



Item	Description	Report	Item taken by	ACTION
1	Welcome, apologies, and declarations of interest		Chair	Note
2	Minutes 20 December 2018		Chair	Approval
3	Finance Management Accounts – December 2018	Attached	KE	Note
4	Head of Creative Opportunities Report	Attached	BP	Note
5	Head of Production Report	Attached	JR	Note
6	Chief Executive Report Board Decisions Operations Key Dates for Trustees Funding	Attached	GH	Approval Note Note Note
7	Board Recruitment & Training		Chair	Note
8	Any Other Business as agreed by the Chair at the start of the meeting		Chair	
9	Date/time of future meetings			Note
9a	Future SADA Board Meetings: Thursday 30 April 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 20 December 2018, held at 5.30pm at Mareel Meeting Room, Lerwick

Present:

Lorraine Hall (LH), Chair, Shetland Arts
Ryan Stevenson (RSt), Vice Chair, Shetland Arts
Sophie Whitehead (SW), Trustee, Shetland Arts
Robin Sandison (RS), Trustee, Shetland Arts

In Attendance:

Graeme Howell (GH), General Manager, Shetland Arts
Kerry Eunson (KE), Head of Organisational Support, Shetland Arts
Jonathan Ritch (JR), Head of Production, Shetland Arts
Lois Sutherland (LS), Trainee Administrator, Shetland Arts (Minute Taker)

Apologies:

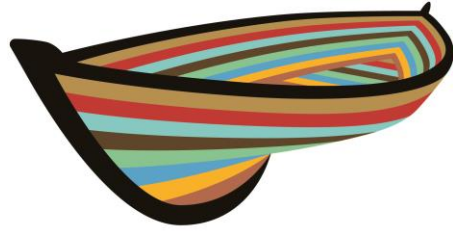
Louise Garriock (LG), Trustee, Shetland Arts
Lynne McHattie (LM), Trustee, Shetland Arts
Olive Macleod (OM), Trustee, Shetland Arts

Item	Topic	Action
1	Welcome, Apologies & Declaration of Interest The Chair welcomed everyone to the meeting. There were no declarations of interest expressed.	
2.	Matters Arising The minutes of the last meeting were read and approved by RSt and seconded by SW	
3.	Finance KE went through the Management Accounts report providing further details noted below. SADA is doing better than expected against the new reforecast. October was a tough trading month due to the holidays and everything being quiet. The board queried how hires were going. GH explained some promoters are doing less and staff will be contacting them in the New Year to discuss why this is.	
4.	Head of Creative Opportunities Report GH took the board over BP's report providing further details noted below. The KPI's are looking on course for us to hit the targets.	

Item	Topic	Action
4 Cont.	<p>The Big Takeover was a huge success and ShetlandMade was also very successful.</p> <p>SW added that it is a good experience for makers having the craft in an exhibition space at Bonhoga instead of in a shop.</p> <p>LH joined the meeting and it is noted that the meeting is now quorate.</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's car park will be getting its lines repainted in January.</p> <p>The staff room in Mareel will be upgraded in January. We are getting lockers and refreshing the furniture.</p> <p>RS recommended getting in touch with Paul Leask regarding the Mareel paving slab issue for a solution to this.</p> <p>Natural Selection install has been keeping us busy during the past week. There has been a lot of construction work for the exhibition.</p> <p>We've been told that we can take furniture from the old AHS so we are going to meet with someone and ask about items that we are interested in.</p>	
6.	<p>Chief Executive Report</p> <p>GH took the board through the CE report providing further details noted below.</p> <p>Hogmanay is coming up, there are only about 17 tickets left for the variety concert and 50 tickets left for the bells.</p> <p>We had a review meeting with creative Scotland last week. There was nothing highlighted and they think that we are a low risk organisation.</p>	
7.	<p>Board Recruitment and Training</p> <p>The approved the appointment of RSt for his second term and agreed he remain as Vice Chair.</p>	
8.	<p>Any Other Business as Agreed by the Chair at the start of the meeting.</p> <p>The board gives their thanks to all of the staff for all of their hard work throughout the year. GH to pass this on to all staff.</p>	GH
8.	<p>Next meeting to be held on 28th February 2019 at 5.30pm</p> <p>Meeting closed at 6.08pm.</p>	

Minute approved:

Lorraine Hall
Chair, Shetland Arts Development Agency



Shetland *arts*

MANAGEMENT ACCOUNTS REPORT

DECEMBER 2018

INTRODUCTION

This report includes details the following:

- Management accounts for December 2018 together with the year to date.

MANAGEMENT ACCOUNTS

The management accounts for December 2018 are included as Appendix 1. This report shows the results for December as well as the year to date compared to the same period in the prior year. Appendix 2 shows the results for December 2018 against budget.

The key points from December 2018 are:

- The ticket sales for the month were £11,587 below budget. This was due to the Abba Party event being held in November 2018 where as the similar event in 2017 was held in December.
- Retail income was below budget again this month by £5,199. This partly due the Mareel retail area not performing as expected with the remainder being due to the Bonhoga income budgets being over ambitious as discussed in prior months.
- Retail purchases are very low for the month due to the quarterly stock adjustment being completed.
- Programme costs were under budget by £6,197 for the month. This was partly due to fewer payments made towards the Visual Arts and Craft Awards which will be spent in February and March 2019 instead. The profiled budgets also allowed for the cost of the tribute band in December 2018, which actually took place in November 2018.
- Travel and subsistence is £6,927 behind budget for the month. This is mainly due to the profiled budget allowing for the cost of the tribute band in December 2018, which actually took place in November 2018. There has also been less travel by staff, which has reduced this cost for the month.

Appendix - 1

Date: 19/02/2019

Time: 13:41:32

Shetland Arts Development Agency

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Prior Year Report

From: Month 9, December 2018

To: Month 9, December 2018

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	61,903.60	23.57	75,049.20	(13,145.60)	367,048.56	18.97	405,059.46	(38,010.90)
Education and Training	11,477.56	4.37	7,666.67	3,810.89	98,565.38	5.09	74,927.50	23,637.88
Retail	8,095.44	3.08	8,668.24	(572.80)	84,234.48	4.35	72,437.40	11,797.08
Food and Beverage	56,400.78	21.47	56,263.93	136.85	423,030.76	21.86	429,621.68	(6,590.92)
Foyer	14,653.16	5.58	14,858.96	(205.80)	90,676.36	4.69	84,475.88	6,200.48
Box Office Commission	533.75	0.20	336.67	197.08	5,685.24	0.29	6,625.18	(939.94)
Gallery Commission	0.00	0.00	1,053.85	(1,053.85)	2,851.63	0.15	3,386.11	(534.48)
Hire of Rooms and Equipment	12,314.07	4.69	9,352.29	2,961.78	64,382.12	3.33	52,656.43	11,725.69
Screen Advertising Income	1,096.64	0.42	1,155.16	(58.52)	12,178.42	0.63	11,784.11	394.31
Gift Vouchers	6,391.90	2.43	6,522.25	(130.35)	5,095.46	0.26	5,066.65	28.81
Sponsorship	500.00	0.19	0.00	500.00	6,732.32	0.35	500.00	6,232.32
Donations	0.00	0.00	0.00	0.00	1,063.10	0.05	1,513.66	(450.56)
Grant Funding - Capital	0.00	0.00	0.00	0.00	210.00	0.01	0.00	210.00
Grant Funding - SIC	825.00	0.31	0.00	825.00	1,342.83	0.07	3,000.00	(1,657.17)
Grant Funding - SCT	52,831.17	20.12	55,368.83	(2,537.66)	475,480.50	24.57	498,319.50	(22,839.00)
Grant Funding - Creative Scotland	21,658.33	8.25	20,666.67	991.66	191,475.00	9.89	193,055.00	(1,580.00)
Other Grants - Trusts and Foundations	4,450.00	1.69	4,928.00	(478.00)	9,366.66	0.48	19,019.09	(9,652.43)
Operating Lease Income - SIC	7,500.00	2.86	7,500.00	0.00	67,500.00	3.49	67,500.00	0.00
Other Income	830.38	0.32	699.17	131.21	18,860.93	0.97	5,519.18	13,341.75
Memberships Received	1,175.84	0.45	1,106.25	69.59	9,315.83	0.48	8,707.50	608.33
	<u>262,637.62</u>	<u>100.00</u>	<u>271,196.14</u>	<u>(8,558.52)</u>	<u>1,935,095.58</u>	<u>100.00</u>	<u>1,943,174.33</u>	<u>(8,078.75)</u>
Purchases								
Food and Beverage Purchases	17,585.19	6.70	20,722.73	(3,137.54)	152,745.47	7.89	154,333.77	(1,588.30)
Foyer Purchases	7,643.96	2.91	5,036.03	2,607.93	45,228.03	2.34	39,195.81	6,032.22
Retail Purchases	1,580.31	0.60	4,110.82	(2,530.51)	46,442.73	2.40	38,104.98	8,337.75
Direct Costs	1,591.71	0.61	2,153.52	(561.81)	6,094.18	0.31	7,806.43	(1,712.25)
	<u>28,401.17</u>	<u>10.81</u>	<u>32,023.10</u>	<u>(3,621.93)</u>	<u>250,510.41</u>	<u>12.95</u>	<u>239,440.99</u>	<u>11,069.42</u>
Direct Expenses								
Gross Salaries and Wages - Regular	68,521.58	26.09	68,514.51	7.07	595,399.59	30.77	595,799.59	(400.00)
Gross Wages - Casual	14,614.80	5.56	19,965.13	(5,350.33)	160,117.69	8.27	155,887.33	4,230.36
Employers NI	5,121.16	1.95	5,697.62	(576.46)	43,210.19	2.23	46,784.05	(3,573.86)
Employers Pensions	11,451.58	4.36	12,027.41	(575.83)	103,322.02	5.34	99,034.75	4,287.27
Recruitment Expenses	0.00	0.00	356.00	(356.00)	2,547.35	0.13	1,984.50	562.85
Employee Expenses	2.90	0.00	494.29	(491.39)	2,640.13	0.14	3,453.14	(813.01)
Training and Protective Clothing	231.19	0.09	354.67	(123.48)	774.98	0.04	13,967.64	(13,192.66)
Programme Costs - Project	41,174.27	15.68	41,999.35	(825.08)	249,514.36	12.89	307,736.06	(58,221.70)
Marketing Costs - Project	1,736.47	0.66	4,020.38	(2,283.91)	15,763.74	0.81	19,935.12	(4,171.38)
Licences	4,136.04	1.57	4,241.36	(105.32)	28,328.73	1.46	27,395.14	933.59
Film Transport	(51.84)	(0.02)	(30.92)	(20.92)	1,749.69	0.09	946.61	803.08
Hire of Equipment	45.00	0.02	100.00	(55.00)	504.58	0.03	1,540.04	(1,035.46)
	<u>146,983.15</u>	<u>55.96</u>	<u>157,739.80</u>	<u>(10,756.65)</u>	<u>1,203,873.05</u>	<u>62.21</u>	<u>1,274,463.97</u>	<u>(70,590.92)</u>
Gross Profit/(Loss):	<u>87,253.30</u>	<u>33.22</u>	<u>81,433.24</u>	<u>5,820.06</u>	<u>480,712.12</u>	<u>24.84</u>	<u>429,269.37</u>	<u>51,442.75</u>
Overheads								

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Prior Year Report

From: Month 9, December 2018
 To: Month 9, December 2018

Chart of Accounts:

SADA Default Layout of Accounts

	<u>Period</u>				<u>Year to Date</u>			
	<u>Actual</u>	<u>Ratio</u>	<u>Prior Yr</u>	<u>Variance</u>	<u>Actual</u>	<u>Ratio</u>	<u>Prior Yr</u>	<u>Variance</u>
Travel, Subsistence and Entertainment	3,094.38	1.18	1,351.74	1,742.64	48,269.04	2.49	44,349.01	3,920.03
Rent, Rates and Insurance	4,228.92	1.61	4,097.56	131.36	36,691.73	1.90	36,955.47	(263.74)
Heat and Light	8,059.62	3.07	10,663.48	(2,603.86)	57,547.63	2.97	64,287.54	(6,739.91)
Operating Leases - Rent and Equipment	8,824.49	3.36	8,933.31	(108.82)	77,850.07	4.02	79,336.32	(1,486.25)
Repairs and Maintenance and Cleaning	12,148.63	4.63	10,973.15	1,175.48	108,999.71	5.63	93,012.94	15,986.77
Print, Postage and Stationery	275.41	0.10	488.60	(213.19)	2,925.84	0.15	4,065.70	(1,139.86)
Telephone	716.48	0.27	746.70	(30.22)	6,558.51	0.34	7,053.07	(494.56)
Computer Costs	2,032.92	0.77	2,436.67	(403.75)	16,224.21	0.84	22,084.00	(5,859.79)
Marketing Costs - Strategic	505.00	0.19	580.35	(75.35)	6,914.60	0.36	8,147.66	(1,233.06)
Website Costs	250.00	0.10	250.00	0.00	2,733.90	0.14	4,606.79	(1,872.89)
Subscriptions	111.60	0.04	583.47	(471.87)	869.28	0.04	2,368.79	(1,499.51)
Consumables	768.87	0.29	729.92	38.95	9,900.03	0.51	7,548.37	2,351.66
Sundry	0.00	0.00	0.00	0.00	0.00	0.00	25.00	(25.00)
Legal and Professional Fees	1,458.33	0.56	2,420.83	(962.50)	15,077.00	0.78	17,622.00	(2,545.00)
Till Differences	(62.88)	(0.02)	52.61	(115.49)	(255.39)	(0.01)	(25.54)	(229.85)
Bank Charges and Interest	1,708.20	0.65	1,305.06	403.14	14,395.90	0.74	11,668.46	2,727.44
Loan Interest	397.59	0.15	479.12	(81.53)	3,816.42	0.20	3,939.91	(123.49)
	<u>44,517.56</u>	<u>16.95</u>	<u>46,092.57</u>	<u>(1,575.01)</u>	<u>408,518.48</u>	<u>21.11</u>	<u>407,045.49</u>	<u>1,472.99</u>
Net Profit/(Loss):	<u>42,735.74</u>	<u>16.27</u>	<u>35,340.67</u>	<u>7,395.07</u>	<u>72,193.64</u>	<u>3.73</u>	<u>22,223.88</u>	<u>49,969.76</u>

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Shetland Arts Development Agency
Balance Sheet

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From: Month 9, December 2018
To: Month 9, December 2018

Chart of Accounts:

SADA Default Layout of Accounts

	<u>Period</u>	<u>Year to Date</u>	
Fixed Assets			
Property	0.00	10,525,980.30	
Office Equipment	0.00	240,336.18	
Furniture and Fixtures	0.00	122,988.36	
Investments	0.00	1.00	
Pianos	0.00	42,800.00	
Artwork	0.00	2,862.00	
		0.00	10,934,967.84
Current Assets			
Stock	6,337.68	47,976.28	
Debtors	(24,765.14)	111,351.46	
Deposits and Cash	(865.91)	5,880.62	
Bank Account	0.00	248,615.22	
		(19,293.37)	413,823.58
Current Liabilities			
Creditors : Short Term	(69,391.33)	469,904.05	
Payroll Taxation	913.75	17,190.76	
Wages	708.16	13,826.41	
Bank Account	481.35	0.00	
VAT Liability	6,772.89	30,926.69	
		(60,515.18)	531,847.91
Current Assets less Current Liabilities:		41,221.81	(118,024.33)
Total Assets less Current Liabilities:		41,221.81	10,816,943.51
Long Term Liabilities			
Creditors : Long Term	(1,513.93)	101,605.55	
Pension Liability	0.00	1,228,000.00	
		(1,513.93)	1,329,605.55
Total Assets less Total Liabilities:		42,735.74	9,487,337.96
Capital & Reserves			
Capital & Reserves	0.00	10,869,194.01	
Funds	0.00	(226,049.69)	
Defined benefit pension fund	0.00	(1,228,000.00)	
P & L Account	42,735.74	72,193.64	
		42,735.74	9,487,337.96

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

Period From: Month 9, December Year: 2019

Department: All

Period To: Month 9, December

Chart of Accounts: SADA Default Layout of Accounts

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Sales			
Ticket Sales	61,903.60	73,490.86	(11,587.26)
Education and Training	11,477.56	8,475.83	3,001.73
Retail	8,095.44	13,294.58	(5,199.14)
Food and Beverage	56,400.78	55,083.95	1,316.83
Foyer	14,653.16	15,384.28	(731.12)
Box Office Commission	533.75	750.00	(216.25)
Gallery Commission	0.00	29.17	(29.17)
Hire of Rooms and	12,314.07	10,662.72	1,651.35
Screen Advertising Income	1,096.64	1,250.00	(153.36)
Gift Vouchers	6,391.90	0.00	6,391.90
Sponsorship	500.00	916.66	(416.66)
Grant Funding - SIC	825.00	111.11	713.89
Grant Funding - SCT	52,831.17	52,831.17	0.00
Grant Funding - Creative	21,658.33	20,833.33	825.00
Other Grants - Trusts and	4,450.00	5,000.00	(550.00)
Operating Lease Income -	7,500.00	7,500.00	0.00
Other Income	830.38	3,277.78	(2,447.40)
Memberships Received	1,175.84	833.33	342.51
Internal Recharges	0.00	(69.73)	69.73
	<u>262,637.62</u>	<u>269,655.04</u>	<u>(7,017.42)</u>
Purchases			
Food and Beverage	17,585.19	20,539.96	2,954.77
Foyer Purchases	7,643.96	7,692.14	48.18
Retail Purchases	1,580.31	7,039.80	5,459.49
Direct Costs	1,591.71	46.12	(1,545.59)
	<u>28,401.17</u>	<u>35,318.02</u>	<u>6,916.85</u>
Direct Expenses			
Gross Salaries and Wages -	68,521.58	69,367.63	846.05
Gross Wages - Casual	14,614.80	15,138.65	523.85
Employers NI	5,121.16	5,523.86	402.70
Employers Pensions	11,451.58	13,467.53	2,015.95
Recruitment Expenses	0.00	237.50	237.50
Employee Expenses	2.90	0.00	(2.90)
Training and Protective	231.19	750.00	518.81
Trustee Expenses	0.00	83.33	83.33
Programme Costs - Project	41,174.27	47,372.05	6,197.78
Marketing Costs - Project	1,736.47	3,131.04	1,394.57
Licences	4,136.04	3,698.81	(437.23)
Film Transport	(51.84)	175.00	226.84
Hire of Equipment	45.00	179.17	134.17
	<u>146,983.15</u>	<u>159,124.57</u>	<u>12,141.42</u>
Gross Profit (Loss):	<u>87,253.30</u>	<u>75,212.45</u>	<u>12,040.85</u>

Overheads

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

Period From: Month 9, December Year: 2019

Department: All

Period To: Month 9, December

Chart of Accounts: SADA Default Layout of Accounts

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Travel, Subsistence and Motor Expenses	3,094.38	10,021.99	6,927.61
Rent, Rates and Insurance	0.00	83.33	83.33
Heat and Light	4,228.92	4,535.72	306.80
Operating Leases - Rent and Repairs and Maintenance	8,059.62	8,781.83	722.21
Print, Postage and Stationery	8,824.49	8,772.28	(52.21)
Telephone	12,148.63	9,925.59	(2,223.04)
Computer Costs	275.41	586.25	310.84
Marketing Costs - Strategic	716.48	403.33	(313.15)
Website Costs	2,032.92	2,701.33	668.41
Subscriptions	505.00	411.67	(93.33)
Consumables	250.00	514.58	264.58
Sundry	111.60	234.26	122.66
Legal and Professional Fees	768.87	549.99	(218.88)
Till Differences	0.00	41.67	41.67
Bank Charges and Interest	1,458.33	3,279.16	1,820.83
Loan Interest	(62.88)	0.00	62.88
	1,708.20	1,370.00	(338.20)
	397.59	550.00	152.41
	<u>44,517.56</u>	<u>52,762.98</u>	<u>8,245.42</u>
Net Profit (Loss):	<u>42,735.74</u>	<u>22,449.47</u>	<u>20,286.27</u>

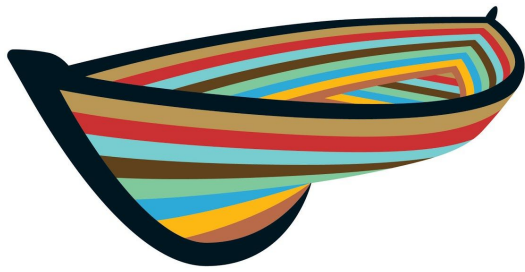
Head of Creative Opportunities Report

Date 21/02/2019

Key Performance Indicators

	Q2			Q3		
	July	Aug	Sep	Oct	Nov	Dec
Concerts, Screenings, Exhibition Days	410	476	338	368	349	329
Audience attendances	21,043	23,704	11,675	12,511	16,132	18,350
Development Sessions	89	95	293	128	165	251
Participations	667	1,204	2,784	654	1,120	2,223

Q3 report contained as Appendix 1



Shetland *arts*

2018 - 2019: Quarter 3

Report of activity relating to Priority Areas of Activity Statements

Case Studies: Student Night, Wordplay

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.

Q3 in numbers

3 Concerts / Screenings / Exhibition days
190 Audience attendances
38 Development Sessions
347 Participations

In Quarter 3 we continued our support of Youth Arts groups by supporting **Maddrim Media** and **Shetland Young Promoters Group (SYPG)**. Maddrim Media are currently working on a new project which allows them to work as a group on one large film every three months. This term was the crime caper *Goldrunners*, and we provided space in Mareel for them to work on their film.

SYPG were supported to organise a variety concert in the Gulberwick Hall on 1st December. SYPG members, with guidance from SADA staff, dealt with all aspects of marketing, booking bands and technical requirements.

The concert included performances from SYPG members and local acts such as **Scott Tomlinson, Charity Johnston, Zdenka and Lorraine** and the **Lerwick Musical Appreciation Society**. A good night was had by all!

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.

Q3 in numbers

2 Concerts / Screenings / Exhibition days
120 Audience attendances
375 Development Sessions
1,938 Participations

Shetland Arts deliver a range of courses on behalf of Shetland College UHI. The current student register is at: 23 part-time Vocational Pathway; 13 full-time and one part time NC Creative Industries; and 4 full-time HNC Music students. In addition, 10 BA Film/Music and 4 MA Music in the Environment students are currently based in Mareel.

Vocational Pathway Video and Audio Engineering students have been continuing with their studies on the Creative Industries National Progression Award. During this period they have



been learning necessary audio and video production skills. All students have completed the first two learning outcomes.

During this quarter **NC Creative Industries** students have been planning their work placements where they have to complete 21 hours of workplace experience in the Creative Industries. This year students have volunteered to work on the **Schools Music Festival** in March, **The Shetland Folk Festival** in April and various events and activities in Mareel. Some of the students have also been working as classroom assistants on Vocational Pathway days (every second Friday). As a direct result of this particular work experience, one of the students has applied to continue her studies next year on the Aberdeen College BMus – Music Education Programme. The Bmus Programme combines the study of music with a qualification to teach in Scottish secondary schools.

On 29th November, as part of an SQA Live Performance unit, NC and HNC Students hosted a concert in the Mareel Auditorium (see Case Study).

HNC Music this year has a relatively small number of students, and to ensure they receive the best possible learning experience the education staff have been using composite classes to help encourage creative collaboration between the year groups.

This will be the final year that the current HNC is delivered, with a new HNC Music Group Award due to start at the beginning of the next academic year.

A development team consisting of music tutors from across the UHI network are currently developing new materials for the units. Mareel-based tutors have had a central role in the process and have been developing bespoke materials that suit the unique learning environment created through studying in Mareel.

An online music residential involving **BA Applied Music** students based in Mareel and participants from across the UHI network took place in October. The project culminated in Mareel students composing and recording an original piece of music for a Barber Shop vocal ensemble.

3rd year **BA Film** students completed a major project with each student producing a short documentary on a local subject of their choice. The course is 'network delivered' which means students are based at campuses around the University of the Highlands and Islands area and modules are delivered via VC with Shetland Arts delivering modules including **Creating Work for Clients** and **Live Event Production**.

The **Bonhoga Education Programme** is ongoing with the involvement of the five target schools (Fetlar, Brae, Aith, Whalsay, Sandwick) and a CPD event was held in this quarter for the teachers involved. This outlined the workshops, exhibition visits and in-school activity that will take place over the coming months and will result in the final showcase exhibition in May/June.



Our **Wordplay Education Programme** took place in November in the run up to the festival, and was supported by **Scottish Book Trust's Live Literature Programme** (see Case Study).

In the run up to Christmas, we ran a series of **Creative Labs** in Christmas Printmaking hosted by local practitioner Linda Richardson. Creative Labs are workshops across all artforms where the focus is on learning new skills and their practical application.

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.

Q3 in numbers

0 Concerts / Screenings / Exhibition days

0 Audience attendances

31 Development Sessions

153 Participations

Our **Wellbeing Choir** continued through the winter months, with numbers growing slightly as the nights drew in. Freelancers have been engaged to start two new groups in 2019: **Wellbeing Craft** and **Wellbeing Writing**. These sessions will use the low-pressure, no auditions and no skills required model developed by the Wellbeing Choir to encourage and promote health and wellbeing, using art as a vehicle.

Following on from the success of the Wellbeing Choir we plan to introduce two new wellbeing strands in Q4: writing and crafting.

We also continued to support the **space2face** restorative justice project through the provision of meeting spaces.



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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 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.

Q3 in numbers

72 Concerts / Screenings / Exhibition days

2,482 Audience attendances

17 Development Sessions

101 Participations

It has been another exciting quarter at **Bonhoga** encompassing a touring exhibition of contemporary ceramics and a busy exhibition of visual art and craft for Christmas.

From September to early November the Upper Gallery at Bonhoga was home to **Northbound/Nordgående**, a touring exhibition of contemporary ceramics, drawing and performance with a focus on process and place, featuring the work of a group of six artists from Scotland and Norway. Together, their work celebrated the diversity and vibrancy of contemporary ceramicists. The exhibition also focussed on the influence of place on an artists' work, exploring in particular the cross-border, cultural connections across northern Europe and the region's ancient and traditional maritime routes. In each new venue, the exhibition was reconfigured by different curators, creating four versions of its own narrative. The exhibition was largely positively received by visitors, despite featuring some challenging pieces. The exhibition will complete its voyage at Fjell Festning Museum near Bergen in 2019.

This quarter also saw the return of Bonhoga's popular Christmas selling exhibition, aptly titled, **All I want for Christmas...** The exhibition featured original paintings and prints from local artists and a diverse collection of contemporary applied art and craft from many of the UK's finest makers. The exhibition provided customers a unique opportunity to purchase craft from the UK. The gallery received positive feedback and the exhibition experienced healthy sales, selling over £7000 of art and craft during the exhibition period.

The Lower Gallery hosted an exhibition of Shetland sea and landscapes from local amateur photographer **Steve Birrell**. The Lower Gallery space continues to work well as a development space for emerging talent, providing an opportunity for artists to exhibit work in a professional exhibition environment.

This quarter also saw the return of the **Visual Artist and Craft Maker Awards**, a funding programme supported by **Creative Scotland**, **Shetland Islands Council** and Shetland Arts. Applications were received from across Shetland, and the panel met in October. The panel consisted of two representatives from Shetland Arts, two previous recipients of the award (one visual artist and one craft maker) and a representative from Creative Scotland. After a long day of discussion, we were able to fund four artists to support their artistic development. Round 2 of the funding will close in February 2019.



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.

Q3 in numbers

969 Concerts / Screenings / Exhibition days

44,201 Audience attendances

44 Development Sessions

1,343 Participations

Mareel's Auditorium had a busy quarter, kicking off with a re-visit from the well-received Wildlife cameraman and author **Doug Allen**, who shared tales of his adventures with an enthusiastic audience. This was followed by **Wordplay**, our festival of words and ideas (see Case Study). **Neil Georgeson** also returned in November, this time to play with fellow Shetland Classical musician, harpist **Sophie Rocks**. Their **Mirrie Dancers** repertoire was a popular choice. At the end of the month we celebrated Mamma Mia and the enduring popularity of ABBA with an **ABBA Party Night**, hosted by one of Europe's best tribute acts. This proved to be an incredibly busy night with lots of social media shares and great feedback.

December opened with an exclusive album launch by local Americana band **Kansa**, who recorded their first CD, **The Rowan Tree** in the Mareel Recording Studio earlier in the year. With a cabaret-style set-up, mince pies and tea-lights, and a night of guests including the **Wishart Family**, this proved to be a very popular night. The party vibe continued in December with **Make More Noise**, our inaugural cabaret night, resplendent with Burlesque dancer **Missy Malone**, anarchic drag queen bingo from **Timberlina**, local comedy from **The Imposters** and **Marjolein Robertson** and music by local band **Kant** and Bristol-based DJ **Some Chick Called Bob**. Conceived as an "alternative Christmas party" with a view to celebrating 100 years of Voting Reform (the night was on 14th December, the date of the first vote women in the UK could participate in) there was an emphasis on programming female performers. This was a lively, energetic and popular night and one we will look to host again in the coming year.

December closed with **Hogmany with the Peatbog Faeries** - a jam-packed evening of music and entertainment to bring in the bells. The variety concert this year featured performances from hosts the Peatbog Faeries as well as **Da Loose Ends**, **Herkja**, **Arthur Nicholson & Kris Drever** and **Haltadans**. The Peatbog Faeries played a high energy set to bring in the New Year, followed by a **Mixology** DJ set in the Cafe Bar and a traditional dance with the **Alan Nicolson Dance Band** in the Auditorium. The whole event was live streamed on Facebook to an enthusiastic and interactive viewership.

Throughout this quarter we continued to hold the popular **Open Mic** sessions on the first Sunday of each month, hosted by **Keirynn Topp**. These have a loyal following and usually also feature performances by newcomers.

Hirers

The Garrison was well-used this quarter, starting with a well attended Sunday concert organised by the **Shetland Accordion and Fiddle Club**. Meanwhile, the **National Theatre of Scotland** utilised the Mareel Auditorium for the Futureproof programme of works with young



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people with a unique interactive performance entitled *The World is a Wedding: a Presentation of Unst in Everyday Life*, which was also performed in Unst.

In November, the Garrison was busy with a production of **Fiddler on the Roof** by **Open Door Drama**. This was very well received and attended. In Mareel we were visited by **Follow the Vikings**, a roadshow celebrating the influence of Vikings across several nations organised by **Shetland Amenity Trust**. This was a large-scale production with community involvement in the performance.

Shetland Community School of Ballet returned to the Garrison in December with another popular showcase of the school's talent. The theatre then became the host for the 2018 panto - **Puss In Boots** by **Isleburgh Drama Group**, with a well-attended run of ten performances. In the Mareel Auditorium, **Ragged Wood** presented the lauded young Americana singer **Courtney Marie Barnett** on the last date of her successful UK tour, followed by a return to Shetland by the tribute act **Queen II**, this year promoted by **Millgaet Media**.

Exhibition

The exhibition programme continued in Mareel with the **Fraser Taylor** exhibition **Shadowed Valley** in the Upper Cafe Bar and an exhibition in the Feature Space showcasing the **Blooming Youth** installation and workshops that took place as part of the **Year of Young People Big Takeover** in September. Plans continued throughout this quarter for the upcoming **Artangel** commission **Natural Selection** as part of **Beyond Bonhoga**, the off-site exhibition programme, due to open at the old Anderson High School in January.

Film

Q3 is traditionally a busy time for the cinemas, though a drop in admissions this year wouldn't have been surprising, given the absence of a Star Wars film in December! As it was, admissions were actually up 3.7% on the same period last year, with strong performers including **A Star Is Born**, **Bohemian Rhapsody**, **Mary Poppins Returns**, **Johnny English Strikes Again**, **The Grinch** and **Fantastic Beasts: The Crimes of Grindelwald**.

We programmed two literary adaptations over the Wordplay weekend, to tie in with the festival - **The Prime of Miss Jean Brodie**, which marked writer Muriel Spark's centenary, and **Where the Wild Things Are**; and, for the first time, we took part in the **French Film Festival UK** by screening period romp **Return of the Hero** and gritty drama **A Season in France**, both in our Screen Horizons strand.

We marked 100 years since the end of the First World War with a free screening of **In the Still of the Night Have We Wept**, the film of the Shetland Youth Theatre production from 2017, and World AIDS Day on 1st December with **120 Beats Per Minute**, a drama about a group of activists in Paris in the early 1990s. And we took advantage of the fact that Felipe Bustos Sierra, director of Screenplay hit documentary **Nae Pasaran**, was in Shetland, and screened his brilliant film again, followed by a Q&A.



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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.

Q3 in numbers

0 Concerts / Screenings / Exhibition days

0 Audience attendances

39 Development Sessions

115 Participations

Q3 was particularly busy and varied at Mareel Recording Studio. Albums by **Claire White & Robbie Leask** and **Kansa** were mastered in November for Christmas release, and work continued on projects by **Andy Kinnear** and **Carol Jamieson**. Yell-based singer **Andy Ross** recorded a South African lullaby which was distributed to friends and colleagues in the form of a digital Christmas card.

In late November we hosted a unique recording session featuring a 40-strong choir in the Mareel Auditorium. Under the guidance of **Dr Veronica McBurnie**, three songs were rehearsed, performed and recorded in an afternoon to be rush-released as a Christmas single in aid of the **Shetland MRI Appeal**. This necessitated a quick turnaround, with all editing, mixing and mastering being carried out in Mareel Recording Studio so that masters could be delivered in time for the CD to hit the shops in early December.

Also in November, Mareel Recording Studio hosted its first **Open Day**, with Studio Technician **Tim Matthew** welcoming local musicians to discuss potential recording projects, along with members of the public who were simply curious to see the inner workings of a commercial recording studio. This yielded several firm bookings for early 2019, and served to raise awareness generally about what we can offer.

There were more digitisation sessions for clients keen to preserve the contents of ageing reel-to-reel tapes, and work was finally completed on the preservation of the **Jenny Gilbertson** archive on behalf of the **Shetland Museum and Archives**, with a total of 56 audio reels being digitally transferred, work that would ordinarily have been outsourced to specialist audio companies in mainland Scotland.

Radio adverts were recorded for **Irvine Interiors** and **Shetland Fudge Company**, as well as our own weekly cinema updates for **SIBC**. The soundtrack for a seasonal **LHD** promotional video was recorded in conjunction with local film-maker **Keiba Clubb**, which this year parodied the Snowman animated film and received a lot of attention on social media.

Several concerts in Mareel's Auditorium were recorded and filmed, including **Kansa's** album launch in December and our own **Hogmanay** extravaganza. In both cases, the audio received a professional mix in post-production, which was re-synced with the video content and distributed online.



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A few projects from this quarter demonstrate the versatility of the studio in terms of working with media recorded elsewhere. **Lau** brought live audio from their UK tour to the studio for mixing, whilst **Andrea Fox** resumed work on audio tracks begun with her band in Australia ten years ago. Belfast folk outfit **TOPOS** sent tracks recorded in Northern Ireland to be mixed at Mareel, once again proving that our remote location is no barrier to ongoing collaboration with artists in the UK and beyond.



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Case Study: Student Night

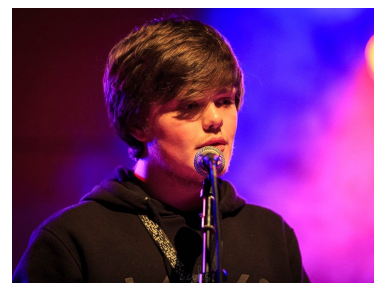
On 29th November 2018 music students from Shetland College UHI performed at a free event in the Mareel Auditorium.

In the run up to the event, with help from the Shetland Arts marketing team, the students ran an online social media marketing campaign that contextualized outcomes from the NC Creative Industries “Working For Yourself” unit. They also created posters and flyers and took part in a [Radio Shetland Interview](#). The interview included excerpts from recordings the students had created as part of their coursework.

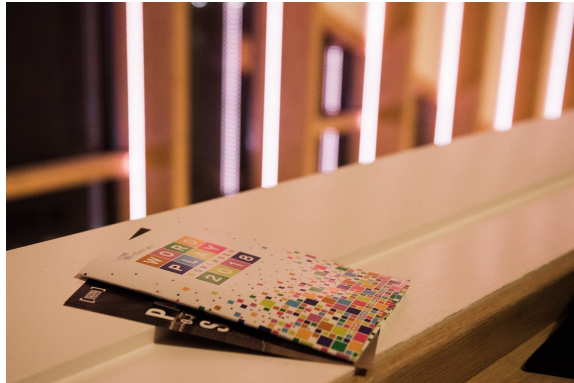
The week before the main event, students hosted a small pop-up concert in the Shetland College canteen. This served as an opportunity for students to dress-rehearse material for the main event in the Mareel Auditorium and raise awareness amongst their fellow students.



The main event in the Mareel Auditorium was well attended with an audience of just over 100. In addition, NC Film students broadcast the live event on Facebook to over 2400 viewers.



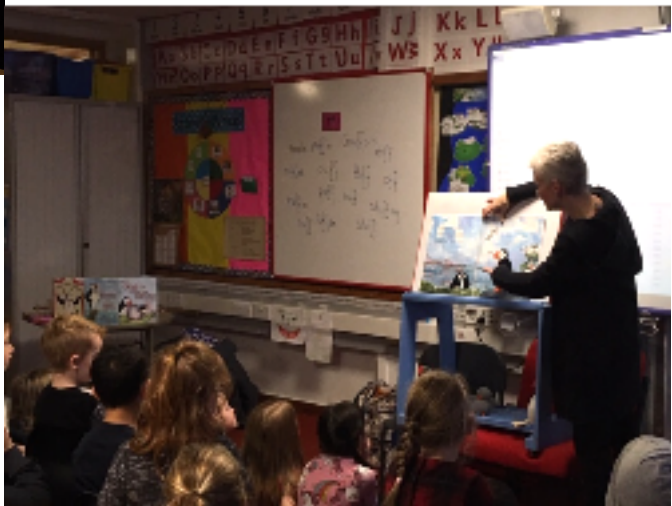
Case Study: Wordplay 2018



Wordplay is our literature festival of words and ideas, curated by Karen Cunningham and project managed by Cara McDiarmid and Floortje Matthew. In 2018 the festival had public events from Thursday 8th - Sunday 11th November, as well as an Education Programme running from Monday 5th - Thursday 8th November.

This year's **Education Programme** was supported by **Scottish Book Trust's Live Literature Programme**. We were able to provide 11 sessions in schools across Shetland.

Lynne Rickards, author of *Lewis Clowns Around*, *Harris the Hero*, *Rowan the Red Squirrel* and many other wonderful rhyming books for younger readers, visited P1 - P3 classes in Bells Brae, Sound, Mossbank and Lunnasting Primary Schools. She read them several of her books, and answered questions about the different animals featured and what it's like writing stories.



"It was fantastic! So super for the children to have a visit from an author and for her to share her books with them. I love Lynne Rickard's stories! Makes it all the more meaningful when we read Pink after Christmas too!" - Teacher at Bells Brae Primary School

Claire McFall, author of young adult novels such as *Ferryman* and *Black Cairn Point*, visited secondary pupils at Sandwick and Aith Junior High Schools, and Brae and Anderson High Schools. She delivered a fantastic creative writing workshop on subverting the narrative and unreliable narrators, which was well received by classes and teachers.

"The pupils I spoke to really enjoyed it, as did I. I thought she approached it in a practical and interesting way – being a teacher helps for sure as it was totally pitched right – some of my pupils have adapted their folio work as a result of her advice which has helped them no end!"

Thank you for setting this up as well, we appreciate being able to get people like this into the school!" - Teacher at Anderson High School

The opening night of the festival was **A Celebration of Shetland Writing**, an event which showcased the wide variety of writers across Shetland. Unst, Yell, Lerwick and Westside Writers Groups each delivered a section of the night, and we were also thrilled to have **Edwin Morgan Poetry Award** winner **Roseanne Watt** and nominee **Peter Ratter** (both Shetland-based) to share some of their work. This event was chaired by Robert Alan Jamieson and was in memory of Alex Cluness, who was a huge influence on writing in Shetland during his time at Shetland Arts.

Alex Purbrick for Shetland News [wrote](#): *"A Celebration of Shetland Writing was certainly an inspiring celebration of words to mark this weekend's busy schedule of local, national and international writing talent descending upon Shetland's literary scene. As Robert Alan Jamieson concluded in his final speech: 'It's been a fruitful gathering and shows that literature is alive and well in Shetland.'"*



Friday began with a huge audience for our annual **Big Bookbug** in partnership with Shetland Library. Over 200 adults and children attended a fun session of storytelling, singing and dancing, the highlight being Lynne Rickards reading her story *Never Bite a Tiger on the Nose*.

A busy Friday evening at Mareel saw a double bill of politics, as MP **Jo Swinson** attended the festival to talk about her book *Equal Power*. Following this, the fantastic **Professor A.C. Grayling** presented his vision for Britain's

future whilst talking about his book *Democracy and its Crisis*. While audiences in Lerwick were treated to this, writers of all persuasions attended Bonhoga for a Creative Writing session with Shetland's own **Robert Alan Jamieson**.

Throughout the weekend, Shetland writers had access to several workshop sessions, with **Ann Marie Anderson** providing children's workshops with her dialect books, **Malachy Tallack** delivering a travel writing workshop, and **Patrick Barkham** hosting an outdoor workshop on nature writing. We also worked with Shetland Museum and Archives to provide a day-long workshop using 19th century writing to inspire new pieces.





Saturday and Sunday were a feast of island literature - at times literally, with **James and Tom Morton**'s on-stage cooking demonstration a highlight of the programme. **Amy Liptrot** spoke with Genevieve White about her award-winning memoir *The Outpost*, and **Malachy Tallack** had an illuminating discussion about his novel *The Valley at the Centre of the World*. The final event on Sunday was a talk with Guardian Nature Writer **Patrick Barkham** on his book *Islander*. Amy, Malachy and Patrick joined local writer **Sally Huband** in a panel on Changing Nature, discussing the way nature writing has changed in the face of climate change.

Q3 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	2	17	3	-	22	328	2134	190	-	2652	36	60	38	-	134	417	507	347	-	1271
2. Education & Learning	9	1	2	-	12	149	25	120	-	294	450	223	375	-	1048	2714	1712	1938	-	6364
3. Arts & Well-being	1	0	0	-	1	60	0	0	-	60	30	20	31	-	81	166	82	153	-	401
4. Development & Support	92	92	72	-	256	5270	6186	2482	-	13938	26	39	17	-	82	346	405	101	-	852
5. Programming	1134	1113	969	-	3216	44394	48077	44201	-	136672	37	21	44	-	102	321	932	1343	-	2596
6. Recording Studio	0	0	0	-	0	0	0	0	-	0	66	101	39	-	206	117	177	115	-	409
Programme Total	1238	1223	1046	0	3507	50201	56422	46993	0	153616	645	464	544	0	1653	4081	3815	3997	0	11893
SCT Annual Target					3000					160000					1300					9000
% of SCT Target					116.9%					96.0%					127.2%					132.1%

Head of Production

Date 21/02/2019

Estates

- **Bonhoga**
 - Outside picnic tables to be upgraded
 - New fridges ordered for Cafe
 - Repairs carried out to roof on North Side
- **Mareel**
 - Staff Room upgrades complete
 - Issues with recycled glass slabs at Main Entrance - quote received
 - Upgraded radio earpieces for Event Safety at loud events
 - Kitchen Store improvements
- **The Garrison**
 - Quotes received for Category 2 defects from Condition Survey
- **The Booth**
- **Other**
 - Natural Selection ongoing at former AHS site

Operations

- Venue Management System - Staff Handbook complete, KE & JR to deliver staff training
- BSL online training course offered to staff
- **Cafe Bar upgrades**
 - Final phase
 - Install lighting in Upper Cafe Bar
 - Reconfiguration of sofa areas to include 4 extra tables
 - Remaining couches to be reupholstered

Chief Executive's Report

Date 21/02/2019

Board Decisions

None

For Information

Operations

- New smaller profile printers ordered and being installed for Box office, smaller profile tickets will be adopted once current stock has run out
- Vegan range expanded and promoted during Veganuary
- Expanded wellbeing strand has proved very popular
- 25th Anniversary of SYT launched
- Screenplay Postscript in association with Shetland Film Club has proved popular
- Natural Selection being eggstremley well received

Key Dates for Trustees

- Shetland County Drama Festival 2019, The Garrison, 4-7 March
- Schools Music Festival, Mareel, 11-14 March
- Continental Drift: Scottish Ensemble with Keyvan Chemirani, Mareel, 15 March
- Chris Stout & Catriona McKay: Bare Knuckle, Mareel, 20 March

Funding

- **Creative Scotland**
 - Activity Plan for 19/20 submitted - Same as 18/19 as no growth in funding
- **Shetland Charitable Trust**
 - Strategic Review currently being undertaken
- **Highlands and Islands Enterprise**
- **Shetland Islands Council**
- **Other**