



Item	Description	Report	Item taken by	ACTION
1	Welcome, apologies, and declarations of interest		Chair	Note
2	Minutes 27 June 2019		Chair	Approval
3	Finance Management Accounts – June 2019	Attached	GH	Note
4	Head of Creative Opportunities Report	Attached	BP	Note
5	Head of Production Report	Attached	JR	Note
6	Chief Executive Report	Attached	GH	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: Board Meeting Thursday 31 October 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 27<sup>th</sup> June 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), Chief Executive, Shetland Arts  
 Bryan Peterson (BP), Head of Creative Ops, Shetland Arts  
 Lois Sutherland (LS), Trainee Administrator, Shetland Arts (Minute Taker)

**Apologies:**

Louise Garriock (LG), Trustee, Shetland Arts  
 Lynne McHattie (LM), Trustee, Shetland (Skype)  
 Jonathan Ritch (JR), Head of Production, Shetland Arts

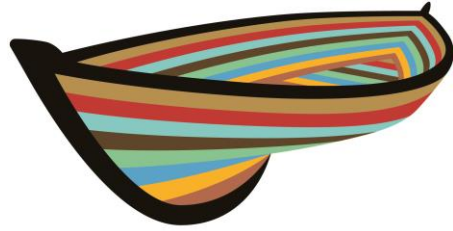
Item	Topic	Action
1	<p><b>Welcome, Apologies &amp; Declaration of Interest</b></p> <p>The Chair welcomed everyone to the meeting.</p> <p>There were no declarations of interest expressed.</p> <p>The first item of business was to appoint a new Chair and Vice Chair for the board.</p> <p>RSt was unanimously appointed as Chair</p> <p>SW was unanimously appointed as Vice Chair</p>	
2.	<p><b>Matters Arising</b></p> <p>The minutes of the last meeting were read and approved by OM and seconded by RS.</p>	
3.	<p><b>Finance</b></p> <p>KE went through the Management Accounts report.</p>	
4.	<p><b>Head of Creative Opportunities Report</b></p> <p>BP took the board over his report providing further details noted below.</p> <p>BP provided Q4 report for 18/19. SADA have consistently over delivered throughout the year.</p> <p>A few more recent updates:                      A 90% pass rate is being projected for the 2018/19 College Courses.</p>	

	<p>The 3<sup>rd</sup> round of applications for the Visual Arts and Craft Awards closed in June. No applications were successful in this round.</p> <p>OM asked if SADA still have funding for these awards? BP explained that discussions are ongoing with Creative Scotland around the funding level.</p>	
<b>5.</b>	<p><b>Head of Production Report</b></p> <p>GH took the board over the estates report providing further details noted below:</p> <p>Bonhoga The floor in the café has been replaced which has made a huge difference.</p> <p>Mareel Meeting Room upgrade is still underway. The second phase of upgrading the Café/Bar has been completed. The lighting in the building is slowly being changed to LED.</p>	
<b>6.</b>	<p><b>Chief Executive Report</b></p> <p>GH took the board through the CE report providing further details noted below.</p>	
<b>7.</b>	<p><b>Board Recruitment and Training</b></p> <p>None</p>	
<b>8.</b>	<p><b>Any Other Business as Agreed by the Chair at the start of the meeting.</b></p> <p>None</p>	
<b>9.</b>	<p>Next meeting to be held on 29<sup>th</sup> August 2019 at 5.30pm</p> <p>Meeting closed at 5.55pm</p>	

Minute approved:

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Ryan Stevenson  
Chair, Shetland Arts Development Agency



# Shetland *arts*

## MANAGEMENT ACCOUNTS REPORT

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JUNE 2019

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## INTRODUCTION

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This report includes details the following:

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

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## MANAGEMENT ACCOUNTS

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

The key points from June 2019 are:

- Ticket income was £9,803 above budget. This was mainly due to cinema performing very well in the month. Historically June has been the quietest month for cinema however in June 2019 there were large films such as Secret Life of Pets 2 that were released.
- Creative Scotland and SIC funding are below budget due to no Visual Arts and Craft Awards applications being successful in the month. None were deemed to meet the standard required.
- Retail and foyer income were both above budget on income due to a successful month which has lead to a corresponding increase in foyer and retail purchases against budget.
- Programme Costs are £14,909 behind budget. The Shetland Youth Theatre production being postponed contributed to this as did the events programmed for this year which all tend to be in Quarters 2 – 4. The cinema programme in the month was also contracted on favorable terms reducing our costs.

Date: 20/08/2019

Time: 14:43:30

Shetland Arts Development Agency

Page: 1

## Prior Year Report

From: Month 3, June 2019

To: Month 3, June 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	37,764.17	16.69	23,964.07	13,800.10	101,338.02	15.98	89,567.39	11,770.63
Education and Training	11,477.56	5.07	7,666.67	3,810.89	34,432.69	5.43	23,000.00	11,432.69
Retail	20,642.47	9.12	13,060.36	7,582.11	41,535.11	6.55	31,328.85	10,206.26
Food and Beverage	51,536.65	22.78	53,018.27	(1,481.62)	147,509.41	23.26	141,662.76	5,846.65
Foyer	9,677.97	4.28	7,097.01	2,580.96	28,693.37	4.53	27,575.87	1,117.50
Box Office Commission	330.00	0.15	452.51	(122.51)	1,581.36	0.25	1,446.43	134.93
Gallery Commission	0.00	0.00	262.50	(262.50)	470.40	0.07	565.08	(94.68)
Hire of Rooms and Equipment	8,643.78	3.82	6,938.32	1,705.46	17,648.97	2.78	18,156.84	(507.87)
Screen Advertising Income	1,591.12	0.70	1,008.35	582.77	8,291.14	1.31	4,805.12	3,486.02
Gift Vouchers	(177.80)	(0.08)	279.20	(457.00)	(819.40)	(0.13)	(272.35)	(547.05)
Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	875.00	(875.00)
Donations	0.00	0.00	71.95	(71.95)	0.00	0.00	71.95	(71.95)
Grant Funding - Capital	2,445.40	1.08	0.00	2,445.40	2,445.40	0.39	210.00	2,235.40
Grant Funding - SIC	0.00	0.00	0.00	0.00	500.00	0.08	0.00	500.00
Grant Funding - SCT	50,293.50	22.23	52,831.17	(2,537.67)	150,880.50	23.80	158,493.50	(7,613.00)
Grant Funding - Creative Scotland	20,833.33	9.21	20,833.01	0.32	62,500.00	9.86	62,500.01	(0.01)
Other Grants - Trusts and Foundations	2,757.97	1.22	0.00	2,757.97	10,850.64	1.71	(210.00)	11,060.64
Operating Lease Income - SIC	7,500.00	3.31	7,500.00	0.00	22,500.00	3.55	22,500.00	0.00
Other Income	251.25	0.11	751.04	(499.79)	546.26	0.09	2,379.92	(1,833.66)
Memberships Received	702.08	0.31	937.50	(235.42)	3,145.62	0.50	3,119.59	26.03
	<u>226,269.45</u>	<u>100.00</u>	<u>196,671.93</u>	<u>29,597.52</u>	<u>634,049.49</u>	<u>100.00</u>	<u>587,775.96</u>	<u>46,273.53</u>
Purchases								
Food and Beverage Purchases	15,413.77	6.81	16,314.71	(900.94)	48,927.43	7.72	51,102.61	(2,175.18)
Foyer Purchases	5,155.58	2.28	3,524.74	1,630.84	15,992.06	2.52	13,366.22	2,625.84
Retail Purchases	14,011.70	6.19	4,523.81	9,487.89	25,247.40	3.98	17,636.46	7,610.94
Direct Costs	1,079.53	0.48	1,052.62	26.91	2,478.52	0.39	1,590.81	887.71
	<u>35,660.58</u>	<u>15.76</u>	<u>25,415.88</u>	<u>10,244.70</u>	<u>92,645.41</u>	<u>14.61</u>	<u>83,696.10</u>	<u>8,949.31</u>
Direct Expenses								
Gross Salaries and Wages - Regular	70,818.65	31.30	66,224.53	4,594.12	217,860.12	34.36	202,560.01	15,300.11
Gross Wages - Casual	19,598.69	8.66	20,300.77	(702.08)	48,997.82	7.73	58,900.77	(9,902.95)
Employers NI	5,593.50	2.47	5,079.16	514.34	16,749.40	2.64	13,177.43	3,571.97
Employers Pensions	12,374.71	5.47	12,103.85	270.86	36,952.42	5.83	35,701.97	1,250.45
Recruitment Expenses	374.33	0.17	203.26	171.07	730.33	0.12	401.26	329.07
Employee Expenses	53.60	0.02	41.39	12.21	1,257.93	0.20	670.34	587.59
Training and Protective Clothing	378.83	0.17	(70.00)	448.83	1,558.83	0.25	15.00	1,543.83
Programme Costs - Project	15,434.77	6.82	22,726.67	(7,291.90)	52,122.47	8.22	68,814.13	(16,691.66)
Marketing Costs - Project	1,764.46	0.78	1,389.31	375.15	4,558.48	0.72	3,498.77	1,059.71
Licences	(115.49)	(0.05)	3,134.32	(3,249.81)	6,636.92	1.05	9,370.50	(2,733.58)
Film Transport	0.00	0.00	95.16	(95.16)	142.01	0.02	405.04	(263.03)
Hire of Equipment	(300.00)	(0.13)	46.49	(346.49)	(881.12)	(0.14)	46.49	(927.61)
	<u>125,976.05</u>	<u>55.68</u>	<u>131,274.91</u>	<u>(5,298.86)</u>	<u>386,685.61</u>	<u>60.99</u>	<u>393,561.71</u>	<u>(6,876.10)</u>
Gross Profit/(Loss):	<u>64,632.82</u>	<u>28.56</u>	<u>39,981.14</u>	<u>24,651.68</u>	<u>154,718.47</u>	<u>24.40</u>	<u>110,518.15</u>	<u>44,200.32</u>

## Overheads

Time: 14:43:30

Prior Year Report

From: Month 3, June 2019

To: Month 3, June 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>
Travel, Subsistence and Entertainment	1,385.52	0.61	6,461.38	(5,075.86)	1,993.82	0.31	15,331.87	(13,338.05)
Rent, Rates and Insurance	4,216.19	1.86	4,210.85	5.34	11,465.11	1.81	11,127.65	337.46
Heat and Light	7,067.41	3.12	6,942.78	124.63	19,373.48	3.06	18,952.07	421.41
Operating Leases - Rent and Equipment	9,364.56	4.14	8,551.41	813.15	26,669.70	4.21	26,139.75	529.95
Repairs and Maintenance and Cleaning	9,315.23	4.12	15,570.52	(6,255.29)	39,070.96	6.16	45,898.28	(6,827.32)
Print, Postage and Stationery	118.46	0.05	374.35	(255.89)	1,884.22	0.30	1,064.83	819.39
Telephone	797.78	0.35	758.51	39.27	2,506.88	0.40	2,282.07	224.81
Computer Costs	1,974.50	0.87	2,032.92	(58.42)	5,923.50	0.93	6,117.71	(194.21)
Marketing Costs - Strategic	1,045.30	0.46	800.00	245.30	1,068.59	0.17	2,147.50	(1,078.91)
Website Costs	74.15	0.03	269.98	(195.83)	177.92	0.03	1,233.90	(1,055.98)
Subscriptions	291.07	0.13	143.37	147.70	695.96	0.11	399.98	295.98
Consumables	524.47	0.23	304.61	219.86	2,625.10	0.41	5,203.11	(2,578.01)
Legal and Professional Fees	1,543.33	0.68	1,510.83	32.50	4,630.00	0.73	4,617.50	12.50
Till Differences	(54.76)	(0.02)	(38.01)	(16.75)	(75.29)	(0.01)	(92.09)	16.80
Bank Charges and Interest	1,828.57	0.81	1,371.83	456.74	5,416.73	0.85	4,446.94	969.79
Loan Interest	0.00	0.00	440.41	(440.41)	781.42	0.12	1,326.83	(545.41)
	<u>39,491.78</u>	<u>17.45</u>	<u>49,705.74</u>	<u>(10,213.96)</u>	<u>124,208.10</u>	<u>19.59</u>	<u>146,197.90</u>	<u>(21,989.80)</u>
Net Profit/(Loss):	<u>25,141.04</u>	<u>11.11</u>	<u>(9,724.60)</u>	<u>34,865.64</u>	<u>30,510.37</u>	<u>4.81</u>	<u>(35,679.75)</u>	<u>66,190.12</u>

Date: 22/08/2019  
Time: 13:33:36

Shetland Arts Development Agency  
Balance Sheet

Page: 1

From: Month 3, June 2019  
To: Month 3, June 2019

Chart of Accounts:

SADA Default Layout of Accounts

	<u>Period</u>	<u>Year to Date</u>	
Fixed Assets			
Property	0.00	9,982,234.80	
Office Equipment	0.00	151,929.90	
Furniture and Fixtures	0.00	127,267.12	
Investments	0.00	1.00	
Pianos	0.00	42,800.00	
Artwork	0.00	2,862.00	
		0.00	10,307,094.82
Current Assets			
Stock	458.00	38,122.61	
Debtors	17,288.07	142,135.34	
Deposits and Cash	(7,164.79)	(4,361.40)	
Bank Account	0.00	217,326.51	
		10,581.28	393,223.06
Current Liabilities			
Creditors : Short Term	(72,695.20)	440,437.98	
Payroll Taxation	(1,032.22)	21,032.52	
Wages	488.87	15,376.09	
Bank Account	57,652.62	0.00	
VAT Liability	1,358.68	24,679.48	
		(14,227.25)	501,526.07
Current Assets less Current Liabilities:		24,808.53	(108,303.01)
Total Assets less Current Liabilities:		24,808.53	10,198,791.81
Long Term Liabilities			
Creditors : Long Term	(332.51)	93,657.42	
Pension Liability	0.00	1,580,000.00	
		(332.51)	1,673,657.42
Total Assets less Total Liabilities:		25,141.04	8,525,134.39
Capital & Reserves			
Capital & Reserves	0.00	10,257,349.93	
Funds	0.00	(182,725.91)	
Defined benefit pension fund	0.00	(1,580,000.00)	
P & L Account	25,141.04	30,510.37	
		25,141.04	8,525,134.39



Date: 20/08/2019

Time: 14:42

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

Period From: Month 3, June

Year: 2020

Department: All

Period To: Month 3, June

Chart of Accounts: SADA Default Layout of Accounts

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Sales			
Ticket Sales	37,764.17	27,960.38	9,803.79
Education and Training	11,477.56	11,250.00	227.56
Retail	20,642.47	12,020.93	8,621.54
Food and Beverage	51,536.65	51,799.20	(262.55)
Foyer	9,677.97	6,662.55	3,015.42
Box Office Commission	330.00	1,250.00	(920.00)
Gallery Commission	0.00	264.59	(264.59)
Hire of Rooms and	8,643.78	7,676.32	967.46
Screen Advertising Income	1,591.12	1,166.67	424.45
Gift Vouchers	(177.80)	0.00	(177.80)
Sponsorship	0.00	166.67	(166.67)
Donations	0.00	50.00	(50.00)
Grant Funding - Capital	2,445.40	0.00	2,445.40
Grant Funding - SIC	0.00	2,431.33	(2,431.33)
Grant Funding - SCT	50,293.50	50,293.50	0.00
Grant Funding - Creative	20,833.33	24,833.33	(4,000.00)
Other Grants - Trusts and	2,757.97	8,185.89	(5,427.92)
Operating Lease Income -	7,500.00	7,500.00	0.00
Other Income	251.25	0.00	251.25
Memberships Received	702.08	625.00	77.08
Internal Recharges	0.00	(0.02)	0.02
	<u>226,269.45</u>	<u>214,136.34</u>	<u>12,133.11</u>
Purchases			
Food and Beverage	15,413.77	18,310.58	2,896.81
Foyer Purchases	5,155.58	3,331.27	(1,824.31)
Retail Purchases	14,011.70	6,797.80	(7,213.90)
Direct Costs	1,079.53	41.67	(1,037.86)
	<u>35,660.58</u>	<u>28,481.32</u>	<u>(7,179.26)</u>
Direct Expenses			
Gross Salaries and Wages -	70,818.65	71,426.40	607.75
Gross Wages - Casual	19,598.69	17,333.80	(2,264.89)
Employers NI	5,593.50	5,646.62	53.12
Employers Pensions	12,374.71	13,205.76	831.05
Recruitment Expenses	374.33	750.00	375.67
Employee Expenses	53.60	0.00	(53.60)
Training and Protective	378.83	708.33	329.50
Trustee Expenses	0.00	83.33	83.33
Programme Costs - Project	15,434.77	30,344.05	14,909.28
Marketing Costs - Project	1,764.46	2,229.16	464.70
Licences	(115.49)	3,269.51	3,385.00
Film Transport	0.00	166.67	166.67
Hire of Equipment	(300.00)	162.50	462.50
	<u>125,976.05</u>	<u>145,326.13</u>	<u>19,350.08</u>

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

Period From: Month 3, June

Year: 2020

Department: All

Period To: Month 3, June

Chart of Accounts: SADA Default Layout of Accounts

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	
Gross Profit (Loss):	64,632.82	40,328.89		24,303.93
Overheads				
Travel, Subsistence and	1,385.52	2,777.67	1,392.15	
Motor Expenses	0.00	81.50	81.50	
Rent, Rates and Insurance	4,216.19	4,621.69	405.50	
Heat and Light	7,067.41	6,346.62	(720.79)	
Operating Leases - Rent and	9,364.56	8,789.33	(575.23)	
Repairs and Maintenance	9,315.23	9,075.76	(239.47)	
Print, Postage and Stationery	118.46	366.67	248.21	
Telephone	797.78	410.41	(387.37)	
Computer Costs	1,974.50	2,501.40	526.90	
Marketing Costs - Strategic	1,045.30	354.17	(691.13)	
Website Costs	74.15	375.00	300.85	
Subscriptions	291.07	230.27	(60.80)	
Consumables	524.47	3,647.90	3,123.43	
Legal and Professional Fees	1,543.33	2,337.50	794.17	
Till Differences	(54.76)	0.00	54.76	
Bank Charges and Interest	1,828.57	1,770.00	(58.57)	
Loan Interest	0.00	500.00	500.00	
	<u>39,491.78</u>	<u>44,185.89</u>		<u>4,694.11</u>
Net Profit (Loss):	<u>25,141.04</u>	<u>(3,857.00)</u>		<u>28,998.04</u>



Shetland *arts*  
HEAD OF CREATIVE  
OPPORTUNITIES REPORT

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AUGUST 2019

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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

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## KEY PERFORMANCE INDICATORS

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As Per SCT Funding 19/20	Jan	Feb	Mar	Apr	May	Jun
Concerts, Screenings, Exhibition Days	308	300	352	369	269	270
Audience attendances	11,158	10,317	10,199	17,154	15,975	18,142
Development Sessions	179	208	269	136	198	165
Participations	1,475	2,130	3,487	949	1,481	2,036

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	TBC	TBC	TBC

#### SIGNIFICANT PROJECTS COMPLETED IN REPORTING PERIOD

Date	Title	Intention	Outcome
Apr-Jun 2019	Arts in Care (block)	Sessions in Care Homes around Shetland	Recruitment of new session leaders
Jun 2019	START Bonhoga Education	Final year of the 4-year program	High-quality youth arts and school engagement
Jun 2019	Masters Modules	Develop 3 online modules for UHI	Ready for delivery

#### SIGNIFICANT PROJECTS PLANNED

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

Short/Medium/Long Term	Title	Intention
Long	Youth Arts 'Refresh'	Launch of a collection of new groups
Short	Shetland Youth Theatre 25th Anniversary	Celebratory production in Mareel in late August
Medium	19/20 Academic Year	Deliver UHI SLA
Short	Shoormal Conference	Academic event with fringe activities in mid-September



Shetland *arts*  
HEAD OF PRODUCTION  
REPORT

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August 2019

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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
No significant issues			

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## SIGNIFICANT PROJECTS COMPLETED IN REPORTING PERIOD

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Date	Title	Intention	Outcome
01/08/2019	Bar Store Cooler	Complete upgrade of cooling system in Bar Store	A complete new, fit-for-purpose system now installed

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## SIGNIFICANT PROJECTS PLANNED

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

Short/Medium/Long Term	Title	Intention
Short	Workshop upgrade	To create a more suitable Workshop space on the 2nd floor
Short	Boardroom Units	To install a permanent full-length unit with worktop in the Boardroom
Short	Bonhoga Car Park	Re-lining of car park, including disabled parking spaces
Short	Painting schedule	To put together a strategic schedule for redecorating in Mareel
Medium	Cinema Fund Bid	To upgrade 1st generation digital cinema equipment at Mareel, as well as purchasing mobile kit for outreach screenings
Medium	BMS Re-commission	To review BMS system settings as per Carbon Management Plan
Medium	Auditorium Capacity	To review capacity for standing events at Mareel
Medium	Food Prep Cooling	Install appropriate cooling system in Food Prep area at Mareel





Shetland *arts*  
CHIEF EXECUTIVE  
REPORT

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AUGUST 2019

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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
NONE		

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## OPERATIONAL ISSUES

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Issue	Mitigation
Request for dogs to be allowed into Bonhoga cafe	Decision taken to continue with current policy of allowing assistance dogs only in line with Mareel
Alan Carr Sold out in seven mins across all channels, customers frustrated to not get tickets	Encourage promoters to either stagger various sales channels or use a lottery system for very high demand gigs
One customer unaware of the cancelled Ally and Phil performance	Request feature update from Monad (Box Office Supplier) to ensure that refunds can be done more efficiently
Low sign up for SYT	Launch of new regular classes to encourage year round participation

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## KEY DATES FOR TRUSTEES

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Date	Title	Venue
30 August 2019	Screenplay Civic Reception	Mareel
30 August - 9 September	Screenplay	Various
3 September 2019, 6pm	Stoal - Exhibition opening	The Booth
18 - 20 September 2019	Shoormal Conference	Mareel
13 - 28 September 2019	Open Mic rural tour	Sandwick, Fetlar, Was

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## STAKEHOLDER UPDATES

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Creative Scotland	£98K from Screen Scotland to replace projectors and purchase new film equipment
Shetland Charitable Trust	
Highlands and Islands Enterprise	Organisation diagnostic planned for September 2019
Shetlands Islands Council	Invitation to present on SADA position to CMT
Event Scotland	Application to Year of Coasts and Waters, Decision delayed until Oct 2019 Application to Scottish Winter Festivals Fund to support Hogmanay

## SIGNIFICANT PROJECTS PLANNED

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

Short/Medium/Long Term	Title	Intention
Short	Supervisor Training with People Matters	To ensure all supervisors have management and leadership training
Short	Locus	Secure Living Lerwick Art Trail Contract
Short	Future of the Garrison	Secure a sustainable future for The Garrison Theatre
Medium	Vision, Mission, Values	Review and update
Medium	Work Plan 2021 - 2024	Review and update work plan so that we are able to respond to potential new strategic direction from stakeholders
Medium	Organisation Structure	Review organisation structure in line with work plan
Long	Islands Deal	Ensure CI is delivered in Islands Deal