mill, Weisdale ZE2 9LW

Mareel, Lerwick, Shetland, ZE1 0WQ

Objectives

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

To deliver these objectives we will

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