

Shetland Arts Development Agency
Board of Trustees Meeting
Thursday 31 October 2019 5.30pm
Venue: Mareel



Shetland *arts*

Item	Description	Report	Item taken by	ACTION
1	Welcome, apologies, and declarations of interest		Chair	Note
2	Minutes 29 August 2019		Chair	Approval
3	Finance Management Accounts – August 2019	Attached	KE	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 19 December 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



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**Minute of Meeting of Shetland Arts Development Agency Board of Trustees,
Thursday 29th August 2019, held at 5.30pm at Mareel Meeting Room, Lerwick**

Present:

Ryan Stevenson (RSt), Chair, Shetland Arts
Sophie Whitehead (SW), Vice Chair, Shetland Arts
Olive Macleod (OM), Trustee, Shetland Arts
Robin Sandison (RS), Trustee, Shetland Arts
Lynne McHattie (LM), Trustee, Shetland (Skype)
Susan Mail (SM), Trustee, Shetland Arts
Chris Gadsby (CG), Trustee, Shetland Arts

In Attendance:

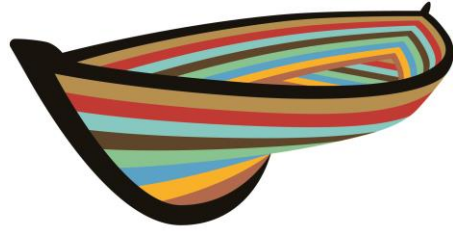
Graeme Howell (GH), Chief Executive, Shetland Arts
Bryan Peterson (BP), Head of Creative Ops, Shetland Arts
Jonathan Ritch (JR), Head of Production, Shetland Arts
Alison Eunson (AE), Administrator, Shetland Arts (Minute Taker)
Siobhan Anderson (SA),

Apologies:

Kerry Eunson (KE), Head of Organisational Support, Shetland Arts

Item	Topic	Action
1.	Welcome, Apologies & Declaration of Interest The Chair welcomed everyone to the meeting. Louise Garrick has resigned with immediate effect	
2.	Matters Arising The minutes of the last meeting were read and approved by OM and seconded by SW	
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. Student enrolment has dropped in comparison to the prior year. Three new Masters Modules were developed for UHI and are ready for delivery Youth Arts 'Refresh' created by Kathryn Spence will start next week BP updated the board about the Shoormal conference.	

5.	Head of Production Report JR took the board over the estates report providing further details noted below: Bar store cooling system has been installed and is working well The maintenance technician is currently off work due to illness which has resulted in a reduction in the estates work completed. Cinema fund bid was successful, Cinema equipment upgrade will take place in January 2020. This will include Investment in equipment to take films throughout rural Shetland A phased approach will be taken to increasing the auditorium capacity now it has been given the go ahead by our insurers. This will allow the impact on service to be seen.	
6.	Chief Executive Report GH took the board through the Chief Executives report providing further details noted below: Alan Carr sold out in 7 minutes The Rosanne Watt exhibition at the Booth is about to open. Rosanne has done a few bits of work this year.	
7.	Board Recruitment & Training The nominations committee had met and proposed two new Trustee appointments, Susan Mail and Chris Gadsby. They were appointed prior to the meeting as the board had given the nominations committee the authority to do so at the previous board meeting.	
8.	Any Other Business as agreed by Chair at the start of the meeting None	
9.	Date/time of future meetings The next meeting will be held on Thursday 31 st October 2019 at 5.30pm in Mareel.	
	Meeting closed at 6.00pm	



Shetland *arts*

MANAGEMENT ACCOUNTS REPORT

AUGUST 2019

INTRODUCTION

This report includes details the following:

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

MANAGEMENT ACCOUNTS

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

The key points from August 2019 are:

- Ticket income was £20,006 behind budget. This is mainly due to cinema income not being as budgeted. The profile of cinema income has been different so far this year than in prior years with a more steady performance each month. In prior years there have been large peaks in July and August which is taken into account when the profiling is done.
- Other grants is £7,198 behind budget. This is partly due to the grant target set for the Creative Opportunities department not being achieved.
- Other income is £5,403.40 above budget which is due to the income received from HIAL for the shop at Sumburgh.
- Programme costs were £15,792 behind budget partly due to cinema income not being as high as expected. The costs for Screenplay are also mainly in September for this year.
- Repairs and maintenance were £8,758 below budget for the month. This was due to planned capital expenditure not happening. This will be moved to another month in the re-forecasting at the end of September.

Date: 22/10/2019

Time: 10:34:10

Shetland Arts Development Agency

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Prior Year Report

From: Month 5, August 2019

To: Month 5, August 2019

Chart of Accounts:

SADA Default Layout of Accounts

	Period				Year to Date			
	Actual	Ratio	Prior Yr	Variance	Actual	Ratio	Prior Yr	Variance
Sales								
Ticket Sales	28,923.96	13.87	48,835.93	(19,911.97)	200,821.06	18.29	181,624.68	19,196.38
Education and Training	8,333.30	3.99	13,922.42	(5,589.12)	51,169.87	4.66	52,255.13	(1,085.26)
Retail	19,392.21	9.30	10,037.62	9,354.59	82,634.93	7.52	54,679.44	27,955.49
Food and Beverage	49,378.00	23.67	52,667.36	(3,289.36)	249,846.27	22.75	247,196.31	2,649.96
Foyer	7,853.66	3.76	9,410.23	(1,556.57)	49,911.09	4.54	48,556.15	1,354.94
Box Office Commission	207.50	0.10	116.67	90.83	2,174.69	0.20	2,115.27	59.42
Gallery Commission	0.00	0.00	1,726.55	(1,726.55)	1,215.73	0.11	2,291.63	(1,075.90)
Hire of Rooms and Equipment	6,753.75	3.24	6,481.66	272.09	29,342.36	2.67	31,176.25	(1,833.89)
Screen Advertising Income	1,591.12	0.76	1,008.36	582.76	11,473.39	1.04	6,821.84	4,651.55
Gift Vouchers	(99.05)	(0.05)	(73.05)	(26.00)	(1,168.95)	(0.11)	(508.55)	(660.40)
Sponsorship	100.00	0.05	2,600.00	(2,500.00)	100.00	0.01	3,475.00	(3,375.00)
Donations	0.00	0.00	822.26	(822.26)	127.49	0.01	994.21	(866.72)
Grant Funding - Capital	0.00	0.00	0.00	0.00	2,445.40	0.22	210.00	2,235.40
Grant Funding - SIC	0.00	0.00	0.00	0.00	500.00	0.05	0.00	500.00
Grant Funding - SCT	50,293.50	24.11	52,831.16	(2,537.66)	251,467.50	22.90	264,155.83	(12,688.33)
Grant Funding - Creative Scotland	20,833.34	9.99	20,833.33	0.01	104,166.67	9.48	104,166.67	0.00
Other Grants - Trusts and Foundations	1,387.60	0.67	3,125.00	(1,737.40)	13,892.66	1.26	4,476.66	9,416.00
Operating Lease Income - SIC	7,500.00	3.60	7,500.00	0.00	37,500.00	3.41	37,500.00	0.00
Other Income	5,403.40	2.59	5,362.55	40.85	6,090.20	0.55	8,583.67	(2,493.47)
Memberships Received	744.59	0.36	902.91	(158.32)	4,567.30	0.42	5,096.25	(528.95)
	208,596.88	100.00	238,110.96	(29,514.08)	1,098,277.66	100.00	1,054,866.44	43,411.22
Purchases								
Food and Beverage Purchases	17,478.56	8.38	20,617.05	(3,138.49)	86,526.41	7.88	86,365.04	161.37
Foyer Purchases	4,041.61	1.94	4,513.03	(471.42)	26,440.98	2.41	24,800.26	1,640.72
Retail Purchases	12,431.53	5.96	6,380.77	6,050.76	46,642.80	4.25	31,028.68	15,614.12
Direct Costs	562.09	0.27	483.31	78.78	2,716.94	0.25	2,274.91	442.03
	34,513.79	16.55	31,994.16	2,519.63	162,327.13	14.78	144,468.89	17,858.24
Direct Expenses								
Gross Salaries and Wages - Regular	72,799.38	34.90	63,745.71	9,053.67	359,840.33	32.76	331,422.42	28,417.91
Gross Wages - Casual	15,923.76	7.63	19,765.21	(3,841.45)	81,791.86	7.45	98,148.91	(16,357.05)
Employers NI	5,325.68	2.55	4,790.14	535.54	27,346.35	2.49	23,117.40	4,228.95
Employers Pensions	12,739.72	6.11	11,166.12	1,573.60	61,998.93	5.65	58,374.96	3,623.97
Recruitment Expenses	170.00	0.08	770.67	(600.67)	1,078.33	0.10	2,013.35	(935.02)
Employee Expenses	131.44	0.06	353.12	(221.68)	2,040.07	0.19	1,840.61	199.46
Training and Protective Clothing	0.00	0.00	(10.00)	10.00	2,478.95	0.23	108.50	2,370.45
Programme Costs - Project	14,224.50	6.82	30,476.88	(16,252.38)	108,638.20	9.89	129,246.17	(20,607.97)
Marketing Costs - Project	4,026.62	1.93	2,186.40	1,840.22	10,201.81	0.93	8,573.98	

Overheads

Time: 10:34:10

Prior Year Report

From: Month 5, August 2019
 To: Month 5, August 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	5,659.80	2.71	15,260.32	(9,600.52)	12,993.60	1.18	32,517.70	(19,524.10)
Rent, Rates and Insurance	4,257.00	2.04	4,220.70	36.30	20,505.00	1.87	19,539.69	965.31
Heat and Light	5,259.08	2.52	5,326.76	(67.68)	28,943.44	2.64	27,492.63	1,450.81
Operating Leases - Rent and Equipment	9,122.72	4.37	8,818.13	304.59	44,432.65	4.05	43,509.37	923.28
Repairs and Maintenance and Cleaning	8,496.14	4.07	6,886.06	1,610.08	63,573.30	5.79	60,114.10	3,459.20
Print, Postage and Stationery	706.63	0.34	277.04	429.59	3,268.94	0.30	1,521.12	1,747.82
Telephone	774.52	0.37	450.38	324.14	3,818.70	0.35	3,658.45	160.25
Computer Costs	1,764.50	0.85	1,335.91	428.59	9,452.50	0.86	8,789.54	662.96
Marketing Costs - Strategic	595.00	0.29	1,770.95	(1,175.95)	1,663.59	0.15	4,373.45	(2,709.86)
Website Costs	449.63	0.22	250.00	199.63	681.88	0.06	1,733.90	(1,052.02)
Subscriptions	77.50	0.04	(86.67)	164.17	928.38	0.08	373.29	555.09
Consumables	33.35	0.02	489.65	(456.30)	3,086.26	0.28	5,808.18	(2,721.92)
Legal and Professional Fees	1,543.34	0.74	1,438.34	105.00	7,566.67	0.69	9,168.67	(1,602.00)
Till Differences	72.51	0.03	(105.62)	178.13	(68.77)	(0.01)	(218.67)	149.90
Bank Charges and Interest	1,921.62	0.92	1,589.00	332.62	9,714.73	0.88	7,785.93	1,928.80
Loan Interest	390.71	0.19	426.50	(35.79)	1,953.55	0.18	2,182.49	(228.94)
	<u>41,124.05</u>	<u>19.71</u>	<u>48,347.45</u>	<u>(7,223.40)</u>	<u>212,514.42</u>	<u>19.35</u>	<u>228,349.84</u>	<u>(15,835.42)</u>
Net Profit/(Loss):	<u>1,778.70</u>	<u>0.85</u>	<u>22,602.72</u>	<u>(20,824.02)</u>	<u>53,780.80</u>	<u>4.90</u>	<u>13,279.44</u>	<u>40,501.36</u>

Date: 22/10/2019
Time: 10:35:14

Shetland Arts Development Agency
Balance Sheet

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From: Month 5, August 2019
To: Month 5, August 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	156,038.00	
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	10,311,202.92
Current Assets			
Stock	856.34	40,972.35	
Debtors	8,026.00	129,076.20	
Deposits and Cash	(2,295.97)	3,386.49	
Bank Account	0.00	192,354.39	
		6,586.37	365,789.43
Current Liabilities			
Creditors : Short Term	(86,809.53)	380,737.08	
Payroll Taxation	1,312.01	24,081.57	
Wages	(373.17)	15,997.58	
Bank Account	90,837.51	0.00	
VAT Liability	762.02	33,968.57	
		5,728.84	454,784.80
Current Assets less Current Liabilities:		857.53	(88,995.37)
Total Assets less Current Liabilities:		857.53	10,222,207.55
Long Term Liabilities			
Creditors : Long Term	(921.17)	93,802.73	
Pension Liability	0.00	1,580,000.00	
		(921.17)	1,673,802.73
Total Assets less Total Liabilities:		1,778.70	8,548,404.82
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	1,778.70	53,780.80	
		1,778.70	8,548,404.82

Time: 10:29

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

Period From: Month 5, August

Year: 2020

Department: All

Period To: Month 5, August

Chart of Accounts: SADA Default Layout of Accounts

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Sales			
Ticket Sales	28,923.96	48,929.60	(20,005.64)
Education and Training	8,333.30	11,250.00	(2,916.70)
Retail	19,392.21	11,579.66	7,812.55
Food and Beverage	49,378.00	55,512.39	(6,134.39)
Foyer	7,853.66	10,831.73	(2,978.07)
Box Office Commission	207.50	1,250.00	(1,042.50)
Gallery Commission	0.00	264.59	(264.59)
Hire of Rooms and	6,753.75	3,752.12	3,001.63
Screen Advertising Income	1,591.12	1,166.67	424.45
Gift Vouchers	(99.05)	0.00	(99.05)
Sponsorship	100.00	166.67	(66.67)
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	20,833.34	20,833.33	0.01
Other Grants - Trusts and	1,387.60	8,585.89	(7,198.29)
Operating Lease Income -	7,500.00	7,500.00	0.00
Other Income	5,403.40	0.00	5,403.40
Memberships Received	744.59	625.00	119.59
Internal Recharges	0.00	(0.02)	0.02
	<u>208,596.88</u>	<u>232,674.46</u>	<u>(24,077.58)</u>
Purchases			
Food and Beverage	17,478.56	19,442.71	1,964.15
Foyer Purchases	4,041.61	5,415.87	1,374.26
Retail Purchases	12,431.53	6,532.44	(5,899.09)
Direct Costs	562.09	41.67	(520.42)
	<u>34,513.79</u>	<u>31,432.69</u>	<u>(3,081.10)</u>
Direct Expenses			
Gross Salaries and Wages -	72,799.38	71,426.40	(1,372.98)
Gross Wages - Casual	15,923.76	16,330.46	406.70
Employers NI	5,325.68	5,646.62	320.94
Employers Pensions	12,739.72	13,205.76	466.04
Recruitment Expenses	170.00	250.00	80.00
Employee Expenses	131.44	0.00	(131.44)
Training and Protective	0.00	708.33	708.33
Trustee Expenses	0.00	83.33	83.33
Programme Costs - Project	14,224.50	30,016.72	15,792.22
Marketing Costs - Project	4,026.62	2,229.16	(1,797.46)
Licences	4,167.90	3,302.36	(865.54)
Film Transport	(128.66)	166.67	295.33
Hire of Equipment	1,800.00	162.50	(1,637.50)
	<u>131,180.34</u>	<u>143,528.31</u>	<u>12,347.97</u>
Gross Profit (Loss):	<u>42,902.75</u>	<u>57,713.46</u>	<u>(14,810.71)</u>

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

Period From: Month 5, August

Year: 2020

Department: All

Period To: Month 5, August

Chart of Accounts: SADA Default Layout of Accounts

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Overheads			
Travel, Subsistence and	5,659.80	8,027.67	2,367.87
Motor Expenses	0.00	81.50	81.50
Rent, Rates and Insurance	4,257.00	4,621.69	364.69
Heat and Light	5,259.08	6,441.29	1,182.21
Operating Leases - Rent and	9,122.72	8,789.33	(333.39)
Repairs and Maintenance	8,496.14	17,254.53	8,758.39
Print, Postage and Stationery	706.63	366.67	(339.96)
Telephone	774.52	410.41	(364.11)
Computer Costs	1,764.50	2,501.40	736.90
Marketing Costs - Strategic	595.00	354.17	(240.83)
Website Costs	449.63	375.00	(74.63)
Subscriptions	77.50	230.27	152.77
Consumables	33.35	647.90	614.55
Legal and Professional Fees	1,543.34	2,337.50	794.16
Till Differences	72.51	0.00	(72.51)
Bank Charges and Interest	1,921.62	1,770.00	(151.62)
Loan Interest	390.71	500.00	109.29
	<u>41,124.05</u>	<u>54,709.33</u>	<u>13,585.28</u>
Net Profit (Loss):	<u>1,778.70</u>	<u>3,004.13</u>	<u>(1,225.43)</u>



Shetland *arts*
HEAD OF CREATIVE
OPPORTUNITIES REPORT

OCTOBER 2019

INTRODUCTION

This report details the following

- Key Performance Indicators
- Significant projects completed in the reporting period
- Significant projects planned

KEY PERFORMANCE INDICATORS

As Per SCT Funding 19/20	Apr	May	Jun	Jul	Aug	Sep
Concerts, Screenings, Exhibition Days	369	269	270	447	376	425
Audience attendances	17,154	15,975	18,142	22,973	15,328	19,466
Development Sessions	136	198	165	63	65	258
Participations	949	1,481	2,036	2,231	224	2,827

Formal Education Delivery	Enrolled to Study at Mareel 19/20		Taught Across the Network 19/20
	Full Time	Part Time	
Vocational Pathway	-	26	-
NC	8	-	-
HNC	3	-	-
Degree	8	1	14
Masters	-	1	6

SIGNIFICANT PROJECTS COMPLETED IN REPORTING PERIOD

Date	Title	Intention	Outcome
Sep 2019	Shoormal Conference	Academic event with fringe activities	Well attended, and a learning experience
Sep 2019	Youth Arts 'Refresh'	Launch of a collection of 3 new youth companies (drama, dance, film)	6 to 8 young people engaged in each group
Sep 2019	BA Applied Music module delivery	Deliver a module in Digital Audio Workstations	7 remote students engaged
Aug - Oct 2019	Creative Project Manager Attended Kedja Conference & Total Theatre Awards	Build partners and contacts for international collaboration. Assessing shows for highly	New contacts and insights. Learning made through the Kedja Nordic Baltic dance network. Potential to bring new works to Shetland.
Sep 2019	VACMA program relaunched	Provide funding to enable practitioners to develop new work	Funding secured and 2 tranches publicised

SIGNIFICANT PROJECTS PLANNED

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

Short/ Medium/ Long Term	Title	Intention
Short	Christmas Creative Labs	Develop craft skills in gift making
Long	Entrepreneurship and Production module	Develop and deliver a module on UHI Drama course
Short	Scottish Dance Theatre partnership	Making a new piece with Shetland Youth Dance company in Feb
Long	Arts in Wellbeing	Arts delivery in Care settings throughout Shetland, and Wellbeing Arts group sessions in Mareel
Short	Live Literature Residency	James Robertson will deliver sessions in 5 Shetland schools as part of 365



Shetland *arts*
HEAD OF PRODUCTION
REPORT

October 2019

INTRODUCTION

This report details the following

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

HEALTH AND SAFETY

Date	Incident	Action Taken	Future Mitigation
21/10/19	Bairns sneaking in to Screen 1	Supervisor dealt with	CCTV install to be completed on 1st floor
16/10/19	Illuminated Fire Escape sign outside Print Room not working	New sign ordered	Running Man signs to be upgraded throughout building
15/10/19	Alarm cords in accessible toilets not hanging freely to floor	All checked for signage	
09/10/19	Melted extension cable	Decommissioned	All staff reminder to fully unreel extensions
06/10/19	Garrison: Ballet musicians and their equipment positioned on steps during performance	Relocated for 2nd show	Better communication requested with event promoter & musicians
05/10/19	Many intoxicated people backstage at MS charity event	FOH increased presence backstage during event	Limit door access to Promoter/Performer/Guest fobs during events
26/09/19	Revolving Door issues	New brushes to be ordered	
20/09/19	Cinema lights going dark too soon	Procedure changed	
16/09/19	Supervisor mobile phone not charging	Replacement installed	

10/09/19	Staff Entrance fire escape congested	Reminder to FOH staff to check Refuge Points and Fire Exits during weekly fire test	
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SIGNIFICANT PROJECTS COMPLETED IN REPORTING PERIOD

Date	Title	Intention	Outcome
22/10/19	Workshop upgrade	To create a more suitable workshop space on the 2nd floor	Fit-for-purpose workshop space now in use
22/10/19	PAT testing of all Mareel technical equipment	Annual testing	No significant failures
15/10/19	Bonhoga M&E Reboot	First maintenance visit under new contract	New logbooks and CAD drawings to be created
01/10/19	Mareel Annual M&E PPM maintenance	First maintenance visit under new contract	Much improved efficiency
30/09/19	Bonhoga Car Park	Re-lining of car park, including disabled parking spaces	Partially completed by SQC
16/09/19	Auditorium Capacity	To review capacity for standing events at Mareel	Capacity to be increased initially to 650 for select events

SIGNIFICANT PROJECTS PLANNED

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

Short/Medium/Long Term	Title	Intention	Oct Update
Short	Printer Upgrade	To install an improved machine in line with business needs	To be installed mid November
Short	Boardroom Units	To install a permanent full-length unit with	Materials ordered

		worktop in the Boardroom	
Short	Painting schedule	To put together a strategic schedule for redecorating in Mareel	Sub-contractors to be invited to tender
Short	Cinema Fund Bid	To upgrade 1st generation digital cinema equipment at Mareel, as well as purchasing mobile kit for outreach screenings	Reviewing updated quotes from suppliers
Medium	BMS Re-commission	To review BMS system settings as per Carbon Management Plan	In discussion with original installers (CCNorth)
Medium	Garrison External Works	To address all Category 2 defects as noted on condition survey	Works commenced
Medium	Food Prep Cooling	Install appropriate cooling system in Food Prep area at Mareel	Options being explored, projected install date April 2020



Shetland *arts*
CHIEF EXECUTIVE
REPORT

October 2019

INTRODUCTION

This report details the following

- Any Board decisions required
- Operational Issues from the last reporting period
- Key Dates for Trustees
- Stakeholder Updates
- Significant projects completed in the reporting period
- Significant projects planned

BOARD DECISIONS

Issue	Supporting Papers	Recommendation
Development Strategy 2020	Explanatory Note	Support

OPERATIONAL ISSUES

Issue	Mitigation
Bakka Van trading without licence	Check future trading requests against relevant licences
Very low staff numbers over October half term	Annual issue, unfortunate decision taken to intermittently close ShetlandMade at Sumburgh
Venue Management System being underutilized	Relaunch planned to be led by KE
Disruptive customers at children's film screening	Reviewed operating procedure, agreed to develop flash card to run pre childrens films
Photocopier/printer becoming erratic	New lease arranged on improved machine, more print jobs will be run in house.

KEY DATES FOR TRUSTEES

Date	Title	Venue
1 November	365 Stories and Music installation and performance	Mareel
14 November	Soup and a Show	Mareel
14 November	IDG presents The Crucible	The Garrison
15 November	Celebration of Shetland Writing	Mareel
9th November – 22nd December	Christmas Show	Bonhoga
15 - 17 November	Freda Leask, Haltadans & Herkja	Skeld Public Hall, Burravoe Public Hall, Bigton Public Hall

STAKEHOLDER UPDATES

Creative Scotland	Indications that funding will be extended till March 2022, new bid application process being developed
Shetland Charitable Trust	Bid being developed for 1 year funding April 2020 - March 2021
Highlands and Islands Enterprise	Organisation diagnostic planned for November 2019
Shetlands Islands Council	
Event Scotland	Year of Coasts and Waters application unsuccessful Hogmanay application 60% successful

SIGNIFICANT PROJECTS PLANNED

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

Short/Medium/Long Term	Title	Intention	Oct Update
Short	Supervisor Training with People Matters	To ensure all supervisors have management and leadership training	Ongoing
Short	Locus	Secure Living Lerwick Art Trail Contract	Contracted Secured and opportunity advertised
Short	Future of the Garrison	Secure a sustainable future for The Garrison Theatre	Ongoing
Medium	Vision, Mission, Values	Review and update	See Development Strategy 2020
Medium	Work Plan 2021 - 2024	Review and update work plan so that we are able to respond to potential new strategic direction from stakeholders	See Development Strategy 2020
Medium	Organisation Structure	Review organisation structure in line with work plan	See Development Strategy 2020
Long	Islands Deal	Ensure CI is delivered in Islands Deal	Revised plan submitted to Programme Director
Short	SCT Application	Secure 1 year funding from SCT	
Short	Voices for Equity	Deliver end of project art material	
Medium	The Lens	To develop an innovation culture in SADA in partnership with SRT and SAT	

Development Strategy 2020

Date 21/10/2019

Prepared by Graeme Howell

Background

- 2020 will be a key year for Shetland Arts to review and confirm its purpose, mission and work plan for 2021 - 2025.
- We are expecting to be applying for multi year funding agreements from both Shetland Charitable Trust and Creative Scotland in the Autumn of 2020.
- The last big review we carried out was during Autumn 2016 and it is time for a refresh.

Proposal

All dates below are currently provisional and will be subject to change to ensure we can hit any externally enforced deadlines.

January to March 2020

- Review all 45 existing programs, have they achieved what we intended, if not why not.
- Initiate a series of provocations around our work and purpose, encourage all staff to engage think and respond.
- Run a series of butterfly sessions for staff, trustees and freelancers to test and set SADAs purpose.

March 2020 - April 2020

- Artform conversations with users, audiences and practitioners.
- Stakeholder consultation

April to June 2020

- Check appropriateness of organisational structure
- Check appropriateness of internal systems, meetings and processes
- Focus on the development of external partnerships, particular focus around Creative Scotland ambitions
- Use a workshop format to review purpose, vision, mission and values

July 2020

- Make any necessary changes
- Launch purpose, vision, mission and values internally

September - November 2020

- Develop program and project ideas for 2021 - 2025
- Agree target budgets
- Review and Revise Business Plan

January 2021

- Launch Business Plan

Detail

Program Reviews will be carried out by SMT and appropriate members of WMT. The review process will be split over three days aiming to review 15 projects a day. The projects will be reviewed against the original work plan and project descriptors submitted with the CS application in March 2017. The findings of the review will be reported back to Trustees during the March information session.

Dates

Board room

Thursday 6 Feb all day

Thursday 13 Feb all day

Thursday 20 Feb all day

Butterfly Sessions

A butterfly session is a tool that enables participants to focus in on what the fundamental purpose of an organisation is. It provides space to explore what the organisation excels at and what challenges or issues it may need to respond to. They are a powerful tool to enable the whole organisation to have a discussion and will involve trustees, staff and freelancers. The findings of the review will be reported back to Trustees during the March information session.

Green Room

Monday 10 Feb 2pm and 5.30pm

Monday 17 Feb 2pm and 5.30pm

Monday 24 Feb 2pm and 5.30pm

Artform Conversations

These will be run by Bryan Peterson and myself and will take the same format as when we ran them in 2015. They will be advertised publicly and users and audiences will be invited to feedback to us. They are listening sessions and not debates and there will be a supporting survey run for a week at the end of each session.

Location TBC

Performing Arts (Dance, Drama, Theatre) - 20 April 5.30pm - 8pm

Music - 27 April 5.30pm - 8pm

Literature - 4 May 5.30pm - 8pm

Film - 11 May 5.30pm - 8pm

Visual Art and Craft - 18 May 5.30pm - 8pm

Creative Industries - 25 May 5.30pm - 8pm