



Item	Description	Report	Item taken by	ACTION
1	Welcome, apologies, and declarations of interest		Chair	Note
2	Election of Chair and Vice Chair		Chair	Approval
3	Minutes 25 April 2019		Chair	Approval
4	Finance Management Accounts – April 2019	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 Operations Key Dates for Trustees Funding	Attached	GH	Approval 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	Date/time of future meetings			Note
10a	Future SADA Board Meetings: AGM Thursday 29 August 2019 – 5.00pm Board Meeting Thursday 29 August 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 25th April 2019, held at 5.30pm at Mareel Meeting Room, Lerwick

Present:

Ryan Stevenson (RSt), Vice Chair, Shetland Arts
Sophie Whitehead (SW), Trustee, Shetland Arts
Olive Macleod (OM), Trustee, Shetland Arts
Robin Sandison (RS), Trustee, Shetland Arts

In Attendance:

Graeme Howell (GH), General Manager, Shetland Arts
Bryan Peterson (BP), Head of Creative Ops, Shetland Arts
Jonathan Ritch (JR), Head of Production, Shetland Arts
Lois Sutherland (LS), Trainee Administrator, Shetland Arts (Minute Taker)

Apologies:

Louise Garriock (LG), Trustee, Shetland Arts
Lynne McHattie (LM), Trustee, Shetland (Skype)
Lorraine Hall (LH), Chair, Shetland Arts

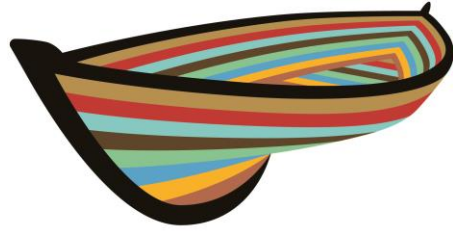
Item	Topic	Action
1	Welcome, Apologies & Declaration of Interest The Chair welcomed everyone to the meeting. There were no declarations of interest expressed.	
2.	Matters Arising The minutes of the last meeting were read and approved by SW and seconded by RSt GH to circulate all of the recent VACMA awards.	GH
3.	Finance GH went through the Management Accounts report.	
4.	Head of Creative Opportunities Report BP took the board over his report providing further details noted below. BP said that targets will be achieved and the figures are currently being finalised for the end of the year. The SYT are performing The Tempest to mark the 25 th anniversary in August. GH added that it is being considered if SYT should become independent.	

Item	Topic	Action
4. Cont.	<p>The Wellbeing Groups have been running really well, particularly the Wellbeing Craft. It has been decided to split these in to 6 week blocks so that the participants understand that it's not health care support that is being provided but arts activities.</p> <p>There is still 9.5k remaining in the VACMA fund. There is going to be a third round of funding with the remaining money this year.</p> <p>The board asked questions about VACMA which were answered as below:</p> <p>This money is coming from Creative Scotland and the SIC's 18/19 budget and our 19/20 budget.</p> <p>The successful applicants are given the money upfront; they have to provide detailed receipts after their purchases.</p> <p>BP added that since 2016/17 we have put out 32k</p>	
5.	<p>Head of Production Report</p> <p>JR took the board over the estates report providing further details noted below.</p> <p>Bonhoga An order has been put in for new outside tables, which should be delivered next week. The tables that are currently outside of Bonhoga will be used at Mareel in the area in front of the Café bar during the Summer. Bonhoga is going to be shut for a few days in May to allow time for refurbishments.</p> <p>Sumburgh There is a small amount of work to be done at Sumburgh before opening. This includes moving shelving and installing the EPOS system.</p>	
6.	<p>Chief Executive Report</p> <p>GH took the board through the CE report providing further details noted below.</p> <p>We have submitted a Creative Scotland Application to Screen Scotland Cinema Equipment Fund This money would be used for two new projectors as the warranty has almost run out on both of the Mareel Cinema projectors and would also be used to purchase new rural touring equipment. If the bid was not successful in this round then it is possible to reapply in September. GH added that the only reason they might turn us down could be due to vagueness in quotes, this is due to us being in Shetland and makes it difficult to get accurate quotes from suppliers on shipping/their travel.</p>	

Item	Topic	Action
6. Cont.	The Sumburgh shop is opening next month. Interviews will be held on Thursday 2 nd May.	
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 27 th June 2019 at 5.30pm Meeting closed at 6.03pm	

Minute approved:

Lorraine Hall
Chair, Shetland Arts Development Agency



Shetland *arts* MANAGEMENT ACCOUNTS REPORT

APRIL 2019

INTRODUCTION

This report includes details the following:

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

MANAGEMENT ACCOUNTS

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

The key points from April 2019 are:

- Ticket sales were above budget for the month due to strong performance in the cinema.
- Hire of Rooms and Equipment was below budget for the month due to decreased usage at Mareel. It is felt this is just due to timing and there are plenty of hires booked in for later in the year.
- Repairs and maintenance was over budget for the month by £5,709. This is due to the replacement slabs at the front door of Mareel and the re-upholstering of the final sofas for the Mareel Café which took place in April. It had been planned for this work to take place in the prior year however the suppliers were unable to complete the work in this timescale.

Appendix 1

Date: 20/06/2019

Time: 12:44:29

Shetland Arts Development Agency

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Prior Year Report

From: Month 1, April 2019
To: Month 1, April 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>
Sales								
Ticket Sales	39,196.32	19.01	34,884.67	4,311.65	39,196.32	19.01	34,884.67	4,311.65
Education and Training	11,477.56	5.57	7,666.67	3,810.89	11,477.56	5.57	7,666.67	3,810.89
Retail	8,770.85	4.25	7,962.42	808.43	8,770.85	4.25	7,962.42	808.43
Food and Beverage	44,432.00	21.55	41,341.69	3,090.31	44,432.00	21.55	41,341.69	3,090.31
Foyer	10,827.00	5.25	10,231.28	595.72	10,827.00	5.25	10,231.28	595.72
Box Office Commission	585.42	0.28	477.67	107.75	585.42	0.28	477.67	107.75
Gallery Commission	0.00	0.00	302.58	(302.58)	0.00	0.00	302.58	(302.58)
Hire of Rooms and Equipment	4,035.34	1.96	4,111.13	(75.79)	4,035.34	1.96	4,111.13	(75.79)
Screen Advertising Income	5,108.90	2.48	1,263.14	3,845.76	5,108.90	2.48	1,263.14	3,845.76
Gift Vouchers	(695.80)	(0.34)	(487.25)	(208.55)	(695.80)	(0.34)	(487.25)	(208.55)
Grant Funding - Capital	0.00	0.00	210.00	(210.00)	0.00	0.00	210.00	(210.00)
Grant Funding - SCT	50,293.50	24.40	52,831.17	(2,537.67)	50,293.50	24.40	52,831.17	(2,537.67)
Grant Funding - Creative Scotland	20,833.33	10.11	20,833.50	(0.17)	20,833.33	10.11	20,833.50	(0.17)
Other Grants - Trusts and Foundations	2,773.68	1.35	(210.00)	2,983.68	2,773.68	1.35	(210.00)	2,983.68
Operating Lease Income - SIC	7,500.00	3.64	7,500.00	0.00	7,500.00	3.64	7,500.00	0.00
Other Income	0.00	0.00	269.76	(269.76)	0.00	0.00	269.76	(269.76)
Memberships Received	997.50	0.48	1,025.84	(28.34)	997.50	0.48	1,025.84	(28.34)
	<u>206,135.60</u>	<u>100.00</u>	<u>190,214.27</u>	<u>15,921.33</u>	<u>206,135.60</u>	<u>100.00</u>	<u>190,214.27</u>	<u>15,921.33</u>
Purchases								
Food and Beverage Purchases	14,703.14	7.13	14,932.70	(229.56)	14,703.14	7.13	14,932.70	(229.56)
Foyer Purchases	5,446.36	2.64	5,602.85	(156.49)	5,446.36	2.64	5,602.85	(156.49)
Retail Purchases	6,114.49	2.97	2,357.14	3,757.35	6,114.49	2.97	2,357.14	3,757.35
Direct Costs	370.38	0.18	288.91	81.47	370.38	0.18	288.91	81.47
	<u>26,634.37</u>	<u>12.92</u>	<u>23,181.60</u>	<u>3,452.77</u>	<u>26,634.37</u>	<u>12.92</u>	<u>23,181.60</u>	<u>3,452.77</u>
Direct Expenses								
Gross Salaries and Wages - Regular	75,375.69	36.57	66,107.80	9,267.89	75,375.69	36.57	66,107.80	9,267.89
Gross Wages - Casual	12,994.83	6.30	20,574.69	(7,579.86)	12,994.83	6.30	20,574.69	(7,579.86)
Employers NI	5,735.17	2.78	5,459.71	275.46	5,735.17	2.78	5,459.71	275.46
Employers Pensions	12,380.66	6.01	11,939.82	440.84	12,380.66	6.01	11,939.82	440.84
Recruitment Expenses	356.00	0.17	178.00	178.00	356.00	0.17	178.00	178.00
Employee Expenses	125.55	0.06	251.75	(126.20)	125.55	0.06	251.75	(126.20)
Training and Protective Clothing	(20.00)	(0.01)	155.00	(175.00)	(20.00)	(0.01)	155.00	(175.00)
Programme Costs - Project	23,511.61	11.41	21,534.20	1,977.41	23,511.61	11.41	21,534.20	1,977.41
Marketing Costs - Project	926.20	0.45	401.20	525.00	926.20	0.45	401.20	525.00
Licences	3,444.62	1.67	3,002.13	442.49	3,444.62	1.67	3,002.13	442.49
Film Transport	84.77	0.04	164.48	(79.71)	84.77	0.04	164.48	(79.71)
Hire of Equipment	(901.12)	(0.44)	0.00	(901.12)	(901.12)	(0.44)	0.00	(901.12)
	<u>134,013.98</u>	<u>65.01</u>	<u>129,768.78</u>	<u>4,245.20</u>	<u>134,013.98</u>	<u>65.01</u>	<u>129,768.78</u>	<u>4,245.20</u>
Gross Profit/(Loss):	<u>45,487.25</u>	<u>22.07</u>	<u>37,263.89</u>	<u>8,223.36</u>	<u>45,487.25</u>	<u>22.07</u>	<u>37,263.89</u>	<u>8,223.36</u>
Overheads								
Travel, Subsistence and Entertainment	1,087.91	0.53	3,902.16	(2,814.25)	1,087.91	0.53	3,902.16	(2,814.25)
Rent, Rates and Insurance	3,085.91	1.50	4,467.28	(1,381.37)	3,085.91	1.50	4,467.28	(1,381.37)
Heat and Light	5,556.90	2.70	5,409.64	147.26	5,556.90	2.70	5,409.64	147.26

Time: 12:44:29

Prior Year Report

From: Month 1, April 2019

To: Month 1, April 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>
Operating Leases - Rent and Equipment	8,665.00	4.20	9,162.79	(497.79)	8,665.00	4.20	9,162.79	(497.79)
Repairs and Maintenance and Cleaning	14,867.69	7.21	10,601.72	4,265.97	14,867.69	7.21	10,601.72	4,265.97
Print, Postage and Stationery	584.44	0.28	273.63	310.81	584.44	0.28	273.63	310.81
Telephone	703.34	0.34	532.87	170.47	703.34	0.34	532.87	170.47
Computer Costs	1,974.50	0.96	2,455.63	(481.13)	1,974.50	0.96	2,455.63	(481.13)
Marketing Costs - Strategic	23.29	0.01	(50.19)	73.48	23.29	0.01	(50.19)	73.48
Website Costs	49.98	0.02	629.98	(580.00)	49.98	0.02	629.98	(580.00)
Subscriptions	179.89	0.09	197.49	(17.60)	179.89	0.09	197.49	(17.60)
Consumables	2,043.35	0.99	2,745.04	(701.69)	2,043.35	0.99	2,745.04	(701.69)
Legal and Professional Fees	1,543.33	0.75	1,595.83	(52.50)	1,543.33	0.75	1,595.83	(52.50)
Till Differences	7.29	0.00	(12.51)	19.80	7.29	0.00	(12.51)	19.80
Bank Charges and Interest	1,800.69	0.87	1,606.03	194.66	1,800.69	0.87	1,606.03	194.66
Loan Interest	390.71	0.19	446.01	(55.30)	390.71	0.19	446.01	(55.30)
	<u>42,564.22</u>	<u>20.65</u>	<u>43,963.40</u>	<u>(1,399.18)</u>	<u>42,564.22</u>	<u>20.65</u>	<u>43,963.40</u>	<u>(1,399.18)</u>
Net Profit/(Loss):	<u>2,923.03</u>	<u>1.42</u>	<u>(6,699.51)</u>	<u>9,622.54</u>	<u>2,923.03</u>	<u>1.42</u>	<u>(6,699.51)</u>	<u>9,622.54</u>

Date: 20/06/2019
Time: 12:46:33

Shetland Arts Development Agency
Balance Sheet

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From: Month 1, April 2019
To: Month 1, April 2019

Chart of Accounts:

SADA Default Layout of Accounts

	<u>Period</u>	<u>Year to Date</u>	
Fixed Assets			
Property	(543,745.50)	9,982,234.80	
Office Equipment	(88,406.28)	151,929.90	
Furniture and Fixtures	4,278.76	127,267.12	
Investments	0.00	1.00	
Pianos	0.00	42,800.00	
Artwork	0.00	2,862.00	
	(627,873.02)		10,307,094.82
Current Assets			
Stock	671.94	35,393.06	
Debtors	26,936.31	114,719.45	
Deposits and Cash	2,279.05	3,044.11	
Bank Account	281,524.23	351,134.55	
	311,411.53		504,291.17
Current Liabilities			
Creditors : Short Term	280,810.33	567,719.07	
Payroll Taxation	4,239.79	20,380.80	
Wages	2,820.94	15,384.66	
VAT Liability	23,815.72	34,843.67	
	311,686.78		638,328.20
Current Assets less Current Liabilities:	(275.25)		(134,037.03)
Total Assets less Current Liabilities:	(628,148.27)		10,173,057.79
Long Term Liabilities			
Creditors : Long Term	(1,520.81)	95,510.74	
Pension Liability	352,000.00	1,580,000.00	
	350,479.19		1,675,510.74
Total Assets less Total Liabilities:	(978,627.46)		8,497,547.05
Capital & Reserves			
Capital & Reserves	(611,844.08)	10,257,349.93	
Funds	(17,706.41)	(182,725.91)	
Defined benefit pension fund	(352,000.00)	(1,580,000.00)	
P & L Account	2,923.03	2,923.03	
	(978,627.46)		8,497,547.05

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

Period From: Month 1, April

Year: 2020

Department: All

Period To: Month 1, April

Chart of Accounts: SADA Default Layout of Accounts

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Sales			
Ticket Sales	39,196.32	35,029.81	4,166.51
Education and Training	11,477.56	11,250.00	227.56
Retail	8,770.85	6,744.60	2,026.25
Food and Beverage	44,432.00	47,428.52	(2,996.52)
Foyer	10,827.00	11,093.34	(266.34)
Box Office Commission	585.42	1,254.17	(668.75)
Gallery Commission	0.00	260.42	(260.42)
Hire of Rooms and	4,035.34	6,122.54	(2,087.20)
Screen Advertising Income	5,108.90	1,166.67	3,942.23
Gift Vouchers	(695.80)	0.00	(695.80)
Sponsorship	0.00	166.67	(166.67)
Donations	0.00	50.00	(50.00)
Grant Funding - SIC	0.00	83.33	(83.33)
Grant Funding - SCT	50,293.50	50,293.50	0.00
Grant Funding - Creative	20,833.33	20,833.33	0.00
Other Grants - Trusts and	2,773.68	8,185.89	(5,412.21)
Operating Lease Income -	7,500.00	7,500.00	0.00
Memberships Received	997.50	625.00	372.50
Internal Recharges	0.00	953.34	(953.34)
	<u>206,135.60</u>	<u>209,041.13</u>	<u>(2,905.53)</u>
Purchases			
Food and Beverage	14,703.14	16,613.33	1,910.19
Foyer Purchases	5,446.36	5,546.67	100.31
Retail Purchases	6,114.49	3,816.15	(2,298.34)
Direct Costs	370.38	41.67	(328.71)
	<u>26,634.37</u>	<u>26,017.82</u>	<u>(616.55)</u>
Direct Expenses			
Gross Salaries and Wages -	75,375.69	71,426.40	(3,949.29)
Gross Wages - Casual	12,994.83	17,333.80	4,338.97
Employers NI	5,735.17	2,646.62	(3,088.55)
Employers Pensions	12,380.66	13,205.76	825.10
Recruitment Expenses	356.00	250.00	(106.00)
Employee Expenses	125.55	0.00	(125.55)
Training and Protective	(20.00)	833.33	853.33
Trustee Expenses	0.00	83.33	83.33
Programme Costs - Project	23,511.61	22,155.41	(1,356.20)
Marketing Costs - Project	926.20	1,975.00	1,048.80
Licences	3,444.62	3,290.80	(153.82)
Film Transport	84.77	166.67	81.90
Hire of Equipment	(901.12)	162.50	1,063.62
	<u>134,013.98</u>	<u>133,529.62</u>	<u>(484.36)</u>
Gross Profit (Loss):	<u>45,487.25</u>	<u>49,493.69</u>	<u>(4,006.44)</u>

Overheads

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

Period From: Month 1, April

Year: 2020

Department: All

Period To: Month 1, April

Chart of Accounts: SADA Default Layout of Accounts

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Travel, Subsistence and Motor Expenses	1,087.91	1,694.34	606.43
Rent, Rates and Insurance	0.00	81.50	81.50
Heat and Light	3,085.91	4,621.69	1,535.78
Operating Leases - Rent and Repairs and Maintenance	5,556.90	6,747.13	1,190.23
Print, Postage and Stationery	8,665.00	8,789.33	124.33
Telephone	14,867.69	9,159.19	(5,708.50)
Computer Costs	584.44	366.67	(217.77)
Marketing Costs - Strategic	703.34	410.41	(292.93)
Website Costs	1,974.50	2,501.40	526.90
Subscriptions	23.29	525.00	501.71
Consumables	49.98	375.00	325.02
Legal and Professional Fees	179.89	230.27	50.38
Till Differences	2,043.35	597.90	(1,445.45)
Bank Charges and Interest	1,543.33	2,337.50	794.17
Loan Interest	7.29	0.00	(7.29)
	1,800.69	1,770.00	(30.69)
	390.71	500.00	109.29
	<u>42,564.22</u>	<u>40,707.33</u>	<u>(1,856.89)</u>
Net Profit (Loss):	<u>2,923.03</u>	<u>8,786.36</u>	<u>(5,863.33)</u>

Head of Creative Opportunities Report

Date 21/06/2019

Key Performance Indicators

	Q4 18/19			Q1 19/20		
	Jan	Feb	Mar	Apr	May	Jun
Concerts, Screenings, Exhibition Days	308	300	352	309	310	-
Audience attendances	11,158	10,317	10,199	13,211	10,496	-
Development Sessions	179	208	269	152	158	-
Participations	1,475	2,130	3,487	902	1,178	-

Key points

- 18/19 Q4 report including annual KPIs contained as Appendix



Shetland *arts*

2018 - 2019: Quarter 4

Report of activity relating to Priority Areas of Activity Statements

Case Studies: UHI Live Event Production module, Arts in Care

Notable variances between target and actual Key Performance Indicators

Interim Key Performance Indicator Statistics (appendix)



Supported by



Priority Area: Youth Arts

Shetland has a vibrant Youth Arts scene provided by a range of individuals and groups. We will support and contribute to this provision, create and sustain engagement, and nurture creativity and talent through an annual programme of access-level cross-artform workshops, artform specific "intensives", high-quality music and drama productions and subsidised access to events and activities.

Q4 in numbers

2 Concerts / Screenings / Exhibition days
90 Audience attendances
25 Development Sessions
205 Participations

John Haswell delivered a series of skills development workshops for **Shetland Youth Theatre** in preparation for their celebratory 25th Anniversary event later in the year. This is an event we're very much looking forward to!

The Shetland Young Promoters Group (SYPG) celebrated the 10th anniversary of the Battle of the Bands. Shetland Arts partnered with **Shetland Youth Services** to support and mentor the group whilst they organised the venue, technical specifications, marketing and promotion of the event. The night's entertainment featured guest slots from established local acts as well as nine acts entering the competitive element of the competition. As in previous years, the winning band was gifted a free day of recording in the Mareel Recording Studio.

Our **Creativity Club** program continued with blocks of **Craft with Jane Cockayne** and **Photography with Steven Johnson**.

Priority Area: Education & Learning

Our Education & Learning programme is diverse and offers provision at all levels. From the highly successful schools outreach work run from Bonhoga, through to our formal education programme delivered under contract and in partnership with Shetland College UHI, and informal opportunities such as regular cross-artform workshops, business development, masterclasses and Creative Insight events.

Q4 in numbers

1 Concerts / Screenings / Exhibition days
108 Audience attendances
480 Development Sessions
3,091 Participations

Encouraging student involvement in extracurricular opportunities has been a priority this quarter. This has been evident through musical performances from Vocational Pathways students at events based in Mareel and Shetland College.

The education team have just finished interviewing 30 candidates for next year's Vocational Pathways courses.



Vocational Pathways students are continuing towards the National Progression Award in the Creative Industries.

NC Creative Industries film and music students have been busy working towards completion of their Creative Project units. This year, film students have worked collaboratively on two short film projects that are to be screened at Shetland Arts' Screenplay Festival. Music students have been working on musical genre research projects that will be delivered as a series of podcasts.

HNC Music students completed their Creative Project Unit just before the end of March. This year's students worked in close collaboration with BA film students participating on the live production residential. For the project HNC students promoted a live event in Mareel where they showcased five original ensemble compositions. These performances were recorded by the BA film students as part of their live production residential (see Case Study).

In addition to the Creative Project, students have been finalising their Graded Unit Portfolios. The portfolios feature, amongst other things, compositions, performance elements, evidence of music theory and music business.

BA Applied Music, in collaboration with film students, completed a three-day residential where they composed a soundtrack for a short film created by NC students.

We continued to develop and deliver modules on the **BA Contemporary Film** course, a particular highlight being the Live Event Production module delivered in Mareel (see Case Study)

The **MA Music Recording and Production** module began in January with an enrolment of six students located around Scotland. The recording course is delivered online through weekly Video Conference by our Mareel-based tutor.

492 visitors (432 pupils + 55 staff) visited the **Natural Selection** exhibition on trips from three Shetland schools, Shetland College and the local home-school group. Five of the schools (Fetlar, Aith, Whalsay, Sandwick and Brae) visited as part of the **START Education Programme** supported by Children & the Arts. These groups were each given a tour of the exhibition and took part in a practical workshop on collecting and archiving with nature writer and collector Sally Huband. The other visiting primary schools (supported by SIC Creative Links) had a tour of the exhibition and a practical workshop on seabird monitoring delivered by Heather Runnacles Goodridge, Engagement Officer for local funders SOTEAG (Shetland Oil Terminal Environmental Advisory Group) and/or Stephen Renwick (Shetland Islands Council). Groups from Anderson High School and Shetland College were given a guided tour of the exhibition and discussion session. We were also able to support RSPB Scotland who delivered three free workshops at the exhibition venue, on 16 Feb, 23 Feb and 9 March exploring nesting and nest building with a total of 47 participations.



At the end of March the **START Education Programme** continued in school with a week of workshops with performance artist Gordon Douglas working to create 'found poetry' with the 300+ pupils over the five schools involved in the programme. For this year's project (the last in a four year funded project by Children & the Arts) we are exploring the theme of **COLLECTION & ARCHIVE**, both through the off-site contemporary visual art programme and reflection of the last three years of work created through this Start programme. We are exploring the work of artists Gordon Douglas and Andy Holden and how their exhibitions use unconventional spaces and are thinking about ways in which our own creative archive can live on in Shetland and beyond. We're thinking about what a collection means, why people collect things and we're discovering what our friends like to collect at home. [COLLECTION & ARCHIVE](#) is built around visits to two exhibitions, schools workshops and work made towards a final exhibition.

Creative Labs have taken the form of **Life Drawing** in January and **Writing for Performance** with **Grace Barnes**. We are looking forward to the next sessions taking the form of **Electric Painting** with **Jono Sandilands**.

Priority Area: Arts & Well-being

The value of arts to personal and community development is becoming increasingly recognised in Shetland. We will continue to develop our Arts & Wellbeing work through the support of groups which use the arts as a vehicle to wellbeing, providing activities for individuals in care settings and providing free access to events or activities for individuals who have been referred by medical, care or support professionals.

Q4 in numbers

65 Development Sessions
610 Participations

There have been 32 wellbeing arts sessions delivered in-house at Mareel this quarter. These have proven popular with 412 participations between **Wellbeing Craft with Jane Cockayne**, **Wellbeing Choir with Suzanne Briggs** and **Wellbeing Writing with Gen White**.

See the Case Study below for information on our Arts in Care program.

We have continued to provide spaces and facilities for local groups including the **Space2face** Restorative Justice project.

Priority Area: Development & support

The development and support of individuals and groups, along with the promotion of excellence and experimentation, is integral to our work. This includes the provision of funding both directly and through

Q4 in numbers

55 Concerts / Screenings / Exhibition days



signposting, access to equipment and facilities, paid work placements, volunteering opportunities, commissioning productions and providing support and training to allow creatives to access new markets. We will continue to provide numerous paid opportunities for freelance artists, education staff and performers.

2,098 Audience attendances
12 Development Sessions
120 Participations

The **Visual Arts and Craft Makers Award**, a joint project between Shetland Arts, Creative Scotland and Shetland Islands Council, has so far this year provided a total of £12,601 between 7 practitioners across two funding tranches. We are delighted to have announced a third round with a deadline of 4 June.

Bonhoga re-opened for business on 16 January after the Christmas closure. The main gallery opened on 26 January with an exhibition of photographs from 12 members of local photography group **Islesburgh Photographic Club**. This was a mixed show of work from current members, focusing largely but not exclusively on Shetland and its landscape and environment. All of the group's members reside in Shetland and vary from young to old, and novice to semi-professional photographers. Photography is always popular at the gallery and the local connection helped with footfall during this usually quiet period. In addition, Shetland Arts created a **Shetland Greetings Card** collection featuring one image from each of the participating photographers. This collection launched at the exhibition opening, with cards selling well at Bonhoga and Mareel.

In the Lower Gallery, an **Art to Go** print wall was established to exhibit and sell a large range of print and photography from established and emerging artists from Shetland and UK with all work available at point of sale.

We continued to provide meeting spaces for a range of arts groups.

Priority Area: Programming

We offer a varied and engaging programme of events, exhibitions, screenings and festivals across a range of artforms, including film, music, drama, literature, visual art, craft, dance and digital. We also provide spaces and support for other promoters and groups to stage their shows.

Q4 in numbers

901 Concerts / Screenings / Exhibition days
28,878 Audience attendances
35 Development Sessions
1,835 Participations

Exhibition

The off-site exhibition programme for 2018/19 culminated with **Andy Holden & Peter Holden's** exhibition **Natural Selection** at the old Anderson High School, a collaboration with international commissioning body Artangel with local support from SOTEAG (Shetland Oil Terminal



Environmental Advisory Group) and Lerwick Community Council. Being able to bring such a nationally important exhibition to Shetland and show it in such an iconic local building created a fantastic opportunity for the whole community. The exhibition ran from 26 January to 10 March and welcomed 1453 members of the public (1141 adults + 312 children) with an additional 492 visitors (432 pupils + 55 staff) on trips from three Shetland schools, Shetland College and the local home-school group (See Education & Learning). Andy and Peter also gave an illustrated lecture on Birdsong in Mareel on the evening before the opening of the exhibition to an audience of 73.

Music

January saw a performance by the extremely popular jazz group **Rose Room**. We also hosted events around Up Helly Aa with the **Fiery Sessions** variety event in the Garrison plus Mareel's use as an Up Helly Aa hall. In March the **Shetland Drama Festival** took place in the Garrison Theatre. Also in March, the **Shetland Schools Music Festival** filled Mareel with great attendances and performances being streamed online. The **Scottish Ensemble with Keyvan Chemirani** did an outstanding and inventive performance of Eastern, Western and improvised music in Mareel. We invited **Chris Stout and Catriona Mackay** to perform material from their album *Bare Knuckle*. The music was exquisite and the audience was delighted to see their return to Shetland.

Drama

Islesburgh Drama Group staged their Spring Production in The Garrison Theatre.

Film

Cinema attendances in Q4 were down on the same period last year, but up slightly over the year as a whole. Among the films that underperformed were superhero films (**Spider-Man: Into the Spider-Verse** and **Captain Marvel**), comedies (**Holmes and Watson**, **Second Act** and **Instant Family**) and dramas (**Fighting With My Family**, **Cold Pursuit** and Kenneth Branagh's Shakespeare biopic **All Is True**).

Our star performer, as in Q3, was **Bohemian Rhapsody**, which we screened for another two weeks to another 1239 people. Family animations **How to Train Your Dragon: The Hidden World** and **The LEGO Movie 2: The Second Part** did respectable business, and several films exceeded expectations - warmly nostalgic biopic **Stan & Ollie**, quirky black comedy **The Favourite** and Norwegian WWII drama **The 12th Man**, with its Shetland Bus storyline.

We showcased some of Steven Spielberg's best work in a four-film Screen Focus, with **Jaws**, **E.T. The Extra-Terrestrial**, **Jurassic Park** and **Close Encounters of the Third Kind** attracting nearly 300 people overall. And we screened the first two of three **Bite-Size Ballet** productions from the Northern Ballet - 45-minute dance interpretations of well-known fairy tales, designed for very young viewers.



We marked, as usual, two significant dates in this quarter with special screenings - Holocaust Memorial Day in January with Hungarian drama **1945**, and International Women's Day in March with **9 to 5**, the 1980 comedy starring Jane Fonda, Dolly Parton and Lily Tomlin.

This year saw the appointment of **Jenny Tipton** as **Community Programme Coordinator**. Jenny supported the **Shetland Film Club** to deliver film screenings in Unst and Bressay of the documentary *The Work They Say Is Mine* and a selection of films from Screenplay Post Script.

Priority Area: Mareel Recording Studio

Maximising Mareel's digital production facilities (principally for music and video recording and broadcast), we will provide opportunities for musicians and producers to generate revenue and Intellectual Property.

Q4 in numbers

31 Development Sessions
91 Participations

Q4 saw the continuation of several works-in-progress at **Mareel Recording Studio**, as well as some exciting new projects. Local trad supergroup **Haltadans** began sessions for their next album, borne out of discussions at the successful **Recording Studio Open Day** in November 2018. This promises to be a significant release - the first new work from the band since their eponymous debut EP, recorded at Mareel in late 2014 - with a proposed album launch scheduled for September in the Mareel Auditorium.

There were further mix sessions for **Lau**, **TOPOS**, **Stockton's Wing**, **Kris Drever** and BA Music student **Andrea Fox**, all of which constituted material recorded outwith Shetland being progressed in the Mareel Recording Studio for future release. There was some voiceover work and audio editing for **BBC Radio Shetland**, as well as our regular SADA adverts for **SIBC**. Further tracking took place on an ongoing project featuring **Freda Leask & Kris Drever**, and there was some newly recorded material from Shetland singer-songwriter **Marie Williamson**.



Supported by



Case Study: UHI Live Event Production module

In late March, 3rd year students on the UHI BA Contemporary Film Making in the Highlands and Islands course took part in an intensive residential week to complete their Live Event Production module.



The students are all studying in Scotland but hail from countries as far afield as Germany, Poland and Argentina.

The aim of the module is, *“to provide students with the skills and experience to project manage the filming, post production and dissemination of a live event.”*



The event they were filming was a Student Music Night in Mareel which was organised by HNC Music students and featured performances from musicians on the Vocational Pathways, NC, HNC, BA and MA courses.

Each BA Film student was in charge of filming and editing the performance of an original composition from the music students. The film students worked with the performers to plan the shoot, capture the performance using multiple cameras and produce a finished edit.



The production was a ‘real world’ project as the performance was in front of an audience. Film students didn’t have the opportunity to reshoot and there was a very tight deadline of under 24 hours to produce the finished edit.

The completed films will be released throughout the forthcoming year to promote the featured bands and the courses.

The students also had the opportunity to see other films they have been making on their course on the big screen in the Mareel cinema. This was “an amazing experience” for them and one of the many benefits of studying film in a purpose-built cinema and education venue.

Case Study: Arts in Care

Arts and Wellbeing is funded by The Robertson Trust. There are two main strands to this programme; Arts in Care and Wellbeing Arts. Shetland Arts uses freelancers for the project's delivery. The project's aim is to use art as a tool for engagement.

There have been 26 development sessions in Care Homes and for Care Home users across Shetland as part of the Arts in Care strand. Sessions are in music, visual art and craft. Sessions are delivered across multiple artforms to provide participants different ways to access creativity.

Some recent feedback from participants included:

- *"I'm not normally creative but this is fine and good"*
- *"Really good to use my hands differently"*
- *"Enjoyed it - a fine change!"*
- *"Loved it."*
- *"Brings back fine memories"*
- *"I enjoyed this, when will you come again?"*



The plan is to deliver more sessions in more care homes. Sessions shall be delivered in 6-week blocks, allowing for progression and continuity. We hope to build a wider practitioner team for the project and to encourage skill-sharing among them, as well as training opportunities for their development. The artists will work alongside Care Home staff to share participatory practice, encouraging these activities to continue once the artist has gone.

Notable variances between Target and Actual KPIs

	Target*	Actual	% Achieved
Concerts / Screenings / Exhibition days	3,000	4,531	151%
Audience Attendances	160,000	189,948	118.7%
Development Sessions	1,300	2,222	170.9%
Participations	9,000	18,110	201.2%

* Targets as set in 2014

The above figures do not include 'non arts' activities or online viewers of live broadcasts or SADA produced videos.

The level of over-delivery highlighted above is under review and will likely decrease to be more in line with targets as a result of the impact of Shetland Charitable Trust funding cuts over the coming two years.

The trend of exceeding targets for Concerts, Screenings and Exhibition Days and the resultant Audience Attendances has continued from previous years. A significant contribution can be attributed to a new exhibition space coming into use in the upper foyer of Mareel in 15/16 and a new Curated Retail initiative beginning in 16/17.

Because many of our exhibition spaces are 'ambient' and unticketed, and therefore do not directly produce attendance and engagement data, we use divisors based on the attendance at other events in the same building which do produce attendance data (i.e. dividing the number of covers at the Bonhoga Cafe and number of tickets sold at events in Mareel by a percentage). We use visitor research to test and adjust these divisors.

Development sessions and participations also continue to exceed targets. A large number of these KPIs as generated through strong numbers of students enrolled on the formal education programmes developed and delivered on behalf of Shetland College UHI (Vocational Pathways, NC, HNC, BA and MA levels).

Large numbers of sessions and participations are generated by well-supported developmental events organised by venue hirers, such as the Young Fiddler of the Year, Shetland Schools Music Festival and Shetland County Drama Festival.

18-19 KPIs	Concerts, Screenings, Exhibition Days					Audience attendances					Development Sessions					Participations				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
1. Youth Arts	63	18	3	2	86	4706	2144	190	90	7130	36	60	38	25	159	417	507	347	205	1476
2. Education & Learning	9	1	2	1	13	149	25	120	108	402	450	223	351	480	1504	2714	1712	1796	3091	9313
3. Arts & Well-being	1	0	0	0	1	60	0	0		60	30	20	30	65	145	166	82	144	610	1002
4. Development & Support	92	92	72	55	311	5270	6186	2482	2098	16036	26	34	18	12	90	346	405	107	120	978
5. Programming	1134	1109	976	901	4120	44394	47457	45591	28878	166320	38	21	53	35	147	323	932	1823	1835	4913
6. Recording Studio	0	0	0	0	0	0	0	0	0	0	39	59	48	31	177	93	102	142	91	428
Programme Total	1299	1220	1053	959	4531	54579	55812	48383	31174	189948	619	417	538	648	2222	4059	3740	4359	5952	18110
SCT Annual Target					3000					160000					1300					9000
% of SCT Target					151.0%					118.7%					170.9%					201.2%

Head of Production

Date 20/06/2019

Estates

- **Bonhoga**
 - Cafe flooring has been upgraded
 - Outside picnic tables now in use
 - M&E Maintenance contract awarded to Ness Engineering
- **Mareel**
 - Office reshuffle - SMT now on 2nd floor
 - Meeting Room 1 upgraded
 - Upper Cafe seating area reconfigured
 - Workshop to be remodelled
 - M&E Maintenance contract awarded to Ness Engineering
- **The Garrison**
 - Stage working lights upgraded to LED
- **The Booth**
- **Other**
 - Sumburgh Retail Space now open

Operations

Chief Executive's Report

Date 17/6/2019

Board Decisions

None

Operations

- Auditorium capacity being reviewed to resolve inconsistencies in operating plan
- Review of operating plan for SFF Peerie Sprang
- New printers and tickets now in use - projected saving over larger old stock
- Conversations with Monad (box office supplier) have been undertaken to improve high volume on sales
- The 16 Exhibition in King Harold Street and Mareel has been well received

Key Dates for Trustees

- _____ is where the heart is, Brae Public Hall, 3 July 4pm and 7pm
- Jack Dee, Mareel, 13 July 8pm
- Space Ape, Cunningsburgh Hall, 16 July 7pm
- Space Ape, Haroldswick Hall, 20 July 7pm (as part of Unst Fest)
- Roseanne Watt Book Launch - Moder Dy, Mareel, 4 July 6.30pm

Funding

- **Creative Scotland**
- **Shetland Charitable Trust**
 - Strategic Review currently being undertaken
- **Highlands and Islands Enterprise**
- **Shetland Islands Council**
- **Other**
 - Bid submitted to Event Scotland for Year of Coasts and Waters Funding