



Item	Description	Report	Item taken by	ACTION
1	<b>Welcome, apologies, and declarations of interest</b>		Chair	Note
2	<b>Minutes</b> 30 January 2020		Chair	Approval
3	<b>Finance</b> Management Accounts to 31 December 2019	Attached	KE	Note
4	<b>Head of Creative Opportunities Report</b>	Attached	BP	Note
5	<b>Head of Production Report</b>	Attached	JR	Note
6	<b>Chief Executive Report</b> Board Decisions Operational Issues Key Dates or Trustees Stakeholder Updates Projects Completed Projects Planned	Attached	GH	Approval Note Note Note Note Note
7	<b>Board Recruitment &amp; Training</b>		Chair	Note
8	<b>Any Other Business as agreed by the Chair at the start of the meeting</b>		Chair	
9	Future SADA Board Meetings: Board Meeting Thursday 30 April 2020 – 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 30<sup>th</sup> January 2020, held at 5.30pm at Mareel Meeting Room, Lerwick**

**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  
Chris Gadsby (CG), Trustee, Shetland Arts  
Lynne McHattie (LM), Trustee, Shetland Arts

**In Attendance:**

Graeme Howell (GH), Chief Executive, Shetland Arts  
Kerry Eunson (KE), Head of Organisational Support, Shetland Arts (Minute taker)  
Bryan Peterson (BP), Head of Creative Opportunities, Shetland Arts

**Apologies:**

Olive Macleod (OM), Trustee, Shetland Arts

Item	Topic	Action
1.	<b>Welcome, Apologies &amp; Declaration of Interest</b>  The Chair welcomed everyone to the meeting.  There were not declarations of interest.	
2.	<b>Matters Arising</b>  The minutes of the last meeting were read and approved by CG and seconded by RS.	
4.	<b>Trust Deed</b>  KE explained the amendments to the Trust Deed to the board.  The amended Trust Deed was unanimously approved by the Trustees present.	
8.	<b>Any Other Business as agreed by Chair at the start of the meeting</b>  None	
9.	<b>Date/time of future meetings</b> The next meeting will be held on Thursday 27 <sup>th</sup> February 2020 at 5.30pm in Mareel.	
	Meeting closed at 5.41pm	

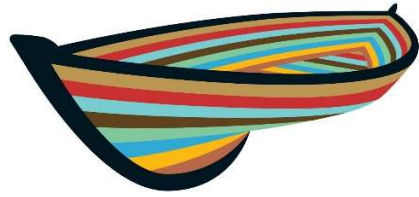
Minute approved:

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Ryan Stevenson

Chair, Shetland Arts Development Agency





Shetland *arts*

MANAGEMENT ACCOUNTS  
DECEMBER 2019

**Mangement Accounts**  
**Profit & Loss - Year to date v reforecast**  
**9 months to 31 December 2019**

**Appendix 1**

	<b>Actual</b>	<b>Re-forecast</b>	<b>Variance</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<u>Income</u>			
Ticket Sales	386,916	383,970	2,947
Education and training income	100,314	93,503	6,811
Retail income	125,608	128,017	(2,409)
Food and beverage income	427,956	421,216	6,740
Foyer income	89,926	84,319	5,608
Box office commission income	4,557	3,852	705
Gallery commission income	3,283	3,478	(195)
Hire of rooms and equipment income	70,859	71,405	(546)
Screen advertising income	16,455	15,701	755
Gift Vouchers	5,384	5,096	288
Sponsorship income	3,750	3,075	675
Donations received	2,091	277	1,814
Grant Funding - Capital	2,445	2,445	0
Grant Funding - SIC	1,385	3,275	(1,890)
Grant Funding - SCT	452,642	452,642	0
Grant Funding - Creative Scotland	188,975	203,500	(14,525)
Other Grants - Trusts and foundations	24,927	24,780	147
Operating lease income - SIC	67,500	67,500	0
Other income	21,122	11,130	9,992
Memberships received	9,680	7,547	2,133
	<u>2,005,776</u>	<u>1,986,729</u>	<u>19,048</u>
<u>Purchases</u>			
Food and beverage purchases	150,422	146,544	(3,878)
Foyer purchases	47,425	43,213	(4,212)
Retail purchases	66,900	70,855	3,955
Direct costs	4,176	3,391	(785)
	<u>268,923</u>	<u>264,004</u>	<u>(4,919)</u>
<u>Direct Costs</u>			
Gross wages and salaries - regular	643,034	640,671	(2,363)
Gross wages - casual	129,278	145,831	16,553
Employers NI	45,313	50,365	5,052
Employers pension	113,624	114,578	954
Recruitment expenses	2,179	2,031	(147)
Employee expenses	2,983	2,488	(494)
Training and protective clothing	10,330	3,979	(6,351)
Programme costs - project	228,067	223,903	(4,164)
Marketing costs - project	13,202	15,213	2,011
Licences - PRS etc	28,958	27,889	(1,069)
Film transport	748	902	154
Hire of equipment	2,129	1,754	(375)
	<u>1,219,843</u>	<u>1,229,604</u>	<u>9,761</u>

Overheads

Travel and subsistence and Entertainment	30,429	33,351	2,922
Rent, Rates and Insurance	38,740	38,558	(183)
Heat and Light	61,344	63,340	1,996
Operating leases - Rent and Equipment	80,875	80,545	(330)
Repairs and maintenance and Cleaning	109,060	121,759	12,699
Print, postage and stationary	5,520	5,012	(508)
Telephone and broadband	7,515	6,995	(520)
Computer costs	17,802	18,341	538
Marketing costs - strategic	1,784	2,501	717
Website costs	938	1,861	923
Subscriptions	2,294	1,460	(835)
Consumables	4,815	5,821	1,006
Legal and professional fees	15,803	16,260	457
Till differences	54	(69)	(123)
Bank charges	17,421	17,947	526
Loan interest	3,516	3,844	328
	<u>397,910</u>	<u>417,524</u>	<u>19,614</u>
<b>SURPLUS/DEFICIT</b>	<u><b>119,100</b></u>	<u><b>75,597</b></u>	<u><b>43,504</b></u>

**Management Accounts**  
**Balance Sheet**  
**As at 31 December 2019**

	£	£
Tangible Fixed Assets		10,311,203
<i>Current Assets</i>		
Stock	54,451	
Debtors	127,561	
Cash at Bank	339,098	
	<u>521,109</u>	
<i>Current Liabilities</i>		
Creditors	<u>552,133</u>	
Net Current Assets		(31,024)
<i>Long term liabilities</i>		
Loans	86,455	
Pensions liability	<u>1,580,000</u>	
		1,666,455
Net Assets		<u><u>8,613,725</u></u>
Capital and Reserves:		
Restricted funds		10,257,350
Unrestricted funds		(63,625)
Pension liability		<u>(1,580,000)</u>
		<u><u>8,613,725</u></u>



Shetland *arts*  
HEAD OF CREATIVE  
OPPORTUNITIES REPORT

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FEBRUARY 2020



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## INTRODUCTION

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This report details the following

- Key Performance Indicators
- Significant projects completed in the reporting period
- Significant projects planned
- See SADA 19-20 Q3 Report for additional details (included as Appendix 1)

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## KEY PERFORMANCE INDICATORS

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As Per SCT Funding 19/20	Jul	Aug	Sep	Oct	Nov	Dec
Concerts, Screenings, Exhibition Days	447	376	425	360	349	350
Audience attendances	22,973	15,328	19,466	11,496	13,042	23,341
Development Sessions	63	65	258	149	269	167
Participations	2,231	224	2,827	1,473	1,515	948

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
Feb 2020	VACMA	Visual Arts & Crafts maker Award	10 applicants, 3 full, 1 partial award made
Jan 2020	MA modules	1st semester complete	2 students passed
Jan - Feb 2020	Adult Contemporary Dance drop-in	4-week block. Informal and open to all	16 participants (full to capacity)
Dec 2019	Wellbeing Groups	Sessions delivered around Shetland, particularly in Overtonlea, North Haven, Newcraigielea, Montfield and E.T & Taing House care settings	Block of sessions completed

### SIGNIFICANT PROJECTS PLANNED

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

Short/ Medium/ Long Term	Title	Intention	Feb Update
Medium	Shakespeares Globe	Workshops with Shetland Youth Theatre (June)	Still to confirm
Medium	Puppet animation	Performance and workshops in Mareel and Brae (April)	On sale
Short	Scottish Dance Theatre partnership	Making a new piece with Shetland Youth Dance company (Feb) Filmed for the web by Rural Touring Dance Initiative	On sale
Short	Education interviews	Recruit formal education students	Ongoing
Medium	Let's Circus	Support for development activities around circus visit in spring 2020	Awaiting funding





Shetland *arts*  
HEAD OF PRODUCTION  
REPORT

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February 2020

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## INTRODUCTION

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This report details the following

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

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## HEALTH AND SAFETY

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Date	Incident	Action Taken	Future Mitigation
4/12/19	Hot water tank at Bonhoga Leaking	Engineer Called out	
11/12/19	Low level lighting in Mareel auditorium failed	Replacement sought to be installed	
31/12/19	Refuge point used for storage for event bar	Obstructions cleared	Reminder issued to Supervisors
ongoing	Mag locks sticking	ADT to sort on next visit	

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## SIGNIFICANT PROJECTS COMPLETED IN REPORTING PERIOD

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Date	Title	Intention	Outcome
30/1/2020	Cinema Fund Bid	To upgrade 1st generation digital cinema equipment at Mareel, as well as purchasing mobile kit for outreach screenings	Complete
30/1/2020	BMS Re-commission	To review BMS system settings as per Carbon Management Plan	Awaiting report, return visit possibly required by engineer

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**SIGNIFICANT PROJECTS PLANNED**

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

<b>Short/Medium/Long Term</b>	<b>Title</b>	<b>Intention</b>	<b>Feb Update</b>
Short	Door Access System Upgrade	To resolve ongoing issues with maglocks	Waiting for date from ADT
Short	Boardroom Units	To install a permanent full-length unit with worktop in the Boardroom	To be installed Jan 2020
Short	Painting schedule	To put together a strategic schedule for redecorating in Mareel	Sub-contractors to be invited to tender
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, projected install date April 2020



Shetland*arts*  
CHIEF EXECUTIVE  
REPORT

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February 2020

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## INTRODUCTION

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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

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## BOARD DECISIONS

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Issue	Supporting Papers	Recommendation
2020 - 21 Budget	Budget Report 2020 - 21	Approve
Defibrillator install	Proposed Defibrillator	Approve

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## OPERATIONAL ISSUES

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Issue	Mitigation
Issues with Box Office payment processing.	Ongoing conversations with BO Supplier.
High level of staff sickness at AC/DC led to poor bar service.	None.
YP in Mareel with an imitation gun.	Staff briefed to phone the police if incident repeated.
Lock failed at back door of Mareel.	Two external doors now on the same tumbler.



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#### KEY DATES FOR TRUSTEES

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Date	Title	Venue
4/3/2020	Scottish Opera Highlights	Mareel
26/3/2020	Student Night	Mareel
25/1/ - 24/3/2020	Ultima Thule by Lucy Woodly	Bonhoga
3/4/2020	Waves	Mareel
14/4/2020	Neil Georgeson - Fireside Tales	Mareel

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#### STAKEHOLDER UPDATES

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Creative Scotland	CS Annual Feedback Letter attached as Appendix 3.  SADA to co-host a RFO Learning and Sharing Day with Creative Scotland on Finance and Governance in Edinburgh.
Shetland Charitable Trust	EOI for uplift in funding of £100K approved to go to full application.
Highlands and Islands Enterprise	
Shetlands Islands Council	
Event Scotland	Year of Scotland's Stories 2022, application being considered.

## SIGNIFICANT PROJECTS PLANNED

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

Short/Medium/Long Term	Title	Intention	Feb Update
Short	Future of the Garrison	Secure a sustainable future for The Garrison Theatre	Ongoing
Short	SCT EOI Application	Secure Growth, application due 17 March 2020	Successful
Short	Voices for Equity	Deliver end of project art material	Piece Commissioned
Medium	The Lens	To develop an innovation culture in SADA in partnership with SRT and SAT	Six projects progressed to next round
Medium	Vision, Mission, Values	Review and update	See Development Strategy 2020
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
Medium	Organisation Structure	Review organisation structure in line with work plan	See Development Strategy 2020
Medium	Locus	Successful delivery	Artists recruited and visits have begun
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	Workshops Scheduled for end of March

**Introduction**

This paper will provide details on the draft budget for SADA for the year to 31 March 2021 attached as Appendix 1. The budgeted surplus for the year is £38,538.

The detail of the budget was presented to the board at an information session in January 2020. The changes made following this were:

- A surplus of £16,203 added for the planned new Cruise Ship activity which will be screenings of specially commissioned films in the auditorium on days when cruise ships are in port. Income is based on sales to 2.5% of total cruise passengers.
- Savings of £8,000 were identified from the Creative Opportunities department.
- Removal of £5,709 worth of equipment and fixtures purchase from the budget moving them into the 2019/20 financial year.

The board is asked to approve the budget for 2019-20 as shown on the following pages.

<b>Shetland Arts Development Agency</b>					
<b>Detailed Budgets</b>					
<b>Year ended 31 March 2021</b>					
	Budget	Budget			
	2020/21	2019/20	Change		
<u>Income</u>					
Ticket Sales	580,182.51	552,753.67	27,428.84	4.96%	
Education and training income	130,000.00	135,000.00	(5,000.00)	-3.70%	
Retail income	157,895.00	105,487.00	52,408.00	49.68%	
Food and beverage income	594,300.00	553,072.00	41,228.00	7.45%	
Foyer income	114,412.00	120,256.00	(5,844.00)	-4.86%	
Box office commission income	5,100.00	15,000.00	(9,900.00)	-66.00%	
Gallery commission income	4,857.00	3,525.00	1,332.00	37.79%	
Hire of rooms and equipment income	104,152.50	91,652.50	12,500.00	13.64%	
Screen advertising income	16,000.00	14,000.00	2,000.00	14.29%	
Sponsorship income	10,940.00	6,850.00	4,090.00	59.71%	
Donations received	0.00	600.00	(600.00)	-100.00%	
Grant Funding - SIC	3,522.00	8,044.00	(4,522.00)	-56.22%	
Grant Funding - SCT	603,522.00	603,522.00	0.00	0.00%	
Grant Funding - Creative Scotland	256,000.00	262,000.00	(6,000.00)	-2.29%	
Other Grants - Trusts and foundations	79,950.00	93,550.01	(13,600.01)	-14.54%	
Operating lease income - SIC	90,000.00	90,000.00	0.00	0.00%	
Other income	59,194.97	12,860.00	46,334.97	360.30%	
Memberships received	7,500.00	7,500.00	0.00	0.00%	
	<b>2,817,527.98</b>	<b>2,675,672.18</b>	<b>141,855.80</b>	<b>5.30%</b>	
<u>Purchases</u>					
Food and beverage purchases	225,047.50	193,902.97	31,144.53	16.06%	
Foyer purchases	58,767.93	59,978.00	(1,210.07)	-2.02%	
Retail purchases	90,941.00	59,300.00	31,641.00	53.36%	
Direct costs	0.00	500.00	(500.00)	-100.00%	
	<b>374,756.43</b>	<b>313,680.97</b>	<b>61,075.46</b>	<b>19.47%</b>	
<u>Direct Costs</u>					
Gross wages and salaries - regular	902,810.55	850,250.03	52,560.52	6.18%	
Gross wages - casual	170,036.36	205,998.81	(35,962.45)	-17.46%	
Employers NI	71,070.16	64,367.87	6,702.29	10.41%	

Employers pension	157,684.06		157,153.13		530.93	0.34%
Recruitment expenses	3,500.00		3,500.00		0.00	0.00%
Trustee expenses	1,000.00		1,000.00		0.00	0.00%
Training costs	15,000.00		8,500.00		6,500.00	76.47%
Protective clothing	0.00		0.00		0.00	0.00%
Programme costs - project	392,049.82		381,877.68		10,172.14	2.66%
Marketing costs - project	13,400.00		26,950.00		(13,550.00)	-50.28%
Licences - PRS etc	41,516.47		37,302.82		4,213.65	11.30%
Film transport	2,000.00		2,000.00		0.00	0.00%
Hire of equipment	0.00		1,950.00		(1,950.00)	-100.00%
	<u>1,770,067.43</u>		<u>1,740,850.34</u>		<u>29,217.09</u>	<u>1.68%</u>
<u>Overheads</u>						
Travel and subsistence	81,765.02		61,082.00		20,683.02	33.86%
Motor expenses	300.00		978.00		(678.00)	0.00%
Rent	2,960.00		3,155.00		(195.00)	0.00%
Rates	17,604.00		18,204.00		(600.00)	-3.30%
Insurance	35,081.25		34,101.25		980.00	2.87%
Heat and Light	101,681.95		98,609.52		3,072.43	3.12%
Operating leases - Rent	90,000.00		90,000.00		0.00	0.00%
Operating leases - Equipment	16,800.00		15,471.92		1,328.08	8.58%
Repairs and maintenance	64,531.59		61,369.47		3,162.12	5.15%
Equipment purchases < £500	12,023.82		11,192.46		831.36	7.43%
Equipment purchases > £500	19,460.00		15,719.37		3,740.63	23.80%
Cleaning	63,214.80		63,214.80		0.00	0.00%
Print, postage and stationary	6,400.00		5,100.00		1,300.00	25.49%
Telephone and broadband	4,925.00		4,205.00		720.00	17.12%
Computer costs	29,294.82		30,736.85		(1,442.03)	-4.69%
Marketing costs - strategic	5,500.00		3,350.00		2,150.00	64.18%
Website costs	3,500.00		4,500.00		(1,000.00)	-22.22%
Subscriptions	1,605.20		2,763.20		(1,158.00)	-41.91%
Consumables	12,928.00		16,575.00		(3,647.00)	-22.00%
Sundry	0.00		0.00		0.00	0.00%
Legal and professional fees	23,050.00		19,550.00		3,500.00	17.90%
Audit Fees	10,000.00		8,500.00		1,500.00	17.65%
Bank charges	27,040.00		21,240.00		5,800.00	27.31%
Loan interest	4,500.00		6,000.00		(1,500.00)	-25.00%
	<u>634,165.45</u>		<u>595,617.84</u>		<u>38,547.61</u>	<u>6.47%</u>
TOTAL COSTS	2,778,989.31		2,650,149.15			

<b>SURPLUS/DEFICIT</b>	<b>38,538.67</b>		<b>25,523.03</b>		<b>13,015.64</b>	<b>51.00%</b>

## **Proposed Defibrillator**

Date: 18 February 2020

Prepared by Kerry Eunson

### Summary

Shetland Arts would like to work with the charity Lucky2BeHere to install defibrillators at Mareel and Bonhoga. Lucky2BeHere requires Shetland Arts to make a donation to the charity to get the defibrillator, they do not invoice for it. As this is a donation from Shetland Arts to another charity which is outside of our charitable objects the Trustees are asked to approve a maximum donation of £2,700.

### Detail

It is becoming more common for organisations to have defibrillators on site for use in emergency situations. The Customer Services Manager has been in contact with Lucky2BeHere about the installation of one inside Mareel and one externally at Bonhoga.

The Mareel defibrillator is to be an indoor one as there is an external one fitted at the Council Headquarters and the Mareel building is open long hours.

The indoor defibrillator requires a donation of £1,200 and the external one a donation of £1,500 be made to Lucky2BeHere..

At the end of the purposes of the Trust in section 3 of the original Trust Deed it states:

*"The Trustees shall hold the Trust Fund and the income of it to pay and apply the same to or for the benefit of or in furtherance of these objects of any of them or for such other purposes, objects or institutions charitable in law and in such proportions and manner as the Trustee shall think fit. In exercising their discretion in terms of this Clause the Trustees shall give primary consideration to the wishes of those persons who gift or lend funds to the Trust but this proviso shall impose no binding obligation of the Trustees."*

The statement allows the Trustees to approve the use of Shetland Arts funds to make a donation towards the purchase of a defibrillator.

**Graeme Howell**  
**Shetland Arts Development Agency**  
**Mareel**  
**Lerwick**  
**Shetland**  
**ZE1 0WQ**  
**6/2/2020**

Dear Graeme,

## **RFO ANNUAL FEEDBACK LETTER**

Following our Annual Review meeting on Wednesday 18<sup>th</sup> December, we enclose the Annual Feedback Letter. The document notes the progress that Shetland Arts Development Agency is making against the agreed goals and milestones submitted as part of the Funding Agreement between your organisation and Creative Scotland for 2019/20.

This feedback has been informed by the Annual Review Report provided by your organisation and the subsequent Annual Review meeting and has also taken into account any other conversations, documents and information gathered over the year.

We have used this information to:

- Assess your progress against agreed development goals and milestones as detailed in the Funding Agreement
- Understand your progress against the achievement of our Ambitions and Connecting Themes
- Understand your progress in developing and working towards goals and milestones in your EDI Action Plan and your Environmental Plans
- Assess the level of risk associated with the delivery of agreed plans as detailed in the Funding Agreement



## **Risk Assessment**

We recognise that RFOs will take risks in pursuit of their goals. It is important for us to maintain a balance between risk-taking and safeguarding the public funds that we distribute. We will use our various interactions with you to identify the level of risk associated with the successful delivery of your plans.

At the Annual Review meeting we discussed and agreed the overall level of risk attached to achieving the goals and milestones set out in your Funding Agreement for 2019/20 and additional plans. The rating has also taken into account the following:

- Delivery of programme goals and milestones
- Finance, Management and Governance
- The status of your Equalities, Diversity and Inclusion Action Plan
- The status of your Environmental plans

We have then given a low, medium or high risk ranking and provided details of how we will work with you to regularly review and assess risk. The risk rating can be found on page 8 of this document.

If you would like to discuss the content of this Annual Feedback Letter in more detail or have any suggestions on how we might improve the Annual Review process, please feel free to feed this back to me directly either by phone or email.

## ANNUAL FEEDBACK - YEAR 2 - 2019/20

### 1. Progress Against Plan

Having reviewed the information available, Creative Scotland would make the following comments in terms of your progress against plans to date:

#### **a) Activity and programme goals and milestones as detailed in the Funding Agreement**

Overall, we believe that Shetland Arts Development Agency is **on plan** to deliver the activity set out in their funding agreement. The organisation has continued to deliver an exciting and ambitious programme throughout this year which pushes boundaries while maintaining a high standard of quality. KPIs have been carefully measured, reported, met and exceeded in many cases which is positive to see. Activity proposed across artforms has been delivered, as well as additional elements in response to opportunities which have arisen.

#### **b) Delivering Creative Scotland's Ambitions focusing on:**

- **Excellence and experimentation**
- **Access and enjoying creative experiences**
- **Any other relevant Creative Scotland Ambitions**

Overall, we believe that Shetland Arts Development Agency is **on plan** to deliver against Creative Scotland's Ambitions.

**Excellence and Experimentation** has been demonstrated throughout the organisation's programming across film, dance, music, literature, visual art, applied art, drama and media. Performances from artists such as Chris Stout and Catriona McKay showcase high-quality programming alongside exhibitions such as Craig Easton's "Sixteen". Natural Selection showed experimental use of space and strong partnership working with Art Angel while also incorporating meaningful educational activity around the work. Aidan O'Rourke's 365 brought innovative work to Shetland for Wordplay which involved James Robertson working with schools, while Screenplay delivered excellent and experimental programming, allowing this high-quality event to once again delight audiences of locals and visitors alike.

We discussed the difficulties which can arise when working with partners who are not familiar with an island setting and how this can be challenging for programming and logistics, but the team seem well equipped to deal with this and help advise touring acts.

The Oot and Aboot programme allowed people across the islands to **access** high-quality entertainment out with Lerwick, while the second year of “Beyond Bonhoga” has continued to take visual arts around different spaces. This has worked well and has seen interesting work in interesting spaces such as Anderson High School, the hoarding surrounding the new Hjaltland Housing development on King Harald Street in Lerwick and at The Booth in Scalloway. Craft has also been made more accessible to a wider audience with the organisation’s new retail unit in Sumburgh Airport. This has worked exceedingly well and has allowed the organisation to reach those who may not otherwise engage with the organisation’s activity or the work of local artists to the same degree.

The organisation’s **workforce** has been developing with attendance at various events including Kathryn Spence visiting the Kedja Conference and Graeme Howell taking part in a mentorship scheme. VACMA continued to be delivered and the feedback sessions offered were likely to be highly beneficial to the artists involved. Staff morale appears to be high, with the organisation responding well to a recent survey of which the results were shared.

A strong sense of **place** is instilled throughout the work of the organisation. This can be seen throughout programming and outreach work including Creativity Club, the Isleburgh Photography Exhibition and the Shoormal Conference. There is also a good spread of activity across the islands out with Lerwick, including Bill Drummond’s show in Unst, Birds of Paradise in Brae and continued activity in Bonhoga.

Much of the organisation’s work is **internationally** recognised with delegates from overseas attending the Shoormal conference and the organisation bringing international performers to the islands as part of their programme.

### c) Delivering Creative Scotland's Connecting Themes:

- **Creative Learning**
- **EDI**
- **Digital / creative technology**
- **Environment**

### **We have also considered the development and implementation of EDI and Environmental action plans.**

Overall, we believe that Shetland Arts Development Agency is **on plan** to deliver against Creative Scotland's connecting themes.

Beyond Bonhoga outreach work in collaboration with START allowed the organisation to thread themes of place and heritage through these quality **Creative Learning** workshops which reached young people across the islands. There has been clear development of utilising visiting artists to deliver educational workshops alongside their performances while in Shetland. The relationship with UHI continues to be nourished and pass rates and grades show a good level of delivery, with Masters-level modules now being delivered and positive SQA external feedback for the Creative Industries course. The addition of a conference this year showed a new avenue for the organisation and demonstrated learning from both parties. The development of the Shetland Youth Dance Company, as well as sustaining the Shetland Youth Theatre and Shetland Young Programmers Group, shows a wealth of potential for young people to be involved in both the performing and backstage elements of the arts.

The Shetland Arts Development Agency **EDI** Action plan has been well developed and progress has been positive. The successful securing of funding from the Cinema Equipment Fund will allow for greater cinema outreach and high quality of presentation, enabling the organisation to deliver a vital strand of the Action Plan. By working in partnership with local organisations, the Shetland Arts Development Agency has provided valuable work experience opportunities, delivered excellent activity in care homes and schools, and engaged with a broad spectrum of the community. Arts and Wellbeing craft, creative writing and choir sessions help tackle isolation while engaging people in artistic activity.

The organisation continues to have a good **digital** presence, with regular streaming of content online, a good web presence and regular social media updates. Its successful cinema equipment award from Screen Scotland will allow for the most up-to-date equipment to be installed in Mareel as well as good quality provision for outlying areas through new touring equipment. Use of the recording studio has continued and provides a valuable facility for the island, for both commercial and artistic use.

As the Creative Carbon Scotland report has shown, the organisation is reaching its **environmental** carbon reduction targets well and objectives seem appropriate for the activity the organisation carries out. Work on replacing lighting has been successful thus far and plans seem in place for the upgrading of the building management system in the coming months.

#### **d) Governance and management systems**

Overall, we believe that Shetland Arts Development Agency is **on plan**.

The organisation appears to be dealing well with the four key sites they manage: Mareel, Bonhoga The Garrison and The Booth.

The Board seems engaged with the organisation's activity and Board meetings appear to be efficient and well run. Members hold a good spread of expertise and interests, and recruitment efforts for new members seem appropriate. We discussed the Board papers and how well presented they were, which was suggested as an area of best practice to share. They are digestible and well laid out for Board members and stakeholders alike, meaning decision-making can be easily undertaken and the best use of Board member's time can be made. Efforts to align the Board with OSCR's behaviours checklist is also commended.

The organisation has shown a great deal of initiative by setting up artform consultations to assist with the creation of its next Business Plan allowing for contributions from artists, audiences and stakeholders.

The new PDR model has been successful and has even resulted in the organisation successfully pitching to be one of three RFOs to deliver a Peer

Sharing and Learning Day in 2020. This is a great opportunity for the organisation to share its good work across the RFO network.

There have been some staffing changes with the resignation of the community promoter intern, who has been difficult to replace as part of a Scotgrad scheme. We also discussed the difficulties of recruiting a new Finance Officer when there are similar posts in Shetland offering a higher salary.

Staff satisfaction seems at a good level and it was useful to see results of a recent feedback survey.

The organisation takes a sensible approach to finances and appears to be aware of fluctuations in income due to audience figures. Overall, it appears to be in a steady financial position and is approaching upcoming applications to Shetland Charitable Trust and Creative Scotland sensibly.

## **2. Examples of good practice**

The following are examples of good practice in your programme of work/operations. If not already done so, we would encourage you to consider sharing with peers and the sector more widely.

### **Programme of activity**

Partnership working has been commended, with artists and the organisation embedded in the community. The work which takes place in the background, across care homes and schools, is not openly advertised and promoted but is exceedingly valuable.

The unit at Sumburgh Airport is seen as an example of good practice, taking a space in an area where audiences may not otherwise engage with the organisation's work, but will now be able to experience the work of local makers and learn about SADA's activity.

### **Operations**

Board reporting was viewed as an example of best practice and the organisation is encouraged to share this across the sector. It is excellent news

that the organisation will be delivering a finance and governance session as part of the RFO Peer Sharing and Learning Days. This will allow for sharing of best practice in this area, as well as giving an opportunity for staff members to present their work and develop new facilitation skills.

## 2. **Risk Assessment**

Based on the information available, Creative Scotland would assess the current level of risk to the successful delivery of your goals and milestones detailed in your Funding Agreement as:

<b>Low</b>	Variations in dates or locations of planned activity but, overall, retaining the scale and scope of the plans as detailed in your Funding Agreement.
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At this time, we do not think there is any need to take any specific action but we would encourage you to continue to monitor your programme of work and operations on a regular basis and flag to us, at the earliest opportunity, any factors you become aware of that could have a material impact on these.

## **FORWARD PLANNING**

### **2020/21 Funding Agreements**

Documentation and timelines for 2020/21 Funding Agreements were issued in December 2019 to allow funding agreements to be finalised by the end of March 2020 in anticipation of Q1 payment being made mid-April. The documentation is similar to that required for 2019/20 agreements, but if you have any questions then please don't hesitate to get in touch.

We also take this opportunity to thank you for your inputs into the needs of the RFO network, particularly regarding multi-artform RFOs. This information will be shared internally to feed into our planning.

Finally, it's been our great pleasure to work with you this year and we look forward to developing the relationship further. Having Amanda Catto in attendance was invaluable and we hope to continue these conversations and look forward to being part of the stakeholder meetings in the Spring.

Wishing you a successful upcoming year in all that you do.

Yours sincerely,



**Siobhan Anderson**



Shetland Arts Development Agency  
Trustee Appointment Details

Appointed	End of Term	Current Term	Designation	Forename	Surname
12/06/2014	12/06/2020	Term 2	CHAIR	Olive	MacLeod
20/11/2014	20/11/2020	Term 2		Robin	Sandison
15/12/2015	15/12/2021	Term 2		Ryan	Stevenson
23/02/2017	23/02/2020	Term 1	VICE CHAIR	Lynn	McHattie
30/10/2018	30/10/2021	Term 1		Sophie	Whitehead
23/08/2019	23/08/2022	Term 1		Susan	Mail
23/08/2019	23/08/2022	Term 1		Chris	Gadsby